Course Overview

This course serves as the capstone to your Masters in Supply Chain Management curriculum; it is designed to integrate topics covered during your foundational courses and engage you in critical topics surrounding leadership in a real-life supply chain. This course will offer you a hands-on opportunity to consolidate the concepts you’ve learned during previous courses and apply them in a practical and useful way.

During this course we will serve as consultants for Fellowes Inc., a manufacturer of office products including paper shredders, binding and laminating equipment, record storage boxes, and—more recently—desktop and technology accessories.

Our ten-week curriculum will focus on topics provided by Fellowes’ executive leadership team that are of critical strategic concern to their future operations. The course will culminate with team presentations given to the Fellowes’ team.

Since we will be putting theory into real-world practice, this assignment will be challenging yet exciting. As such, it is very important to meet all assignment dates and attend class regularly. Your individual grade will be based on the team written assignments during the quarter, and the team presentations at the end of the quarter.

Course Implementation

Fellowes has charged us with rethinking the end-to-end supply chain strategy for their technology accessories.

We will seek to address two strategic areas for Fellowes in this project:

- Purchasing; Sourcing; and Manufacturing
- Warehousing; Transportation; and Distribution
The class will be divided into two consulting teams. Each group will focus on one of the two strategic areas listed above. Each group will be responsible for a final presentation to the Fellowes team. Because the two projects are interrelated, it is extremely important to have an ongoing dialog and share ideas during the quarter between and across the two groups.

This course involves a significant investment of time outside of class, but offers an exciting opportunity to perform real-time consulting and interact with subject matter experts (SME) from Fellowes. Much of the in-class time will focus on generating ideas for presentation topics, discussing sources of pertinent information, and finding creative suggestions to help each team complete their project.

**Grading**

Each team will be responsible for turning in the following intermediary milestone documents. These milestones must be submitted for my review on the following dates:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Graded Weight</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>First draft outline of the analysis for the primary project</td>
<td>15%</td>
<td>3/14/14</td>
</tr>
<tr>
<td>Final outline of the analysis for the primary project</td>
<td>10%</td>
<td>3/28/14</td>
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<tr>
<td>First draft of the primary paper</td>
<td>10%</td>
<td>4/11/14</td>
</tr>
<tr>
<td>First draft of the presentation</td>
<td>10%</td>
<td>4/25/14</td>
</tr>
<tr>
<td>Final paper and presentation</td>
<td>40% (20% for each component)</td>
<td>5/9/2014</td>
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<tr>
<td>Case Studies (may be completed individually or in a group)</td>
<td>15% (5% each)</td>
<td>3/14, 3/28, 4/11</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
<td><strong>Quarter’s End</strong></td>
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**Additional Information**

**1. Written Report**

Your written team papers should incorporate all you have learned during the course of your Masters program. There is no length limit requirement for the paper, and the paper should contain all of the detailed analysis you conducted during the quarter. Be specific! Remember, you are acting as a consultant to the Fellowes company, so your paper should also contain a one-page, single-spaced, executive memo to the senior leadership team outlining the most salient points of your analysis.

Each of your intermediary deliverables and drafts will be reviewed and returned with suggestions. Individual final grades will be determined by a point system across several dimensions and based on the quality of the final presentation. The Fellowes executive team and I will judge the quality of the presentation and allocate points to each team. I will grade both the presentation and the final paper, and your group members will also have a chance to weigh in on your performance.

*Content* – When your first outline and draft are returned, they will have suggestions for improvement. You must rewrite these deliverables and include the suggested revisions. Recommendations must be reasonable, ready to implement, and pose an acceptable risk to Fellowes. There will be no single correct recommendation. The acceptance of your position will be based on how well you present your analysis. You will have to make some assumptions. However, with the accessibility of the Fellowes SME’s, these should be held to a minimum.

*Writing Quality* – The grade for your written work will be based on how well you communicate your message. This includes the clarity and organization of your thoughts, the structure of your sentences, grammar, punctuation, spelling, and neatness. Remember, these papers will be going to the executive team at Fellowes.

**2. Consulting Presentation**

Presentations will be made during the final class session: **Friday May 9, 2014**. Each team will have 30 minutes to present their findings. At 30 minutes I will need to stop your presentation, so make sure to practice your pacing and timing in advance. The Fellowes executive team will also have time to respond with questions. Keep in mind that the bulk of your analysis and detail will reside in your written report, so the presentation should focus on your group’s strategic recommendations, implementation suggestions, and ways to mitigate risk.

**Team Grades and Peer Evaluations:**

Each member of the team will receive a single grade for the team papers and presentation. However, sometimes instances occur when individual contributions are not considered equal by the team members, so at the end of the quarter you will have an opportunity to grade your team members. Peer evaluations will be used to adjust (downward) individual grades based on that individual’s contributions to the team. This will be done only in extreme cases.
3. Case Studies

Three case studies will be assigned and discussed during the quarter. These cases, along with the Dittmann book, are relevant to the issues being addressed at Fellowes and will contribute to your final paper and presentation. You may complete these cases on your own or in small groups.

Cases:
1. “Rethinking Distribution Logistics at VASA, Pilkington” by North American Case Research Association, Inc. NA0248
2. “Supply Chain Management at International Automotive” by Ivey W11453
3. “Crocs: Revolutionizing an Industry’s Supply Chain Model For Competitive Advantage” by Stanford Graduate School of Business GS57

Textbook and cases are available in LUC/WTC Bookstore

Required Materials and Sakai

Enrolled students are automatically enrolled in the course website on Sakai at the beginning of the term. Access to the course on Sakai is obtained via http://sakai.luc.edu. Once you have logged in, select this course from your dashboard. Downloads for the course are available under Resources.


<table>
<thead>
<tr>
<th>Course Grading Scale</th>
<th>Loyola University Grading Scale and Weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>A 100-93%</td>
<td>A 4.00</td>
</tr>
<tr>
<td>A- 92-90</td>
<td>A- 3.67</td>
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<tr>
<td>B+ 89-87</td>
<td>B+ 3.33</td>
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<tr>
<td>B 86-83</td>
<td>B 3.00</td>
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<tr>
<td>B- 82-80</td>
<td>B- 2.67</td>
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<tr>
<td>C+ 79-77</td>
<td>C+ 2.33</td>
</tr>
<tr>
<td>C 76-73</td>
<td>C 2.00</td>
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<tr>
<td>C- 72-70</td>
<td>C- 1.67</td>
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<tr>
<td>D+ 69-67</td>
<td>D+ 1.33</td>
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<tr>
<td>D 66-60</td>
<td>D 1.00</td>
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<tr>
<td>F 59 and below</td>
<td>F 0</td>
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Quinlan School of Business Policies

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. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

Please notify me prior to class if you are unable to attend that week’s session.

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:

**Tentative Class Schedule**

<table>
<thead>
<tr>
<th>Date</th>
<th>TOPIC</th>
<th>Assignments Due</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb 21</td>
<td>Introduction/organization</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Feb 28</td>
<td>Idea discussion/in-class work</td>
<td></td>
<td>2</td>
</tr>
</tbody>
</table>
| Mar 14 |                                      | -First outline due  
- Rethinking Distribution Logistics at VASA, Pilkington  | 3       |
| Mar 21 | In-class work                        |                                                                                  | 4       |
| Mar 28 |                                      | - Expanded outline due  
- Supply Chain Management at International Automotive  
- Expanded outline due  | 5       |
| Apr 4  | In-class work                        |                                                                                  | 6       |
| Apr 11 |                                      | - First paper draft due  
- Crocs: Revolutionizing an Industry's Supply Chain Model For Competitive Advantage  
- First paper draft due  | 7       |
| Apr 25 | Presentation critique in-class       | -First draft of primary presentation due                                      | 8       |
| May 2  | In-class work                        |                                                                                  | 9       |
| May 9  | **Presentations to Fellowes team**   | -Final papers and presentations due                                             | 10      |

***Please note***

As with any consulting assignment, it is difficult to provide a rigid timetable for its completion. This class may occasionally deviate from the course outline above. The instructor reserves the right to make changes as needed to the course syllabus.
Case Questions

Due 3/14/14: Case #1, “Rethinking Distribution Logistics at VASA, Pilkington”

1. What problems did VASA CEO Castiella face considering market conditions at the time?
2. What are the pros and cons of the alternatives for addressing VASA’s problems that the CEO was considering?
3. CEO Castiella has asked you to analyze the data available and provide him with the evidence he needs to counter the transportation companies’ claims that delivery performance problems were the fault of the customers and of VASA itself. Assuming that you are VASA’s supply chain manager, what does your analysis of the data point out on this matter?
4. What changes and improvements do you recommend?
5. Propose an implementation plan using the recommendations you defined.

Due 3/28/14: Case #2, “Supply Chain Management at International Automotive”

1. Among the SCM elements/benefits listed in the case, which two were the most important for IAC?
2. What was the cause of overusing premium freight? Do you think that issue has been addressed by IAC?
3. As far as warehousing is concerned, identify all the areas in which resources were being wasted. Do you believe they have all been addressed? Explain.
4. According to the information provided in the case, how would you interpret the following ratios? What measures did IAC take in order to improve these ratios?
   a. Three operators to one office worker.
   b. 765 employees to $7 million in monthly sales.
5. Provide examples of lean management applications that IAC implemented.
6. What do you believe has been the most difficult challenge for Salinas?

Due 4/11/14: Case #3, “Crocs: Revolutionizing an Industry’s Supply Chain Model For Competitive Advantage”

1. What are Croc’s core competencies?
2. How do they exploit these competencies in the future? Consider the following alternatives:
   a. Further vertical integration into materials.
   b. Growth by acquisition.
   c. Growth by product extension.
3. To what degree do the alternatives in Question 2 fit the company’s core competencies, and to what degree do they defocus the company away from its core competencies?
4. How should Crocs plan its production and inventory? How do the company’s gross margins affect the decision?