General Course Information:

OPMG-GB.2306 (B60.2306) Supply Chain Management
Mondays, 6:00 p.m. - 9:00 p.m
K-MC 5-75

Instructor Information:

Brian T. Eck
Office Address: 8-171 KMC
Telephone Number: 845-894-8234 (IBM East Fishkill)
E-mail: beck@stern.nyu.edu

Teaching Assistant:

TBD
E-mail:

Reading Materials

1. Coursepack: Cases and readings.


3. Supply Chain Management – Strategy, Planning, and Operation (henceforth referred to as SCM-CM) will be the main text I will follow. I have assigned various chapters to read for every class (see Outline). I expect you to skim through the assigned material before class, and to carefully read the text throughout the term, preferably as we progress through the course.

The case packet will be denoted as CP. Several articles can be downloaded using the links in Blackboard.

Course Description

The function of supply chain management is to design and manage the processes, assets, and flows of material, information and funds required to satisfy customers’ demands.

Several factors have created a need to study the flows of material, information and funds in a unified manner. Supply logistics related costs account for 20-25% of a typical firm’s total cost. On the revenue side the supply chain decisions have a direct impact on the market penetration and customer service. Globalization of the economy and electronic commerce has heightened the strategic importance of supply chain management and created new opportunities for using supply chain strategy and planning as a competitive tool. Electronic commerce has not only created new distribution channels for consumers but also revolutionized the industrial marketplace by facilitating inter-firm communication and by creating efficient markets through trading communities. Moreover, the combination of enterprise information infrastructure and the Internet has paved the way for a variety of supply chain optimization technologies.

In this course we study the major elements of supply chain management, learn how to design an integrated supply chain, and evaluate the fit with the business strategy.
Prerequisites

The core Operations Management course is the prerequisite.

Course Objectives

The objectives of this course are:

1. To develop an understanding of key drivers of supply chain performance and their inter-relationships with strategy and other functions of the company such as marketing, manufacturing and accounting.

2. To impart analytical and problem solving skills necessary to develop solutions for a variety of supply chain management and design problems and develop an understanding of information technology in supply chain optimization.

3. To understand the complexity of inter-firm and intra-firm coordination in implementing programs such as e-collaboration, quick response, jointly managed inventories and strategic alliances.

4. To develop the ability to design logistics systems and formulate integrated supply chain strategy, so that all components are not only internally synchronized but also tuned to fit corporate strategy, competitive realities and market needs.

Method of Instruction

I shall use a mixture of lectures and case discussion.

I expect each student to read the assigned material before class, discuss the case if scheduled within the group, and actively participate in the class discussions.

Method of Evaluation

Please see below.
GRADING

The grade you receive for the course is intended to certify your demonstrated proficiency in the course material. Proficiency will be estimated by measuring your performance on (1) written assignments / submissions, (2) in-class contribution , (3) mid-term exam, and (4) final project. Your course grade will be based on a weighted evaluation of the following categories:

<table>
<thead>
<tr>
<th>Written Assignments</th>
<th>15%</th>
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<tr>
<td>Group (3)</td>
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<tr>
<td>Written Assignments</td>
<td>15%</td>
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<td>Individual (5)</td>
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<td>In-Class Contribution</td>
<td>25%</td>
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<td>Final Project</td>
<td>20%</td>
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<tr>
<td>Mid-Term Examination</td>
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Strong online contribution (discussion boards - group and common) will be considered in borderline cases.

Please note: All assignments are to be submitted prior to class via e-mail to instructor’s e-mail address above, please cc the TA and also bring hardcopy to class.

WRITTEN ASSIGNMENTS / SUBMISSIONS (30%)

Three (3) case reports are due with regard to the specific cases as identified in the syllabus. They are due at the beginning of the class session for which they are assigned. They should be done in group of size less than or equal to four. Five short (one or two page) individual write ups are also due. These short reports should not focus solely on number crunching but on the conceptual understanding gained from reading the case. Sometimes this understanding requires doing the analysis as well. There are six individual cases assigned and I will drop the lowest score (or you may choose which to not submit). A perfect score requires going beyond the italized (focus) question(s) and considering all questions listed.

The reports are graded for both content and presentation. A good paper should clearly and succinctly state the recommendations in the first paragraph to provide the reader with a framework. (If a lengthy description of the recommendation seems necessary, append it to the report.) The remaining paragraphs should each present a major part of the rationale for the recommendation in terms of the desirable and undesirable consequences of adopting it. The rationale must consider capabilities that the logistics system under study needs to excel at and how the current system either provides these capabilities or fails to provide them.

Some common problems in preparing reports:

- **Presentation related:** A good report is not a chronology of analysis (i.e., answering the questions listed in sequence), but a clearly articulated statement of recommendation and support. If there are options under consideration in the case that are rejected by you, a clear rationale for your decision should be provided. Facts stated in the case need not be restated unless used to make a point. I will assume that the most important issues are raised in the report and that all else is less important to the writer. Both desirable and undesirable consequences should be factually stated and supported. In the overall evaluation of the report the discussion of all consequences of the recommendation is of the greatest importance. You must clearly discuss how your recommendations aid in the development of capabilities that are important for the logistics system under study.
Analysis related: Other reports suffer from inadequate analysis. Analysis for a report is a time consuming and intellectually challenging task. Each case has a set of questions that are essentially a guide to help you with the analysis. The objective is to evaluate a complete range of alternatives and anticipate and discuss the full consequences of your recommendation.

Reports should be typed with 1.5 line-spacing and should not exceed 4 pages, not including appendices and exhibits. Exhibits appended to the reports need not be typed, but should be neat and easy to understand. As per the honor code, an individual should include his/her name on a report only if they have contributed to the analysis.

All case write-ups should be done in teams of no more than four members in order to strike a balance between the benefits derived from group work and the cost due to increased logistical complexity.

The honor code stipulates that you may put your name on a write-up only if you contributed to the team’s discussion. Furthermore, you may not refer to case writeups from classes offered in earlier semesters. The premise of academic integrity is that ideas should be attributed to their source. Therefore, please acknowledge the main source(s) of data, facts, and ideas (other than the instructor) in all your written work and when you make a presentation.

IN-CLASS PARTICIPATION / CONTRIBUTION (25%)

In a typical class session, one or more students will be asked to begin discussion of a selected topic. I expect you to be prepared before coming to class, especially on the dates we will have a case discussion. The criteria I will use to judge effective class participation include:

- Is the participant a good listener?
- Are points made relevant to the class discussion?
- Are they linked to the comments of others?
- Do the comments show clear evidence of appropriate and insightful analysis of the case data? Is there a willingness to participate?
- Is there a willingness to test new ideas?
- Do comments clarify and highlight important aspects of earlier comments and lead to a clearer statement of the concepts being covered?
- You might want to focus on the question in red when analyzing the case for class discussion.

ELECTRONIC DISCUSSION BOARD: (extra credit)

I will set up an electronic discussion board. You can post your contributions on topics related to supply chain management. You can also post your comments on cases to be discussed in class. Your postings will be taken into account when determining the class contribution grade.

In addition, Blackboard will be useful for groups to communicate remotely in discussing and preparing group case write-ups and project work. This is not required, since some teams may be able to meet in person.

FINAL PROJECT (20%):


The final project can be done individually or in groups (It would be best to use the same groups that you are using for class assignments. However this is not a requirement). The project will account for 20% of the overall grade. The project is due in class, on Dec 5th. All reports should be typed with a maximum of 15 pages (1.5 line-spacing, 11 or 12 pt. Font). Submit a powerpoint presentation of your final project along with your final report. Please provide a one page summary of the project for a discussion in the last class.
An important deadline is October 3rd, when I expect a one page proposal from each group about their project. My objective at this stage is to make sure that you have decided by this stage on a specific project so that you can spend the remaining 7 or 8 weeks working on it. I like to meet with each group to discuss their project.

There are three possible choices for your final project as follows:

- To analyze an existing logistics process and suggest any improvements that need to be made. Examples include a study of the distribution system and store deliveries at McDonalds, design of a logistics system for a manufacturer of refrigeration equipment, and an analysis of intermodal movement for a railroad.

- To identify a business opportunity (for example selling furniture on line) involving a product and build a business plan with a focus on supply chain issues. The goal is to identify the business opportunity and design the ideal supply chain for it. The project should include implementation details.

- To study supply chain practices in industry from the point of describing risks, benefits, best practices along with industry examples of each.

My expected outline for the three types of projects are discussed below.

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**Analyze an existing supply chain process and suggest improvement**

The project report should not be a detailed description of everything you have done but a specific set of observations and recommendations. It should begin with an executive summary no longer that 250 words. All details are to be put in an appendix in the form of exhibits, tables etc. The general guidelines for the project are as follows:

1. Executive summary
2. Define the process and the context (business unit) in which it operates.
3. What is the strategy / market of the business unit?
4. What does this imply in terms of the supply chain process you are studying? What must this process be able to do particularly well in terms of cost, time, quality, and flexibility? The headings mentioned here are broad. You are expected to identify specific dimensions along which the process is expected to do particularly well.
5. Describe the current process structure in terms of information, inventory, transportation, and location.
6. Discuss the process capabilities, given the current structure, in terms of the specific dimensions identified by you in 4.
7. Discuss existing problems and weaknesses in the current process. What additional capabilities does the process need to develop.
8. How should the process be restructured to develop these capabilities? Discuss why the changes suggested by you will have the desired effect along the key dimensions identified by you.
9. Discuss how the suggested changes should be implemented with a time line. Explain any resistance you may face in implementing the changes.
Please note that these are general guidelines. I am not looking for a project report with nine points in the sequence listed above. I have listed the points that I feel are important in most reports. Please feel free to add to or alter the above list as best fits your project.

**Study supply chain practices in industry**

The objective here is to study supply chain practices in industry such as

§ E-commerce and its impact on logistics and supply chain in an industry or company
§ EDI Systems including other supporting systems that it makes possible, e.g. CAO (computer assisted ordering systems) etc.
§ Coding and Scanning Technologies (Bar coding, SCM, etc.), RF
§ Third party logistics
§ Warehouse design and management
§ Closed-loop supply chains
§ Revenue management practices
§ Risk management practices
§ Global Outsourcing: Trends and prospects

Please do not restrict yourself to the above list. It is meant simply as a starting point. In each report I expect the following:

1. A description of the supply chain practice including its key elements and its role in the overall supply chain
2. Major benefits of the practice.
3. Major risks/cost of the practice
4. Key issues in designing and implementing the practice
5. Which companies is this practice ideally suited for? Which companies may it not be suitable for?
6. Examples of companies that are successfully using the practice including best practices.
7. Examples of companies that have been unsuccessful in their implementation of the practice and possible reasons.

Once again, please do not feel bound by the above structure. It is simply meant to help you get started.

**Build a business plan with a product focus**

The objective of this report is to identify a business opportunity (preferably on the web) involving products where supply chain issues are significant. This could be done for a particular company or an industry in general. The business plan should detail the supply chain opportunity and how it will help the business position itself strategically. The report should also detail implementation issues.

**MID TERM EXAM (25%)**

The mid term exam will be comprehensive (through material covered through the date it is distributed) and given in class
STUDENT INFORMATION FORM

Please respond by e-mail, preferably prior to the first class session, with the following information:

1) your current company and position, especially relationship to supply chain if any
2) past experiences relevant to supply chain management
3) what you are most hoping to get out of the class

USE OF EXCEL FOR MODELING

I will make use of Excel workbooks during the course as part of the lecture discussion. These can be downloaded from Blackboard. If you have a laptop, try and bring it to class with these files so you can also work along as I use them in class. This is not a requirement but you may find it useful.

Some other books on the subject that may be of interest:

4. Inventory Management and Production Planning and Scheduling by Edward A. Silver, David F. Pyke, and Rein Peterson

Other business books that may be of interest to students taking this course:

1. Clock Speed by Charles H. Fine
3. The Innovator's Dilemma by Clay Christensen
4. Towards a Better Supply Chain by Charles C. Poirier
5. Time Based Competition by Joseph D. Blackburn
6. Competing Against Time by George Stalk, Jr. and Thomas H. Hout
7. Balanced Sourcing by Timothy M. Laseter
8. The World is Flat by Thomas L. Friedman.
Session 1  September 19th, 2011

**Topic:** INTRODUCTION TO SUPPLY CHAIN MANAGEMENT and THE SUPPLY CHAIN MANAGEMENT FRAMEWORK

**Class Plan:**
Introduction and Overview of the course: In this session we will discuss supply chain management and its importance to the success of a firm. We will discuss various ways to view a supply chain. We will also raise a variety of supply chain related questions that need to be answered by any firm. We will provide a framework within which supply chain drivers may be analyzed and appropriate trade-offs considered. We will illustrate the strategic framework for supply chain decisions in the context of the ChemBright, Inc. case in this session.

**Assignments Due:**
Case: ChemBright, Inc. (CP)
Consider the following questions for discussion especially the italicized question:

1. What is your evaluation of ChemBright's strategy? How sound is the business at this point? What changes could Steve Vitale make to improve company profitability?
2. What should Steve Vitale do about the price war?
3. If this threat is surmounted, what avenues of expansion appear most promising for ChemBright?

**Required Readings:**
- SCM-CM: Chapters 1-3

Session 2  September 26th

**Topic:** INVENTORY MANAGEMENT IN SUPPLY CHAINS: REVIEW

**Class Plan:**
We start this module with discussion on the management of inventory in the supply chain to ensure fit with stated strategic goals. Our focus will be to understand key inventory related levers that may be used to improve the performance of a supply chain. We will first review the effects of economies of scale (you probably saw this in the Operations Management core), discuss the effect of volume discounts on order sizes and thus inventory and flow times in the supply chain. We shall also discuss ordering multiple items.

**Assignments Due:**
Case (CP): Palu Gear
- Come prepared to discuss the first question at the end of the case.

**Required Readings:**
- SCM-CM: Chapter 10 – 11
- Inventory Management Notes (see Blackboard)
- A Note on Periodic Review Policy in Inventory System (Download from Blackboard) [http://www.stern.nyu.edu/om/scm/seshadri/periodic-review.pdf](http://www.stern.nyu.edu/om/scm/seshadri/periodic-review.pdf)

**Download Excel File from Blackboard:** Excel File containing inventory examples (invex_se_BEv2)
Familiarize yourself with the workbook invex.xls and examples in the book chapter. These examples will be discussed in class using the workbook.
Session 3 October 3rd

Topic: DISTRIBUTION SYSTEM DESIGN

Class Plan:
In this session we will apply all the concepts we have learned so far in the redesign of a distribution system via the ALKO case.

Assignments Due:
Case: Managing Inventories at ALKO, Inc. (SCM-CM: Chapter 11, pages 322-323). Your formal group report should address the questions at the end of the case in the book.

Group final project proposals are due at the beginning of class.

Required Readings:
- “The Way Things Never Were,” posted on Blackboard
- SCM-CM: scan Chapter 12

Session 4 October 10th

Topic: SOURCING

Class Plan:
Sourcing is the entire set of business processes required to purchase goods and services. This topic will explore in-sourcing, out-sourcing and offshoring, as well as dimensions of supplier performance that affect total supply chain costs. Sourcing as a strategic topic will seek to address this central lever in achieving supply chain excellence.

Assignments Due:
Case: “Harley Davidson Motor Company: Enterprise Software Selection”

Submit your individual answers to the following questions:
1. Consider Exhibit 10 on page 22 of the case. Does it contain the factors you consider most important in the selection process? Which factors would you be inclined to weight most heavily?
2. Based on the information in the case, which provider would you select and why? How would you summarize for senior executives the reasons for your choices in two minutes or less?
3. What is your overall assessment of Harley’s approach to enterprise software selection? What (if anything) would you have done differently?

Required Readings:
- SCM-CM: Chapter 14 Sourcing
- Sourcing papers posted to Blackboard
Session 5: October 17th

**Topic #1: RESPONSIVE SUPPLY CHAINS: MASS CUSTOMIZATION**

**Class Plan:**
Managing variety efficiently is a challenge. What supply chain designs are appropriate for this purpose?
In this session we shall study the ideas underlying mass customization using the National Bicycle Industry Company case. We will discuss how to apply these ideas in other settings and the link to the firm's business and marketing strategy.

**Assignments Due:**
**Case:** National Bicycle Industry Company (The Wharton School, University of Pennsylvania case) (CP). Consider the following questions for discussion. Submit an **individual answer** to the following questions:

1. What are the differences between the new POS and mass production processes.
2. Is it economical to make the POS bikes?
3. How can National Bicycle encourage dealers to participate in selling the POS bikes?
4. What is the minimum lead time for a bicycle ordered on Saturday? What factors would add to this lead time? What lead time should National Bicycle offer to their POS customers? What actions should they take to achieve this lead time?
5. How does mass customization apply to services? For example, consider Fresh Direct's operations.

**Topic #2: RESPONSIVE SUPPLY CHAINS: ACCURATE RESPONSE**

**Class Plan:**
We will discuss accurate response in the context of a case and explore issues in global sourcing. We will illustrate the notion of accurate response using the Sport Obermeyer case. This is most appropriate for products with highly uncertain demand. We will discuss the role that high cost, low cycle time suppliers can play for a firm that competes on low cost. This will relate back to the role of a small order emergency supplier in a supply chain.

**Assignments Due:**
**Case:** Sport Obermeyer (HBS# 9-695-022) (CP). Your formal **group report** should address the following questions:

1. What makes supply chain management at Sport Obermeyer so challenging?
2. Describe the factors that you would use in determining which and how much of the styles that Wally should make during the initial phase of production.
3. What operational changes would you recommend to Wally to improve Obermeyer's performance?

Use the following questions when preparing your case report. **Ignore price differences among styles in your analysis.**
1. Using the sample data in Exhibit 10, make a recommendation for how many units of each style Wally Obermeyer should order during the initial phase of production. Assume that there is no minimum order size requirement, and that Obermeyer’s initial production commitment must be at least 10,000 units. Assume that an initial order of 10,000 units leaves sufficient capacity for the second order.

2. Using the sample data in Exhibit 10, make a recommendation for how many units of each style Wally Obermeyer should order during the initial phase of production. Assume that all ten styles in the sample problem are made in Hong Kong (a minimum commitment of 600 units per style ordered), and that Obermeyer’s initial production commitment must be at least 10,000 units. Clearly spell out the methodology you have used to make your ordering decisions in an exhibit. Spell out the logic behind your methodology. Note that I am not looking for one optimal solution. My focus will be on your thinking about how such an issue can be approached.

3. Can you come up with a measure of risk associated with your ordering policy? This measure of risk should be quantifiable.

4. Repeat your methodology now assuming that all ten styles are made in China. What differences (if any) result?

5. What operational changes would you recommend to Wally to improve performance? Clearly list the expected benefits from each change. Please try and be very specific in terms of the changes and benefits in response to this question.

6. How should Obermeyer management think (both short term and long term) about sourcing in Hong Kong versus China. What sourcing policy would you recommend?

Required Readings:
- SCM-CM: Chapters 12

Download Files from Blackboard:
Session 6  October 24th

**Topic:** MANAGING TRANSPORTATION IN SUPPLY CHAINS, CROSS-DOCKING & TRANSIT POINTS

**Class Plan:**
We will discuss the domestic transportation industry and consider the different modes available. We will motivate the link between transportation and inventory costs in the design of transportation networks. We will also consider different issues that are relevant when making transportation decisions. We will discuss the role of transportation in the supply chain and raise various tradeoffs that need to be considered when designing and operating a transportation network. A key issue discussed will be the recent trend towards the use of transit points.

**Assignments Due:**

Case: *Merloni Elettrodomestici SpA: The Transit Point Experiment (HBS Case 9-690-003) (CP).*
Consider the following questions for discussion. Submit your **individual answer** to the questions below:

2. What are the costs and benefits of Merloni’s current distribution system? Of a transit-point-based system?
3. Should Merloni replace its network of regional warehouses with transit points? To focus your thoughts, consider the RDCs at Roma and Catanzaro. Which (or both) of these RDCs would you replace this with a transit-point system (assume that Roma is 175 km and Catanzaro is 600 km from the CDC)?
4. If transit-point is to be implemented, what contingency plans and support systems are necessary to support the new logistics network? If not, what changes, if any, would you recommend Merloni to make to its distribution system?

Read the articles in Blackboard on the *Bombay Dubbawallahs.* How does their system relate to the Merloni case? What are the major risks going forward for the Dubbawallahs? Article can be found in the Case pack.

**Required Readings:**
- SCM-CM: Chapter 13

Session 7  October 31st

**In Class, Open Book / One Page of Notes Midterm exam**

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Session 8  November 7th

Topic: FACILITY PLANNING IN SUPPLY CHAINS: LOCATION AND ALLOCATION DECISIONS

Class Plan:
We will now develop a framework for facility location decisions that allows for a multi-plant, multi-warehouse network to supply a large and diverse customer base. Our objective will be to optimally structure the distribution network, taking into account cost and customer service factors. The workbooks (see below) location.xls and audit.xls will be used in the class discussion.

We will conclude the discussion on location decisions within the supply chain with a case study exploring such decisions in an international setting. We will develop some notions of value of flexibility.

Assignments Due:
Case: Applichem (A) (HBS# 9-685-051) (CP). Use the following questions as a guide when preparing your case group report.

1. Compare the performance of Applichem’s six Release-ease plants. Please be specific about the measures of plant productivity selected by you and why they are important.
2. Why are some plants "better" performers than others? List the factors that you feel affect performance. How should plant performance be compared?
3. How do you think Joe Spadaro should structure his worldwide manufacturing system (e.g., should all the plants be open? If you choose to close any plant which one and why?). Assume that the past is a reasonable indicator of the future in terms of exchange rates and inflation.
4. What impact do you think the abolition of all duties will have on your recommendations?
5. Also address some or all the questions below “applichem questions” (also see the APPLICHE.XLS spreadsheet in Blackboard).

Excel file containing Applichem data (appliche.xls) – we will discuss the spreadsheet in previous class.

Required Readings:

- SCM-CM: Chapter 4 & 5, Skim through Chapter 6.

Download from Blackboard:
1. Additional questions
   http://www.stern.nyu.edu/om/scm/seshadri/applichem-questions.pdf
2. Excel Files containing gravity models (location.xls), Excel File containing Audit example (audit.xls) and Excel File for Plant Location example (plocex.xls)
   http://www.stern.nyu.edu/om/scm/seshadri/location.xls
   http://www.stern.nyu.edu/om/scm/seshadri/audit.xls
   http://www.stern.nyu.edu/om/scm/seshadri/plocex.xls
Session 9 November 14\textsuperscript{th}

**Topic #1: SUPPLY CHAIN COORDINATION: THE ROLE OF INFORMATION**

**Class Plan:**

The causes and managerial implications of the Bull-Whip Effect will then be discussed in the context of the Barilla, SpA case.

**Assignments Due:**

Case: *Barilla Spa (A)* (HBS# 9-694-046) (CP). Use the following questions when preparing the case. Submit your individual answers to the following questions:

1. What do you think are the main causes for large fluctuations in orders observed at the Pedrignano CDC?
2. What do you think of the JITD program? What actions should Barilla take to reduce fluctuations in demand? What kind of products would such a program be best suited for?
3. Do you anticipate any problems if the JITD program is implemented?

**Required Readings:**

- SCM-CM: Read Chapters 16 and 17.

**Topic #2: SUPPLY CHAIN COORDINATION: PLANNING SYSTEMS**

**Class Plan:** We discuss how to coordinate internal operations. We shall briefly cover the components of manufacturing resource planning systems and examine the type of integration that is required between different planning systems in a supply chain. We shall examine how order promising is done and what information is needed to drive the order planning system. We will also discuss distribution requirements planning systems. Some or all of these planning systems form the base components of the information systems for supply chains from the viewpoint of manufacturers, distributors and other service providers.

I will provide notes for this session.

NO CLASS November 21\textsuperscript{st} *Thanksgiving Break*
**Session 10  November 28th**

**Topic:** SUPPLY CHAIN COORDINATION THROUGH INFORMATION and ALIGNING INCENTIVES IN SUPPLY CHAINS

**Class Plan:** We continue our discussion of supply chain coordination with role of incentives & issues in Supplier Management

Case: *Hamptonshire Express (HBS 9-698-053) (CP)*. Submit an individual write-up addressing the problems in the case. Check Blackboard for relevant spreadsheets for case analysis.

**Required Reading:**
- Aligning Incentives for Supply Chain Efficiency (*HBS 9-600-110*): in Coursepack
- Review Chapter 17 SCM-CM
- Go over chapters 7, 8, 9.

**Session 11  December 5th**

**Topic:** Supply Chain Design

Now that we understand most of the key issues in supply chain, we will study innovative supply chain designs some of which leverage information technology to get superior performance.

**Assignments Due:**
Case: *The ITC eChoupal Initiative (HBS 9-604-016) (CP)*. Consider the following questions for discussion. Submit a 1-page individual answer to the italicized question(s):
1. What was ITC’s motivation for creating the eChoupal?
2. What were the old and new physical and information flows in the channel?
3. What barriers did ITC face in embarking on this project?
4. How should ITC develop this platform for the future?

**Final Project Submission:** Please hand in your final project reports to me in class. Please email me prior to the class a one page description of your project that I can share with the class.

Submit a powerpoint presentation of your final project along with your final report. We will ask 2 or 3 of the strongest projects to present to the class.
Session 12 December 12th

Topic: SUPPLY CHAIN DESIGN IN A DYNAMIC ENVIRONMENT and COURSE WRAP-UP

Class Plan:
The environment of business is rarely static. How should firms respond with their supply chains in a dynamic environment? We will discuss supply chain strategy from an integrative perspective. We will review the entire course to re-emphasize the key points and the framework.

Assignments Due:
1. Why does Li and Fung "break up the value chain and rationalize where they do things"? How does this add value to the supply chain?
2. How does Li and Fung make the supply chain more responsive (i.e. reduce response time)? What opportunities and threats do you see going forward?
3. What is the role of the "little John Waynes?"

Required Reading:
- “Vertical Integration is dead, or is it?” BH089 (in Coursepack)
SCHEDULE OF ASSIGNMENTS

OVERVIEW OF ASSIGNMENTS WITH DUE DATES
3 group case reports. 5 individual short reports (out of possible 6). Project proposal and final project report.

Session 1:
   ChemBright Case

Session 2:
   Palu Gear

Session 3:
   Alko Inc.  (Group Report Due)
   Project Proposals  (Submit hard copy)

Session 4:
   Harley-Davidson Case (Individual Report)

Session 5:
   National Bicycle Industry Co.  (Individual Report)
   Sport Obermeyer  (Group Report Due)

Session 6:
   Merloni Elettrodomestici Case  (Individual Report)
   Dubbawallahs articles

Session 7:
   Midterm Examination (no cases assigned)

Session 8
   Applichem (A)  (Group Report Due)

Session 9:
   Barilla (A)  (Individual Report)

Session 10:
   Hamptonshire Express  (Individual Report)

Session 11:
   The ITC eChoupal Initiative  (Individual Report)
   Final Project  (Submit hard and softcopy of report and powerpoint file)

Session 12:
   Fast, Global, and Entrepreneurial: Supply Chain Management, Hong Kong Style An Interview with Victor Fung