
Case Packet: CF MotorFreight in 1992; Mars Incorporated: Online Procurement; Hannaford Brothers: Leading the Grocery Channel Transformation; Seven-Eleven Japan; Ford Motor Company: Supply Chain Strategy; Seven-Eleven Japan: Venturing into e-Tailing; and RFID at the METRO Group.

Course Description: Business has undergone a revolution in the way members of the supply chain interact, from vendors of raw materials to manufacturers of products to distributors of the products to retailers and ultimate customers. Companies have discovered that cooperating with supply chain partners can benefit all concerned and especially the customer. This realization has given rise to what is known as supply chain management (SCM). Effective SCM can provide firms with profit leverage and a competitive advantage because it is one of the most promising areas today in which to achieve significant cost savings and provide customer value. Case studies will be used to illustrate the importance of this topic in the global economy.

Grading: Midterm Exam 25%. Covering weeks 1 - 6 of class (open book, open notes, calculator-only allowed) on 3/10.

Final Exam 25%. Covering weeks 8 - 12 of class (open book, open notes, calculator-only allowed) on 4/28 (9 am - 11 am).

Case Assignments 20%. There will be assignments associated with the Mars, Barilla, Healthy Eating, Zara, Ford, Seven-Eleven Japan e-Tailing, and METRO cases (guidelines follow). A written report should be prepared for each case that addresses the corresponding guidelines (in whatever format you prefer) and anything else you deem appropriate. These reports must be typed (as a guide, 2 - 5 double-spaced pages), and submitted when that case is discussed in class (see the course outline below). The reports should be organized and well-written. Reports will not be accepted late; email them to me if you are unable to attend class. You may work in groups on any case, and submit one case report per group. You may submit as many case assignments as you wish; the highest four case report scores will be averaged for each person.

Near Beer Game Assignment 10%. See the description that follows. This assignment can be done in groups, and your report (one submission per group) is due on 4/7.

Paper 10%. A typed paper, with no page limit, is due on 4/16. The paper should describe an original investigation into a topic related to the subject matter of the course. The topic can focus on a particular work environment or be more general. Include all references. Late papers will not be accepted. You may work in groups, and submit one paper per group. Each group should also be prepared to briefly present their findings on 4/16 and 4/23.

Class Contribution 10%. Each person is expected to attend class and contribute to the class discussion - ½ points will be deducted, from a maximum of 5, for failing to attend class without notification - full points will be awarded, up to a maximum of 5, for contributing to the class discussion.

Course Website on Sakai: Students are automatically enrolled in a Sakai website for this course at the beginning of the term. Access to this course website on Sakai is obtained via http://sakai.luc.edu. Once you have logged in, select this course. Downloads for the course are available under Resources.
### Course Outline

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Guidelines for the Case Assignments

Mars Incorporated: Online Procurement (Case Packet) - Due 1/27
1. Discuss the traditional approach to purchasing at Mars, along with its weaknesses.
2. Discuss the history of online purchasing auctions.
3. Which tool, previously discussed in class, would be helpful to Mars in developing online auctions for its materials buying and determining the winning bids?

Barilla SpA (A) (Text - Chapter 5, p. 143-152) - Due 2/3
1. Why does senior management at Barilla wish to implement the JITD program?
2. What internal conflicts does Barilla face in trying to establish JITD? How should Barilla deal with these conflicts?
3. What external conflicts with customers does Barilla face with regard to JITD? What should Barilla do about these?

Healthy Eating Meets the Grocery Chain ... The Grocery Supply Chain (Downloadable from Blackboard) - Due 2/17
1. Describe Seattle Sutton’s business and supply chain.
2. Why is Seattle Sutton considering the pursuit of alternative channels of distribution?
4. Do some research, and try to determine whether or not Seattle Sutton did pursue the grocery opportunity.

Zara (Text - Chapter 9, p. 267-279) - Due 3/24
1. Describe Zara’s business model: its industry and how it competes.
2. Describe how Zara uses supply chain management to support its business model.
3. Do some research, and describe the current state of Zara.

Ford Motor Company: Supply Chain Strategy (Case Packet) - Due 3/31
1. Consider the experiences that you or others you may know have had in buying a car; compare these to the experience of buying a computer online (if you have never done this, go to www.Dell.com and explore how online computer buying works).
2. What advantages does Dell derive from “virtual integration”?
3. What challenges does Ford face that are not faced by Dell?
4. To what degree should Ford emulate Dell’s business model?

Seven-Eleven Japan: Venturing into e-Tailing (Case Packet) - Due 4/7
1. Why is 7-11 Japan pursuing 7dream.com?
2. Discuss the supply chain issues related to supporting this business.
3. Describe the current state of 7dream.com as best you can determine.

RFID at the METRO Group (Case Packet) - Due 4/14
1. What potential benefits have sparked METRO’s interest in using RFID technology in its retail supply chain?
2. Decide which one of the following three options METRO should pursue: (a) expand the scope of the current pallet-level RFID rollout; (b) move to case-level RFID with the manufacturers currently engaged in the pallet-level rollout; (c) stop the expansion of RFID efforts and focus on traditional process improvement opportunities.

Near Beer Game Assignment - Due 4/7
Go to: http://forio.com/resources/article/bullwhips-and-beer/, read the article, and choose: “Play the Near Beer Game”.

- First, leave “Set Difficulty Level” on “Novice” and choose: “Start Simulation”. Return the system to “equilibrium”. Report your submissions for ‘Raw Material Orders’, and also how many weeks it took you to balance your production pipeline.
- Next, return to the Games’s initial state, change “Set Difficulty Level” to “Expert”, and return the system to “equilibrium”. Again, report the results. How do the two Difficulty Levels differ?

Note: you will need to reset the model as you try to solve these problems. To do so, choose: “Explore Model”, “Simulation Control”, “Reset”, “Run Simulation”, and “Start Simulation”.