MBA 694-80: Marketing and Supply Chain Management

Course Description:
With the increasing number of world-class competitors domestically and abroad, companies have to contain costs and improve efficiency to stay competitive. They must be involved in the management of upstream firms (suppliers) that provide direct and indirect input, and downstream firms responsible for delivery and after-market service of a product to end customers. Firms such as General Electric, Wal-Mart, and Home Depot have made effective and efficient supply chain management an integral part of their competitive strategies. As offshoring and global manufacturing have continued to grow, supply chain complexity and risks have significantly increased. We examine the concepts that are critical to the design, control, operation, and management of supply chain systems with a combination of readings, lectures, and cases about this important topic.

Course Structure and Assignments:
This course will utilize a combination of class discussions, case exercises, and lectures. The emphasis, however, will be on class participation and interaction. Because of the short duration and format of the course, students are required to attend the entire weekend class and will miss the portion of the grade for participation and cases for any period of the class they are not in attendance. Please make sure to have read the assigned material carefully prior to each class period. You are required to answer a number of discussion questions for each chapter, as well as be prepared for in-class cases. Remember that participation is 50% of your overall grade. The custom text for the course is included in the ebook available online at www.mcgrawhillcreate.com/shop The ISBN-13 number is 9781121556980.

Class Schedule & Required Readings/Assignments

Operations and Supply Chain Management (Jacobs-Chase, Ch.1). Be prepared to discuss questions 2 and 3(a through d), and the Super Quiz matching descriptions and terms that apply to them (pages 22-23).

Business Marketing Channels (Dwyer, Tanner, Ch. 9). Be prepared to discuss questions 1through 8 on page 54, and Case 9.2 on page 55.

Lean Supply Chains (Jacobs, Chase, Ch. 12). Be prepared to discuss questions 1- 10 on page 81, and problems 1- 5 on page 84. Be prepared to discuss Value Stream Mapping case questions 1-3; and Pro Fishing Boats – A Value Stream Mapping Exercise case questions 1-3 (pages 86-88).

Assigned Articles: Your next Supply Chain; The Transparent Supply Chain.
Major Discussion Case: IKEA’S COST EFFICIENT SUPPLY CHAIN, page 127.

IKEA Discussion Questions:

1. Discuss the specific strategies and components of IKEA’s supply chain management system that have provided efficiencies and created a competitive advantage for the company.

2. What other improvements can IKEA undertake to further enhance its position in the market, including the adoption of RFID technology?

3. What actions recommended in question 2 would help IKEA in reverse channels of distribution for its products and contribute to the goal of sustainability?

Assigned Articles: Don’t Let Your Supply Chain Control Your Business; Is It Time to Rethink Your Manufacturing Strategy?

Grades are weighed as follows

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<tr>
<th>Grade</th>
<th>Percentage</th>
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<tr>
<td>Class participation</td>
<td>50%</td>
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<tr>
<td>Final written case project</td>
<td>50%</td>
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<td>Total</td>
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Course Grade Assignment

- 93-100% = A
- 90-92% = A-
- 87-89% = B+
- 83-86% = B
- 80-82% = B-
- 77-79% = C+
- 73-76% = C
- 70-72% = C-
- Below 60% = D

MBA 694 – Final Written Case Projects

You will choose one of the two cases (Wal-Mart, or Best Buy) for your final written project. Detailed guidelines and questions for the written project are provided below. Your written case may be submitted in person, or mailed (postmarked) by the due date. Please note that a 5% penalty will be applied for each day your paper is late past the due date.
Questions for Wal-Mart:

1. Discuss the major factors that have made Wal-Mart the most successful general merchandise retailer in the world based on case information and concepts learned in class.
2. What is your assessment of Wal-Mart’s effort to move into new retail formats and the challenges that effort poses for Wal-Mart as a whole?
3. Discuss the efforts made by Wal-Mart to aggressively add new product lines such as cell phones, consumer electronics, income tax preparation and the like. Do you believe they enhance or detract from its main stay as a discount retailer?

Questions for Best Buy:

1. Discuss the supply chain strategies used by Best Buy.
2. Why did Best Buy adopt the “Customer Centric” strategy and what is your assessment of how it has worked so far?
3. Discuss the competitive challenges from rivals such as Wal-Mart, Costco, and Amazon; how can Best Buy successfully compete against such rivals?

Guidelines for the written project: Keep the size of your paper to a maximum of fifteen (15) double spaced pages, using font size 12, Times New Roman, with one inch margins. Cases will be graded for content as well as syntax. Avoid spelling and grammatical mistakes and use pagination (don’t forget to number the pages). Use third person singular in your writing style and avoid the use of (I). Your arguments should stand on their own merits and not because you are the one making those arguments. Refer to a single company as it and not they. Also, if you use information from other sources, you must cite and give credit to those sources in your write up and provide a list of references of those sources at the end of your paper. You can choose your reference style. Please make good use of quantitative information as well as qualitative information given in the case that you select.