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## SCMG 486: Global Logistics Fall Quarter 2018

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*I am generally always available by email. Please use my office phone when possible, but you may also call my cell phone if you can't get me any other way or need to reach me quickly.*

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**Class Hours:** M 6:00PM – 9:00PM  
Schreiber – Room 525

**Office Hours:** M 1:00PM – 5:00PM  
W 1:00PM – 5:00PM  
Or by appointment.

**Course Description:** This course examines how business partners along the supply chain can work together to gain competitive advantage in moving products and services around the world to satisfy customers.

**Course Overview:** An examination of the planning and management of global supply chain operations. Emphasis will be placed on the areas of traffic management, carrier operations, and warehousing. Each area will be analyzed in terms of its key goals, operational processes, technology applications, and performance control mechanisms.

**Course Objective:** Understanding best practices like vendor-managed inventory and category management, and the application of information technologies for sharing information.

**Course Materials:** Textbook (Optional):  
James Stock and Douglas Lambert, *Strategic Logistics Management*, McGraw –Hill Irwin, 4<sup>th</sup> Edition.  
Most course content will come from notes, articles and cases. However, this textbook is an excellent supplement to the other content.

Course Pack

The course pack must be purchased through Harvard Business publishing service (<https://hbsp.harvard.edu/import/552957>). Type this link in exactly if you have problems accessing through the main Harvard publishing portal. You will have to register to access the coursepack.

**Web Page:**

The course will utilize the Sakai Web Page system, which can be accessed at <http://sakai.luc.edu>.

Email will be the primary means of my contacting you outside of class. Please make sure that Sakai contains your current email address and that you check your email periodically.

*Sakai will also be used as a repository for materials used in class and for posting homework assignments. Please be sure to check the Sakai web site regularly.*

**Attendance:**

Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. The student is responsible for any assignments or requirements missed during an absence.

You are expected to come to class fully prepared and willing to participate in class discussions. Prepared means that you have read the assignments, familiarized yourself with the presented theory from the previous class, given thought to the problems presented in the readings, considered how these problems could be addressed using applications of the theory presented in this class, and completed any assigned write-ups or problems. Your willingness and ability to contribute to class discussion and ask meaningful questions will be included in your class participation grade.

Attendance will be taken and is part of your participation grade. Keep in mind that missing a class is equivalent to dropping your grade by more than 0.5%. One excused absence will be allowed in the quarter. Notify the professor of this absence in advance of the class. Leaving class early on a regular basis will be noted and accounted for in your participation grade.

**Course Method:**

This class will be a mix of lectures and case discussions. Case studies/articles will be heavily emphasized and active discussion is expected. **The articles presented in the course slides that are underlined are mandatory reading and should be read prior to class. These articles are also listed in the file Required Reading found on Sakai.** Other articles are supplementary and may be read at the student's leisure.

Cases

Case write-ups in this course generally include the opportunity, and expectation, for analysis and a problem solving methodology. Your case write-ups should be carefully thought out and your recommendations/conclusions should be supported by analysis. Additionally, you will be graded on the clarity of your writing. The questions to be addressed in the write-up may be found at the end of the case, with the exception of the Hu-Friedy and ENOVE cases, which have questions posted on Sakai.

Cases must be completed in groups of 3-4 students. You may either form this group on your own, or contact the professor to be placed in a group. All groups must be determined by the second week of class (September 10). Each group will be responsible for writing up and leading the discussion on one case. However, each student is expected to read all four cases and contribute to the discussion. The first group to send an email with their group members will have first choice of case to present, and so on. The case write-up should be uploaded

to Turnitin on Sakai. An initial draft of the powerpoint that will be used in class to lead the discussion should be sent to the instructor no later than 12 PM the day before the presentation. The presentation does not have to be lengthy, just enough to drive an (at least) 30-minute discussion in class.

#### LINKS Simulation Exercise

One of the main learning tools for this course is an Internet based simulation. In my opinion, one of the best ways to understand how to manage a business and understand the strategic underpinnings of supply chain management is to do it. Technology and sophisticated programming combine to allow you to undertake the strategic and operational management of a manufacturer of high technology set-top boxes with limited risk (either to investors, your bank account, or your career). The only thing at stake is what you think you know and your ego.

You will participate in this exercise with the same group as for your case studies. Your team will submit decisions online during 8 periods as listed in the syllabus schedule. Decisions must be submitted by 5 P.M. for each decision's due date. For those weeks with two rounds, the first decision must be completed by 9 PM on Thursday of the week prior. It is highly recommended that each team enter their submissions at least one hour before the deadline each period in the event of computer problems. No adjustments will be made in the event of teams being unable to submit due to computer problems. Each student must register at the LINKS website. Failure to register and pay for the simulation will result in an automatic "F" for the simulation portion of the course grade.

#### *Key Learning Objectives*

1. **Application:** While you may have applied many of the skills developed in your business classes, you have rarely had to “live” with the results of your proposed actions. LINKS gives you a chance to move from textbook concepts and tools to actual application in an environment where you will see the marketplace results of your ideas and actions.
2. **Integration:** While other classes may integrate business functions around key business decisions, there is still a natural tendency to think in functional silos. I have chosen LINKS because it will help you see how firm level decisions, although efficient, affect the chain of suppliers and retailers. Your success will require decisions that are globally based and provide the best results for all entities in the supply chain.
3. **Strategic thinking:** We will be running 8 decision periods in LINKS. Rather than approach each of these decision periods independently, you will likely perform far better if you first step back and, based on your analysis of the marketplace and your company, develop a general guiding strategy.
4. **Inference making:** You have at your disposal a large volume of market research reports and various performance reports reflecting your firm's results. All teams in your industry have access to the same information. The issue then is which team is best able to apply that information.

5. **Quantitative analysis:** Related to #4 above, the data you have to work with will allow you to apply many of the quantitative tools learned in your business core classes.
6. **Organizational Structure:** The simulation will begin in a basic mode with few options. As the quarter progresses new options will be introduced that will increase the complexity of decision-making. As the simulation becomes more dynamic, you will need to become more efficient at reading and interpreting your reports. Assigning specific tasks and responsibilities to each team member will help improve your results.

The simulation is dynamic and outcomes for each period depend upon decisions made by all teams in each industry, collectively. You will need to maintain a journal of deliberations and decisions including interpretations of industry dynamics, assumptions, strategic actions, the outcomes of those actions, and changes that may be necessary. The information that you compile during the simulation is to be used to create the annual report and the Board of Director's paper due at the end of the semester.

#### *Strategic Plan/Charter*

The strategic plan and charter contains a statement of the team's intended business-level strategy, and a charter that discusses individual team member performance expectations and consequences. The paper will serve as the team's guiding operational document and should be given careful consideration and thought. The agreement should cover the following:

- Name of your company
- Names of the partners and their email addresses
- The CEO of your organization
- Strategic plan of the business (how will you achieve a competitive and unique position in your industry?)
- Absence or nonperformance of a partner. How will this be handled? (Subject to the approval of the instructor)
- How will conflicts be resolved?

The expected length of this paper is less than two pages, typed. This paper will serve as your firm's basis of performance evaluation for future periods. Although the paper is not graded, late papers will receive negative points that will be assessed to the annual report. A copy of the write-up should be uploaded to Turnitin on Sakai.

#### *Annual Report*

The first graded paper is due after the result of the 3rd decision period (6<sup>th</sup> round in LINKS). With this assignment you will generate an annual report much like a report that would be created by a publicly held company. In this report you will need to reference financial data, market share reports, quality and operations graphics and data. Feel free to find a real annual report to use as a template. This should be a professional document that highlights your performance in the first three periods, a write-up of how your performance compares to your strategy and goals contained in your original strategic plan/charter paper, and a write-up of what you perceive as the positives (strengths) and areas of improvement (weaknesses) in terms of the overall company

performance. The last section of the paper should be devoted to your strategy for the remaining periods. This section will be similar to the mission statement except you now have six month's worth of experience in deciding your future course of action. This second half of the paper should detail your firm's perceived opportunities and threats in quantifiable terms is required. The written portion of this paper should be limited to five pages in length. A copy of the write-up should be uploaded to Turnitin on Sakai.

#### *Board of Directors Final Report*

The third paper is a report to the Board of Directors. It should be a professional and formal document, including attachments containing important graphs and tables relating to your company's performance. The journal of decisions that your team has made, the actions taken, adjustments to strategy, goals, etc. and how well you are meeting your goals that were stated in your annual report all should be discussed in the report.

The Board of Directors Report should contain the following discussions:

- Describe and analyze your strategies, tactics and performance throughout the simulation,
- Analyze the organizational structure and decision making processes of your team,
- Identify the two most successful parts of your supply chain management strategy and tactics,
- Identify the one thing you would change if you were going to participate in the simulation again and explain your reasoning,
- Identify and discuss three to six major learning opportunities that your team gained from the LINKS simulation program,
- Describe any limitations of your learning experience as it related to the course.

20% of your grade on the final report will be determined based on how well you performed within the simulation relative to other teams. The remainder will be based on the content and writing style of the report. A copy of the write-up should be uploaded to Turnitin on Sakai.

#### Exam

There will be one comprehensive exam on the final day of class. This exam will be multiple choice and short answer based. **There will be a question using Solver, so you will need a laptop.** Sample questions will be provided prior to the exam.

<b>Grading Policy:</b>	Case Study Writeup	15%
	LINKS Annual Report	15%
	LINKS Board of Directors Final Report	30%
	Final Exam	30%
	Class Participation	10%

Unless otherwise announced, the following grading scale will apply to this course (rounding to the first decimal place):

A	93% and higher
A-	90-92%
B+	88-89%
B	83-87%
B-	80-82%
C+	78-79%
C	73-77%

**Academic Integrity:** All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood...Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of "F" for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website:

<http://www.luc.edu/media/lucedu/quinlanschoolofbusiness/pdfs/Honor-Code-Quinlan-July2012.pdf>

**Special Needs Policy:**

If you have any special needs related to your participation in this course, including identified visual impairment, hearing impairment, physical impairment, communication disorder, and/or specific learning disability that may influence your performance in this course, you should meet with the instructor to arrange for reasonable provisions to ensure an equitable opportunity to meet all the requirements of this course.

**Make-Up Examinations:**

Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. **Make-up examinations are discouraged.** Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician's note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

If a make-up examination must be given, it is the responsibility of the faculty member to prepare, schedule, and proctor the exam. The only regular exception is for a student athlete, who may use the testing services of the Athletics Department to complete a make-up examination. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at Lake Shore Campus.

**Cell Phones:** Out of respect for your fellow classmates, I ask that you please turn off (or put on vibrate) all cell phones and pagers while you are in class.

**Laptops:** Laptops are discouraged in class; however, if you must use a laptop to take notes I ask that you disable the wireless capability while class is in session. Web and email usage during class is distracting and disrespectful to your fellow students and to me. It will not be tolerated. **An open laptop is equivalent to a raised hand.**

**Tentative Course Schedule: (this may be shuffled depending on flow of course)**

<b>Class</b>	<b>Date</b>	<b>Topic</b>	<b>Optional Textbook Reading</b>	<b>LINKS Assignment</b>	<b>Case Study Due</b>
<b>1</b>	27-Aug	Syllabus, SCM Intro	Chapter 1, 2		
	3-Sep	Labor Day - No Class			
<b>2</b>	10-Sep	LINKS Introduction/Beer game		Read LINKS Manual/Match game instructions	
<b>3</b>	17-Sep	Inventory Management	Chapter 5, 6, 7, 8	Strategic Plan Due/Round #4	Forecasting/Seven-Eleven Japan Co.
<b>4</b>	24-Sep	Transportation	Chapter 9, 12	Round #5	
<b>5</b>	1-Oct	Transportation/Procurement	Chapter 15, 17, 18	Round #6/7	Hu-Friedy
<b>6</b>	8-Oct	Strategy and Alliances		Annual Report Due/Round #8/9	
<b>7</b>	15-Oct	International Differentiators	Chapter 13, 14	Round #10	ENOVE
<b>8</b>	22-Oct	International Differentiators	Chapter 13, 14	Round #11	Mattel's Toy Recalls
<b>9</b>	29-Oct	LINKS Debriefing/International Differentiators		Board of Directors Final Report	
<b>10</b>	5-Nov	Final Exam			