OPMGT540, Fall 2021

Sustainable Design of Global Supply Chains

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Class time: Wednesdays, 6 pm - 9:20 pm

Class location: PCAR395

Office hours: By appointment, feel free to email me

Overview

As firms seek to improve their global competitive positioning, they must consider a variety of factors in determining their supply chain strategies. These factors include proximity to relatively cheap inputs, benefit of locating near major markets, building of strategic alliances to acquire technological and competitive knowledge, etc. We will learn to make strategic and operational decisions to design and manage a global supply chain: where to locate facilities, where to source from, how to coordinate worldwide operations to enhance performance, how to manage risk, how to embrace sustainability challenges, and how to account for relevant legal and tax issues.

Course Learning Objectives

Specific skills learned in this course include:

- Be able to identify major decisions involved in SCM, explain how they come together, and find examples of these decisions in practical applications
- Identify challenges faced by global supply chains in modern world
- Design and optimize effective global supply networks
- Classify risks and understand various risk management frameworks
- Apply a risk/profit allocation tradeoff to build a tax-effective supply chain
- Optimize a global supply chain considering international trade regulations
- Build circular supply chain
- Understand social responsibility of the firms

Course Materials

1. HBSP coursepack with readings and cases; I marked cases/readings as optional to give you flexibility on when to purchase what; the coursepack includes a required game registration - every student will need to register for the game.

2. Class slides (posted on Canvas on the day of each lecture);
3. Additional readings/articles to be posted occasionally on Canvas, I will send you a notification in such cases.

Course Policies

This course relies on active student participation. If a student comes to class late, unprepared, and/or is distracted by the use of electronic devices, the student cannot effectively participate in class discussions and the participation grade will reflect that.

As per UW mandate, all students are to wear masks over the mouth and nose at all times. It is not allowed to consume food in the classrooms. You may drink beverages, please put your mask back on immediately after taking a sip.

Late case assignments will not be accepted.

Course Schedule

Date	Link to class page:
September 29, 2021	Class 1 -- Introduction, Supply Chain Challenges and Strategies
October 6, 2021	Class 2 -- Dual Global Sourcing, Mass Customization
October 13, 2021	Class 3 -- Facility Location with Global Considerations
October 20, 2021	Class 4 -- Building a Resilient Supply Chain
October 27, 2021	Class 5 -- Supply Chains in Circular Economy
November 3, 2021	Class 6 -- Social Responsibility, Guest Speaker
November 10, 2021	Class 7 -- Social Responsibility of Supply Chains: Fair Trade Certificates
November 17, 2021	Class 8 -- Innovative Business Models and Emerging Technologies, Guest Speakers
November 24, 2021	Class 9 -- No Class Meeting -- Play Online SCM Game
December 1, 2021	Class 10 -- Game Debrief, Guest Speaker
December 8, 2021	Class 11 -- Team Presentations, Course Wrap Up

Class Teams

Many activities in this class will be conducted in teams. Please form teams of 3-5 students.

Please note that we have students from 2 different programs in this class (Full time and Evening MBA) - while not required, I highly encourage you to form teams with students across programs - you will meet new people and will get new perspectives;

Here is a Google sheet to help you with team formation. Put your name/email/program down in one of the prepared Team slots and others will join you.

Case Assignments

For case assignments, please follow the instructions and questions posted on Canvas. All case assignments are to be done in your teams. There is no need to write an additional executive summary, conclusion etc. for your cases in this class. Please upload the file with your solution (one submission per team) to Canvas.

Weekly Supply Chain Updates

Every week, I ask one team to study one news item about supply chain and present the story and your team's analysis and reflection points to the class. We will then discuss it as a class. Please prepare 2-3 slides to cover your story and upload your slides to Canvas. You will then have 5-7 minutes during class. Your slides should include: the link to the story, brief summary of the story, background research, analysis (may include placing the story into the big picture, making connections or contrasts with other changes/innovations going on in SCM, your predictions or suggestions on resolution and/or improvement, etc.) Click here for a list of good sources and ideas. Please feel free to reach out to me if you need help/guidance.

We will generate a random schedule of presenting teams on the first day of class:

Team 1 -- Class 3

Team 2 -- Class 5

Team 3 -- Class 4

Team 4 -- Class 7

Team 5 -- Class 2

The purpose of this activity is three-fold:

1. Build a habit of reading supply chain related news and reflecting on their implications;
2. Get familiar with good sources of supply chain news and information;
3. Learn about pressing issues and solutions in supply chain management.

Global Supply Chain Management Game

During the Thanksgiving break, you will play a global supply chain simulation game online, we will not have class on Wednesday before Thanksgiving. You will be able to access the game and all required information through the HBSP coursepack.   We will debrief the game during the following class. I then ask you to play the game again and submit a write-up describing your strategy before and after - see the corresponding assignment for more guidelines.

Quizzes

Almost every week, there will be a quiz on Canvas, the quizzes have about 5-10 questions each and are designed to test you understanding of basic terminology and concepts, and your ability to perform short calculations introduced in class and in readings. The quizzes are timed - you have 30 minutes to finish the quiz after you've opened it. The quizzes are to be done individually. The quizzes become available after class on Wednesday at 9 pm and are available until 11:59 pm on following Sunday - late submissions or re-takes are not allowed.

Guest Speakers

We will have 4 guest speakers sharing their experiences and perspectives on global supply chain management:

- [Colin Bryar, Co-Founder Working Backwards LLC, Former Amazon VP](#)
- [Lara Rogers](#), SVP, and [Dave Glick](#), Chief Technology Officer from Flexe
- [Jacquie Howard, Starbucks, Vice President, Global Supply Chain - Direct Sourcing](#)

Following each guest speaker presentation, please post your reflections on what did you find to be the most interesting (new, insightful, surprising) aspect of the talk on the corresponding assignment.

Participation

To participate in class, you need to do the assigned readings, analyze the cases based on the questions given, and be ready to respond to questions and provide comments in class. Be prepared to be challenged and to defend your suggestions or solutions with careful and thoughtful analysis! I prepare a randomized list before class and call on students accordingly. With a small class size, expect to be called upon at least every other class.

Final Project

Select a company (you may find useful to focus on a single product/material, e.g. supply chain for potatoes at McDonalds, or supply chain for dairy for Starbucks), describe the company's current sustainability state and initiatives, discuss the implications throughout the supply chain (remember to focus on the triple bottom line), and propose ways for improvement. Discuss all benefits and drawbacks of your proposal and its implementation. You should also address implementation challenges with various stakeholders and across its entire supply chain. Please document and support your statements and suggestions with facts.

Each team needs to [submit an executive summary](#) of the project (2 pages) two days prior to [the final presentation](#) and deliver a 15-minute presentation on the last day of class. Each team will be paired with a "challenger team". The challenger team will receive a copy of the executive summary and will prepare three challenging questions to ask the presenting team during their presentation. The project grade for each team will be based on the quality of the executive summary, presentation, and the questioning of another team.

Course grading

Activity	Grade weight	Type
Case Assignments	20%	Team
SCM Game Report	5%	Individual
Facility Location Exercise	5%	Individual
Quizzes	10%	Individual
Weekly SC updates	10%	Team
Reflections on guest speaker presentations	10%	Individual
Participation	10%	Individual
Final Project	30%	Team
Total	100%	

Teamwork

For team assignments, I expect every team member to contribute to the final product in a fair way (this applies to case assignments and course project).

At the end of the course, I will ask every student to confidentially evaluate other team members' contribution to the team projects. These evaluations will be considered in grading of all team-based work.

Academic Integrity

Please treat the program, your classmates, your instructors, and yourself with respect at all times. When working in teams, collaboration *within* the group is expected and encouraged, however, each team should work independently and submit their own work (not borrowing from other teams or from other, potentially online, resources).

Religious Accommodations Policy

Washington state law requires that UW develop a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The UW's policy, including more information about how to request an accommodation, is available at Religious Accommodations Policy. Accommodations must be requested within the first two weeks of this course using the Religious Accommodations Request form.