



جامعة دبي
UNIVERSITY of DUBAI

COLLEGE OF BUSINESS ADMINISTRATION
MBA Course Syllabus
Semester:

Course code & No.: MOLM 705
 Course Title: Managing Supply Chain Operations
 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)

This course empowers students with the tools and strategies needed to achieve aligned global supply chains to achieve business objectives. There is an emphasis on the operational challenges of different stages of the supply chain, and how they can be aligned through state of the art strategies.

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

1. **Examine** various tools and strategies that can be used to effectively manage supply chain operations.
2. **Evaluate supply chain design** alternatives to optimize supply chain operations.

This course contributes to 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. **Analyze** the elements of supply chain management
2. **Implement** global purchasing strategies
3. **Develop** plans for supply chain operations
4. **Implement** distribution strategies for supply chain management
5. **Use** state of the art technology solutions for managing global supply chains

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 #	2-5	1	3	5

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

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)	6 hours
Case # 2 (Individual assignment)	6 hours
Case # 3 (Individual assignment)	6 hours
Case # 4 (Group assignment)	10 hours
Case # 5 (Group assignment)	10 hours
Problem Solving	25 hours
Preparation for Presentation	7 hours
Readings (textbook, journal articles and supplemental readings)	35 hours

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

Teaching Methods: Teaching methods used in this course are Interactive learning, lectures, Case studies, Solving Analytical Problems. This course includes the Supply Chain Management Simulation Game developed by Harvard Business School.

Use of Modern Instructional Technology: Moodle Learning System.

Weekly/Daily Teaching Plan				
Day Week	Topic	Ch	Contents	Assigned Readings
1	Introduction to Supply Chain Management	1	<ul style="list-style-type: none"> ▪ Describe a supply chain and define SCM ▪ Describe the objectives and elements of SCM ▪ Describe a brief history and future trends of SCM 	TB1, SR1
2	Role of Purchasing in Supply Chain Management	2	<ul style="list-style-type: none"> ▪ Describe the role of purchasing ▪ Understand sourcing decisions and the factors impacting supplier selection ▪ Understand total cost of ownership 	TB2, SR2
3	Strategic Sourcing in Supply Chain Management	4	<ul style="list-style-type: none"> ▪ Describe the various strategic sourcing activities ▪ Understand the importance of sharing the benefits of strategic partnerships 	TB4, SR3
4	Forecasting and inventory replenishment in supply chain	5	<ul style="list-style-type: none"> ▪ Explain the role of demand forecasting in a supply chain ▪ Compare and contrast qualitative and quantitative forecasting techniques ▪ Explain collaborative planning, forecasting, and replenishment 	TB5, SR1, SR4
5	Aggregate planning and inventory management	6	<ul style="list-style-type: none"> ▪ Describe MRP, MRPII and ERP and their relationships ▪ Reducing variability, materials management, Lean supply chain operations ▪ Distinguish dependent and independent demand inventories ▪ Understand the EOQ model 	TB6, SR5
6	ERP systems	7	<ul style="list-style-type: none"> ▪ Describe the various modules of an integrated ERP system ▪ Understand why many ERP implementation fail 	TB7, SR6
7	Process management: JIT and TQM in SCM	8	<ul style="list-style-type: none"> ▪ Describe the major elements of JIT and TQM ▪ Understand the importance of SPC and how to apply it to various processes ▪ Push v/s pull operations 	TB8, SR1
8	Domestic and International transportation	9	<ul style="list-style-type: none"> ▪ Understand the strategic importance of transportation ▪ Describe some of the e-commerce issues in transportation management ▪ Sustainable supply chains, Closed loop supply chains 	TB9, SR4
9	Supply chain process integration	13	<ul style="list-style-type: none"> ▪ Discuss the overall importance of process integration in SCM ▪ Understand the various causes of demand amplification volatility (bullwhip effect) and how they impact process integration 	TB13, SR7
10			Team & Individual presentation	
11			Final Examination (Comprehensive)	

Educational Resources

Educational Resource	Description
Text Book Required (TB)	Wisner J. D., Leong K. G., and Tan K. (2007) Principles of Supply Chain Management: A Balanced Approach, Thomson South-Western Publisher, ISBN 0-324-22707-8
Supplementary Reading (SR)	<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" 7. California Management Review Case Study "Aligning supply chain strategies with product uncertainties"