



جامعة دبي
UNIVERSITY of DUBAI

COLLEGE OF BUSINESS ADMINISTRATION
MBA Course Syllabus
Semester:

Course code & No.: MOLM 700

Course Title: Operations and Supply Chain Strategy

Prerequisites: MBA 645 (Strategic Management)

Faculty Member:

Contact Details: Email:; Phone:

Class Hours: Time: Days: Room:

Office Hours: Time: Days: Room:

Brief Course Description: (As in UD Catalog)

The course focuses on current trends in global supply chain design. There is an emphasis on strategies for efficient procurement, distribution and operations of global supply chains.

Course Objectives (CO): Upon completion of this course, students should be able to:

1. **Examine** various operations and supply chain strategies to enable global supply chains to achieve business objectives.
2. **Evaluate** alternate supply chain designs and strategies to optimize the operations of the firm.

This course contributes the following MBA OLM program concentration objectives (MBA OLM PCO): At the end of this program, students should be able to:

MBA LOM PCO	*Objectives	Linked to MBA PO
1	Perform value-adding operations on various business processes (i.e., manufacturing, service production and delivery, distribution, supply.....).	5
2	Analyze optimization plans for operations decisions such as new product development, supply chain capacity planning, process technology planning, factory automation, and production systems planning in UAE.	5
3	Use knowledge and skills developed to add value to the firms in the UAE/MENA region.	5

Course Learning Outcomes (CLO):

Upon completion of this course, students should be able to demonstrate the following outcomes (With linkage to CO):

1. **Apply** strategic thinking for successful management of global supply chain operations in UAE/GCC context.
2. **Analyze** how effective global operations can create a sustainable competitive advantage for organizations in UAE/GCC context.
3. **Apply** key technological and management strategies for the successful management and coordination of global supply chains in UAE/GCC context.
4. **Implement** the integration of different agents in the supply chain, in UAE/GCC context.
5. **Apply** global outsourcing strategies in the UAE/GCC context

Blooms Taxonomy

(The following levels of Bloom's taxonomy have been used while developing the above CLO)

Bloom's level	3.Application (AP)	4. Analysis (AN)	5. Synthesis (S)	6.Evaluation (E)
CLO #	1,3,4,5	2	4,5	2

CLO Mapping: This table maps CLO's to: CO

CLO	Linked to CO	Linked to MBA PCO	Linked to PO
1	1	1	5
2	1	1	5
3	2	2	5
4	2	3	5
5	2	3	5

CLO Assessment Scheme

CLO	Class Work (marks)		Final Exam (marks) 30%
	Cases & Problem Solving 35%	Group Project 35%	
1	10		6
2	10		6
3	15		6
4		15	6
5		20	6
Total	35	35	30

Team Project:

Each student will be assigned to a group (group size 3-4)

Case study 1: "Box to Bronx"

You will be presented with a distribution dilemma and asked to come up with a solution to the logistics problem.

The write up should not exceed 4 pages (it should be at least 3 pages). Groups present their solution to the class in the 10th week.

Case study 2:

Each group will have the option of selecting one among a set of cases provided by the instructor, such as those listed below:

1. Harvard Business School Case Study "Web Van"
2. Harvard Business School Case Study "Moore Medical"
3. Harvard Business School Case Study "Zara IT"
4. Harvard Business School Case Study "Barilla Spa"
5. Harvard Business School Case Study "ITC eChoupal"
6. Harvard Business School Case Study "Foremostco Inc."
7. Harvard Business School Case Study "Ford Motor Company: Supply Chain Strategy"
8. Harvard Business School Case Study "Cisco"
9. Harvard Business School Case Study "Ocado"
10. Harvard Business School Case Study "Harley Davidson"

Alternatively, one can choose any case of your interest relating to supply chain management challenges faced by a company in the UAE, GCC, and MENA region. The project will require data analysis, interpretation, and recommendations to management. Proprietary data can be kept confidential.

Each MBA course is assessed by a combination of class work (assignments/ quizzes, group work, simulations), and an examination. Class work constitutes 70% of the course grade and one examination at the end constitutes 30% of the course grade. Each course grade is distributed as under:

% Marks	Grade	Quality Points
➤ 95	A	4.0
90-94	A-	3.7
87-89	B+	3.5
83-86	B	3.0
80-82	B-	2.7
Below 80	F (Fail)	0

Case Assignment

The instructor will assign a set of 5 cases from different sources with adaptation to the local environment of UAE. These cases will be used as part of group assignments. At least one group assignment will require class presentation. Each individual case will deal with a management problem that is designed to reflect the characteristics of the local environment (UAE/GCC). Each case will require data analysis, interpretation, and recommendations to management. Each student is expected to spend about 105 hour's out-of-class time on readings, cases, and problem solving as follows:

Out-of-Class Time

Assignments and Cases	Approximate Out-of-Class Time
Case # 1 (Individual assignment)	5 hours
Case # 2 (Individual assignment)	5 hours
Case # 3 (Individual assignment)	5 hours
Case # 4 (Group assignment)	10 hours
Case # 5 (Group assignment)	10 hours
Problem Solving	25 hours
Preparation for Presentation	10 hours
Readings (textbook, journal articles and supplemental readings)	35 hours

Teaching Methods: Teaching methods used in this course are Interactive learning, lectures, Case studies, Solving Analytical Problems.

Use of Modern Instructional Technology: Moodle Learning System.

Weekly/Daily Teaching Plan				
Day Week	Topic	Ch	Content	Assignment / Reading
1	Introduction to the course Globalization & internationalization trade	1,2	Introduction to Global supply chain operations, strategy & design. Do You Really Have a Global Strategy? How Global Companies Win Out Managing Across Borders: New Strategic Requirements	Case study 1
2	Supply chain strategies Global Strategic alliances Global operational strategy	3	Competing Across Locations: Enhancing Comp. Adv. through a Global Strategy The Global Logic of Strategic Alliances The Way to Win in Cross-Border Alliances	Case study 2
3	Case Study: Dell-High velocity, focused SCM, Medical devices company	4		
4	Global Manufacturing Logistic & SC Operations Logistic service providers	5	The New Dynamics of Global Manufacturing Site Location Manufacturing's New Economies of Scale	Case study 3
5	Procurement & Outsourcing	6	Volatile Exchange Rates Can Put Operations at Risk	Case study 4
6			Purchasing & Replenishment	Case study 5
7	Measuring and managing logistics performance	7	risk: The Weak Link in Your Supply Chain	Case study 6 UAE / GCC related cases
8	Case studies: Deutsche Post/DHL Gate Gourmet- Success means getting to plane on time	8	A Guide to Global Sourcing Strategic Sourcing: To Make or Not to Make global exchange rate risk management.	
9	Case study:	9	Tailored Logistics: The Next Advantage	

	Managing SC at HBOS Supplier Evaluation at EDAS		Manage Consolidation in the Distribution Channel	
10			Team & Individual presentation	
11			Final Examination (Comprehensive)	

Educational Resources

Educational Resource	Description
Text Book Required	Global Logistics and Supply Chain Management (Paperback) by John Mangan(Author), Chandra Lalwani (Author), Tim Butcher (Author) 2008, ISBN 978-0470066348
Supplementary Reading	<ol style="list-style-type: none"> 1. Designing and Managing the Supply Chain: Concepts, Strategies, and Cases by David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi 3rd Edition, 2007 2. Harvard Business School Case Study "Barilla SpA" 3. Harvard Business School Case Study "Aligning Incentives for Supply Chain Efficiency" 4. Harvard Business School Case Study "Ford Motor Company: Supply Chain Strategy" 5. Harvard Business School Case Study "Mass customization at HP" 6. Harvard Business School Case Study "Walmart Stores Inc" California Management Review Case Study "Aligning supply chain strategies with product uncertainties"