# SCM 7390 Global Supply Chain Strategy
## Spring 2023 Rev 2023_01_29

**Professor:** Gordon D. Smith, Ph.D.
**Class Schedule:** See Course Schedule on BlackBoard
**Course Delivery:** Synchronous – See Schedule for Details
**Student Hours:** Zoom every Monday at Noon and by arrangement
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**Course Description:** "The COVID-19 pandemic caused profound disruptions to global supply chains".  Multiple national lockdowns continue to slow or even temporarily stop the flow of raw materials and finished goods, disrupting manufacturing and trade globally as never seen before
.
Today, January 2023, industries and consumers are still asking, "Where's my stuff?"  Store shelves are periodically empty – but display different conditions than one year ago.  Deliveries are late or not at all.  Inflation is on the rise.  When and how do we as supply chain professionals improve the situation?  What's the answer??

According to a McKinsey survey of supply chain leaders, COVID revealed several key supply chain issues:

- 73% encountered problems in their supplier base (such as shortages)

- 75% faced issues in their production/distribution footprint

- 85% struggled with insufficient digital technologies

Research shows severe disruption during and after the pandemic is driving enterprises to make their supply chains more resilient, collaborative, and networked.  Is this enough???

**Looking ahead: the imperative for a new supply chain model**

A decades-long focus on supply chain optimization to minimize costs, reduce inventories, and drive up asset utilization has removed buffers and flexibility to absorb disruptions and COVID-19 illustrates that many companies are not fully aware of the vulnerability of their supply chain relationships to global shocks.

Fortunately, new supply chain network design thinking and technologies are emerging that dramatically improve visibility across the end-to-end supply chain, and support companies' ability to resist such shocks. The traditional linear supply chain model is transforming into digital supply networks (DSNs), where functional silos are broken down and organizations become connected to their complete supply network to enable end-to-end visibility, collaboration, agility, and optimization.

Leveraging advanced technologies such as the Internet of Things, artificial intelligence, robotics, and 5G, DSNs are designed to anticipate and meet future challenges. Whether it is a "black swan" event like COVID-19, trade war, act of war or terrorism, regulatory change, labor dispute, sudden spikes in demand, or supplier bankruptcy, organizations that deploy DSNs will be ready to deal with the unexpected.

This will be our focus…….

**Course Objectives:** This course is designed to help students understand the linkage between a firm's supply chain strategy and business strategy, understand how to utilize the firm's resources more effectively, understand the impact of coordinating the movement of goods and services through different echelons of supply chains in order to create a competitive advantage in the global marketplace and develop an awareness of the circular economy. More specifically, the course will promote the following learning objectives:

- Understand the objective and purpose of global supply networks; importance of supply chain strategy as compared to business strategy; and the importance of supply chain decisions.
- Understand supply/demand uncertainty and their impacts on the supply network; the different supply chain models to cope with uncertainty, and the push/pull view of a supply network.
- Understand financial measures of performance and how supply chains may impact these measures; the key indicators to measure supply chain performance/success.
- Understand the data needed to support the decision process for improving supply chain network performance
- Current trends that will impact future supply networks

## Course Textbook and Other Requirements

### Textbooks (Required)

***The Goal A Business Graphic Novel.*** Adapted by Dwight Jon Zimmerman and Dean Motter based on Eliyahu M. Goldratt's *The Goal: A Process of Ongoing Improvement.* The North River Press Publishing Company 2017

***The New (AB) NORMAL*** Reshaping Business and Supply Chain Strategy Beyond Covid-10. Yossi Sheffi: MIT CTL Media 2020

### Textbooks (NOT Required- but a recommended read for SCM)

***Cradle to Cradle: Remaking the Way We Make Things.*** William McDonough & Michael Braungart; North Point Press 2002

***Assigned Articles (Readings)*** – I have posted a list of twenty (20) assigned articles (readings) to the SCM 7390 BlackBoard. The Assigned Articles (Readings) are available via the SCM 7390 course OneDrive. Access instructions provided via BB email.

==*Article critical analysis Podcast*==: Students (as the primary of the Team) will be assigned an article from the Assigned Articles (Reading) list pertinent to supply chain management current environment. You will select a second current article (published sometime after July 1, 2022) on the same subject matter. Your selection must be approved by your instructor. As a team with the primary student as 'lead' will create a Podcast (audio or video) discussing/presenting the assigned article and the chosen article. The Podcast will not be just 'The Facts'. You are to do a critical analysis and summarizing your learning from the articles (see BB assignment for details) **(5 points each Podcast)**.

***The New (AB) NORMAL Podcast:*** A semester long investigation into the topics presented in Yossi Sheffi's book The New (AB)NORMAL will result in a Podcast on a chosen/selected topic.  See BB for further details.

***Supply Chain Simulation: The Fresh Connection (TFC):*** The Fresh Connection simulation tool provides an opportunity to strategize and experience business management focused on today's business environment.

## What's It About?

The Fresh Connection is an interactive team-based business simulation:

Teams of four work together to save a failing company

Each team member will select one of four roles: purchasing, operations, sales, or supply chain

Participants make strategic executive level decisions in a high-pressure environment

Every decision has trade-offs, both within and across the functional roles

Participants learn about best practices and emerging trends through **hands-on experience**

Collaboration and consensus building skills are developed as teams compete across multiple rounds.

The successful team will craft the best strategy and align all four functional disciplines.  Winning is about generating the best ROI while meeting your business/supply chain Key Performance Indicators.

Assessment: Final Team Performance **(10 points)**, Team TFC Assignments **(5 @ 5 points each)**

The cost of the simulation is $99.75 per student.  You will need to register and purchase the license to use during the first week of class (see BB for instructions).

***Examinations:*** There will be one course examination **(30 points).  Details posted in BB later in the semester.**

***Class Participation/ PackBack Discussion:*** Given the nature of hybrid learning I have chosen to incorporate a formalized discussion platform to complement face to face and virtual discussion. PackBack is an AI asynchronous discussion platform.  The cost of the service for the semester is $29.00. PackBack participation is worth 10% (10 points) of your course grade.  Refer to BlackBoard for all PackBack details.  If you have previously used PackBack in a course – the fee is discounted (must sign up with same email address).

Also, success in this course requires high level of participation and engagement in dyad and team activities.  You should come to your team/group sessions prepared to become involved in the discussions, and have read the specified material and prepared questions about areas that were not clear to you, and offer observations about other situations/examples that may help generate discussion.  The instructor is available to join any team/group meetings to assist and clarify as requested.  At the end of the semester each class member is to provide the instructor with an evaluation of the performance of each of their team/group members.  The following is a guide to the evaluation categories: 5 = exceptional participation that really contributed to my learning in the course; 4 = many solid contributions that helped the team/group to learn; 3 = solid participation that contributed to the discussion; 2 = sometimes contributed, but not at a high enough level; and 1 = this person did not pull their weight either in terms of the number or quality of contributions.  Based on the aggregation of these reports, I will adjust the Team Assignment grades up or down.

# Grading

All assignments will be graded based on the following (Individual, Team, or Dyad):

|  |  | Individual | Team/Dyad |
|---|---|---|---|
| **'The Goal' Business Graphic Novel Report** | 5 pts | 5 | |
| **Pack/Back Discussion** | 10 pts | 10 | |
| **TFC (Results 10, Assignments @5)** | 30 pts | | 10+5@5 |
| **Article Critical Analysis PodCast (3@5)** | 10 pts | | 3@5 |
| **Exam** | 25 pts | 25 | |
| **The New (AB) NORMAL PodCast** | 5 pts | 5 | |
| **Personal Learning Report** | 5 pts | 5 | |
| **Total** | 100 pts | 50 | 50 |

### Grading Scheme:
A 93 and above - Outstanding
A- 90 – 92 - Excellent
B+ 85 – 89 - Very good, better than expected
F Below 70 - Not enough to pass

B- 80 - 84 - Slightly less than expected
C+ 75 - 79 - High(er) pass
C 70 - 74 – Pass
I Incomplete

## Blackboard/Class Schedule/Course Readings: Additional course related materials are/will be posted on BlackBoard and OneDrive as the semester progresses.

## Course Delivery – Synchronous Online

This course is taught **synchronous Online sessions.** The exam is TBD. Prior to the exam, descriptive information, such as the number and types of exam questions, resources and collaborations that are allowed and disallowed in the process of completing the exam, and procedures to follow if connectivity or other resource obstacles are encountered during the exam period, will be provided.

# University, Course and Classroom Policies and Other Information

### COVID-19 Information
Students are encouraged to visit the University's COVID-19 website for important information including diagnosis and symptom protocols, testing, vaccine information, and post-exposure guidance. Please check the website throughout the semester for updates. Consult the (select: Undergraduate Excused Absence Policy or Graduate Excused Absence Policy) for information regarding excused absences due to medical reasons.

### Reasonable Academic Adjustments/Auxiliary Aids
The University of Houston complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, pertaining to the provision of reasonable academic adjustments/auxiliary aids for disabled students. In accordance with Section 504 and ADA guidelines, UH strives to provide reasonable academic adjustments/auxiliary aids to students who request and require them. If you believe that you have a disability requiring an academic adjustments/auxiliary aid, please contact the Justin Dart Jr. Student Accessibility Center (formerly the Justin Dart, Jr. Center for Students with DisABILITIES).

## Excused Absence Policy

Regular class attendance, participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston Undergraduate Excused Absence Policy and Graduate Excused Absence Policy for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Under these policies, students with excused absences will be provided with an opportunity to make up any quiz, exam or other work that contributes to the course grade or a satisfactory alternative. Please read the full policy for details regarding reasons for excused absences, the approval process, and extended absences. Additional policies address absences related to military service, religious holy days, pregnancy and related conditions, and disability.

## Recording of Class

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the Justin Dart, Jr. Student Accessibility Center. If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with *anyone* without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

**ATTENDANCE AND PARTICIPATION: Class attendance** is **mandatory**. You are responsible for material presented in class whether or not that material is posted on the UH Blackboard or in the course OneDrive. Material will be presented and discussed in class that is not on Blackboard and such material will be on the quizzes and exams. The course will be conducted as a seminar/lecture. As previously stated, you should read the class material in advance of class and be prepared to actively participate in the discussion of the material.

**POLICY ON INCOMPLETE (I) GRADES:** The University of Houston regulations for assigning incomplete grades state: *"The grade of I (incomplete) is a conditional and temporary grade given when students are passing a course, but for reasons beyond their control, have not completed __a relatively small part__ of all requirements."* (Emphasis added) Reasons for a student being unable to complete a course are due to: *"Health, Accident, Injury, or Family Tragedy"*

*A student who wishes to improve their course grade, or avoid scholastic probation, or avoid loss of scholarship grants, or a student who needs to retake the course but wants to avoid paying tuition etc., __WILL NOT__ be given an incomplete grade.*

**WITHDRAWAL AND COURSE ENROLLMENT RESTRICTIONS:** Please contact the Undergraduate Advising office for policies and deadlines regarding withdraw with a W (withdraw passing).

**ACADEMIC HONESTY: Academic Honesty Policy**

High ethical standards are critical to the integrity of any institution, and bear directly on the ultimate value of conferred degrees. All UH community members are expected to contribute to

an atmosphere of the highest possible ethical standards. Maintaining such an atmosphere requires that any instances of academic dishonesty be recognized and addressed. The UH Academic Honesty Policy is designed to handle those instances with fairness to all parties involved: the students, the instructors, and the University itself. All students and faculty of the University of Houston are responsible for being familiar with this policy.

**SYLLABUS CHANGES:** Please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible through Black Board Announcements.

**COUNSELING AND PSYCOLOGICAL SERVICES (CAPS):** Counseling and Psychological Services (CAPS) can help students who are having difficulties managing stress, adjusting to college, or feeling sad and hopeless. You can reach CAPS (www.uh.edu/caps) by calling 713-743-5454 during and after business hours for routine appointments or if you or someone you know is in crisis. Also, there is no appointment necessary for the "Let's Talk" program, which is a drop-in consultation service at convenient locations and hours around campus. http://www.uh.edu/caps/outreach/lets_talk.html.

**EVALUATIONS:** The Bauer College has a policy that requires all of its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment and other important decisions. I openly encourage you to provide feedback to me and to Bauer College through the evaluation process.

**CLASSROOM CIVILITY:** As students enrolled in courses offered by Bauer College, you are expected to adhere to the ethical principles described in the Bauer Code of Ethics and Professional Conduct (Bauer Code), in addition to those required by the UH Student Handbook. You may review the Bauer Code by clicking on the following link - http://www.bauer.uh.edu/BCBE/BauerCode.htm. You may obtain a copy of the UH Student Handbook from the Dean of Students Office located in room 252 of the University Center, or by visiting the publications webpage on the Dean of Student's website at http://www.uh.edu/dos/pub.html. Students are expected to conduct themselves as follows:

- Discussion Forums – It is expected that we will conduct content focused discussions during all Discussion Forums. Please remain professional.
- Timely arrivals and departures – It is expected that you arrive for Zoom sessions on time and prepare to leave after class has been dismissed.
- Attention during class – It is expected that you provide your full attention during class. This means that you should avoid unnecessary discussions/chat/emails with fellow students; using your computer, tablet or smartphone to surf the internet, play games, or check email; read newspapers or magazines; or other activities not directly related to the classroom instruction.
- Unauthorized use of cell phones or laptops during class – Please turn your cell phones and laptops (unless instructed otherwise) off before coming to class. If you find it necessary to keep your phone turned on, please put it on vibrate mode. Unnecessary texting during class violates the Bauer Code.
- Respect for other students – Everyone is encouraged to participate in class discussion. While doing so, it is important to allow everyone to fully express his or her opinion. The classroom environment must be operated in a manner that encourages full participation from each student.
- Preparation for class – You are expected to prepare for class by reading all assignments. Your preparation will show by the quality of your questions and comments.
- Harassment – Making harassing or obscene comments or gestures to other students, faculty, or staff members will not be tolerated. This includes sending harassing or obscene email or voice messages to other Bauer students, faculty, or staff.

**RESOURCES FOR ONLINE LEARNING:** The University of Houston is committed to student success, and provides information to optimize the online learning experience through our Power-On website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, AccessUH, and Blackboard; requesting a laptop through the Laptop Loaner Program; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact UHOnline@uh.edu.

**Course EMAILs and Communications:** All emails must be sent from your Official CougarNet email address to ensure compliance with the Family Educational Rights and Privacy Act (FERPA). This means that you cannot use your Gmail, Yahoo! or other personal email accounts to send emails to your Professor or Instructional Assistants. You must use your official UH CougarNet email for all course communications via your FREE Office 365 account and send emails from Outlook via this web page: https://uh.edu/infotech/services/office365/how-to-login/. To access this email, login to your Microsoft 365 account with your Cougarnet credentials.

Follow proper email 'netiquette' and send professional emails. An email, not a text message. Below is an example of a proper professional email:

> *"Hello Professor,*
> *I have checked Blackboard and the syllabus but I still require assistance. [Can you tell me about XYZ?]*
> *Thank you,*
> *Your Proper Blackboard Name"*

Dr. Smith will email you back within 4-6 hours between 8AM and 6 PM Monday through Friday. No emails will be answered outside normal business hours after 6PM or during the weekend. This means that you MUST plan ahead and ask relevant questions during class hours and when help is available.

Blackboard and OneDrive are set up to provide information/resources for you on all course content/activities. This means that you will save time by quickly locating answers on Blackboard/OneDrive or in your course emails/announcements instead of waiting for a response that will redirect you to find the answers on Blackboard and course emails/announcements. Empower yourself by refreshing your memory or looking things up on Blackboard that have been made available for you.

**WEBCAMS:** Access to a webcam is required for students participating in this course. Webcams must be turned on for all Zoom Sessions.

**Title IX/Sexual Misconduct:** Per the UHS Sexual Misconduct Policy, your instructor is a "responsible employee" for reporting purposes under Title IX regulations and state law and must report incidents of sexual misconduct (sexual harassment, non-consensual sexual contact, sexual assault, sexual exploitation, sexual intimidation, intimate partner violence, or stalking) about which they become aware to the Title IX office. Please know there are places on campus where you can make a report in confidence. You can find more information about resources on the Title IX website at https://uh.edu/equal-opportunity/title-ix-sexual-misconduct/resources/.

**Security Escorts and Cougar Ride:** UHPD continually works with the University community to make the campus a safe place to learn, work, and live. Our Security escort service is designed for the community members who have safety concerns and would like to have a Security Officer walk with them, for their safety, as they make their way across campus. Based on availability either a UHPD Security Officer or Police Officer will escort students, faculty, and staff to locations beginning and ending on campus. If you

feel that you need a Security Officer to walk with you for your safety please call 713-743-3333. Arrangements may be made for special needs.

Parking and Transportation Services also offers a late-night, on-demand shuttle service called Cougar Ride that provides rides to and from all on-campus shuttle stops, as well as the MD Anderson Library, Cougar Village/Moody Towers and the UH Technology Bridge.  Rides can be requested through the UH Go app.  Days and hours of operation can be found at https://uh.edu/af-university-services/parking/cougar-ride/.

**<u>HELPFUL INFORMATION</u>**

**Coogs Care**: https://www.uh.edu/dsaes/coogscare/

**Student Health Center**: https://uh.edu/class/english/lcc/current-students/student-health-center/index.php