SYLLABUS
Global Sourcing Strategies and Applications
MGSC 487
FALL 2010

Class meets Monday and Wednesday 4:00pm to 5:15pm in BA 436

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Course Web Site: http://blackboard.sc.edu

Course Objectives

This course covers skills necessary to pursue sourcing related careers in manufacturing, services, retailing, and government agencies, including discussion of cutting edge negotiation and sourcing strategies pursued in exemplar firms. The course objectives are:

- To expose students to leading edge concepts and principles in strategic sourcing as pursued by leading edge firms;
- To generate student interest in pursuing sourcing as a viable career opportunity, be it in retailing, manufacturing, government agencies or non-profit organizations;
- To provide applied learning opportunities in strategic sourcing through a combination of case analyses, sourcing project and article reviews
- To develop student expertise in the areas of team building skills, presentation skills, analytical skills and report writing skills.

We will use a variety of methods to achieve these objectives: case analysis, sourcing best practices project, article reviews and negotiation exercise.

Required Materials

There is no text book for this course, but a course pack containing articles and cases is required. The packet is available at Copy Pickup (1830 Rosewood Drive, Ph:799-2679).

Lecture notes for this course will be posted on blackboard web site. You need to download the notes and bring it to every class session.
Attendance and Participation

Class attendance and participation are required. This class depends heavily on active and continuous class participation. Keeping up with the reading will allow you to participate in class. I will be calling on students to encourage your comments on discussion issues. If there are some dates that you have not read the assigned materials and do not wish to be called upon, please talk to me before class. I will be giving enough opportunities for all students to participate.

I realize that at times you may have legitimate reasons (university approved) for missing class. I would appreciate an e-mail when you know you are going to miss class. It is your responsibility to obtain notes from your peers. Excessive absences (more than two) will negatively affect your course grade.

Makeup and Free Rider Policy

There are no makeup assignments in class. Exams and assignments cannot be made up. If you have a university approved excuse that conflicts with our exam dates, you need to let me know in advance along with the proof. At the discretion of the instructor, a makeup exam may be considered. Also, if you have excessive absences in the class, even if it is for university approved reasons, you cannot makeup in-class activities. In such circumstances, you need to contribute ahead to your group and keep me informed. I will not accept excuses after the fact when you decide to not participate on your own. Please do not test this policy.

I will be seeking peer review feedback to report students who do not participate effectively in group efforts. Please do no test this policy as well. It is in your best interest to participate in team efforts in order to avoid individual grade reductions.

Performance Evaluation

The emphasis in this class is on fostering individual creativity, as well as group learning. Accordingly, the evaluation comprises of individual and group components. Individual component consists of article review and exams. Group component consists of a best sourcing practices project, case analyses, and negotiation exercise. The relative weighting scheme is as follows:
Group Components
1) Best Sourcing Practices Project 25%
2) Case Analysis (2 cases worth 10% each) 20%

Individual Component
1) Exams 1 and 2 (worth 10% each) 20%
2) Final Exam 25%
3) Article Review 10%

Note: Complaints made by team members to me relating to inadequate contribution of other team members (“free riders”) will be taken seriously. I reserve the right to make appropriate adjustments to the course grade of such free riders.

Best Sourcing Practices Project

Each team will pursue a ‘best sourcing practices’ in consultation with the instructor who will suggest potential topics. The sourcing project requires library research, generating interview protocol questions, interviewing knowledgeable personnel in a company and coming up with a ‘white paper’ that offers a ‘best sourcing practices model’ or framework is expected. Potential topics include: 1) Successful negotiating strategies in a global context; 2) Total cost of ownership templates in a global sourcing context; 3) Supplier risk assessment tools; 4) Supplier scorecards; 5) Designing performance dashboards for specific sourcing decisions; 6) Sourcing and sustainability; and 7) Lean or six-sigma implementation projects in a sourcing context. Other topics that are related to concepts discussed in the course or are “front burner” topics may be acceptable but they have to be pre-approved by the instructor.

Case Analyses

We will be discussing four business cases in this course. A handout with instructions on how to purchase the cases directly from the publisher will be distributed in class. Each team will submit and present a detailed case analysis for two of the four cases. The schedule for discussing the cases is shown in the syllabus (see schedule). On the assigned day, each team will present their responses to the questions/issues identified and distributed by the instructor in advance. The deliverable is in a form of a focused presentation and written case analysis due on the date the case is discussed before class.

Negotiation Exercise

Students will engage in a simulation exercise that will mimic a hypothetical negotiation exercise. The expectation is to write a short summary of each team’s negotiation tactics and share it with the class. This is a group (non-graded) exercise.
Exam

There will be two exams (worth 10% each) and a final exam (worth 25%). Details of the exam will be provided as we approach the respective exam date. The format includes solving numerical problems and answering conceptual questions.

Article Review

Each student will be assigned one article from the course pack and would be expected to conduct a critical review of the article and present their review to the class on the assigned date (see syllabus). The deliverable is in the form of a PowerPoint Presentation to the class.

Schedule

The following is the tentative schedule. We may be ahead or behind the schedule in different weeks.

Aug 23: Introduction to Course

♦ Course Overview
♦ Forming Teams
♦ Potential Topics for Best Sourcing Practices Project

Aug 25: Trends in Sourcing

♦ Readings:

Aug 30: Trends in Sourcing (Cont’d)

♦ Readings:
• Martha, Joseph; Subbakrishna, Sunil. Targeting a JUST-IN-CASE Supply Chain for the Inevitable Next DISASTER. Supply Chain Management Review, Sep2002, Vol. 6 Issue 5

Sep 1: Strategic Sourcing

♦ Readings:

• Lisa Ellram and Wendy Tate (2004), Bank of America: Services Purchasing and Outsourcing, PRACTIX, May, 1-8.


Sep 6: NO CLASS – LABOR DAY

Sep 8: Strategic Sourcing (Cont’d)

♦ Readings:


Sep 13: Supply Management


Sep 15: Supply Management (Cont’d)

♦ Readings:


Sep 20: Exam 1 (Trends in Sourcing, Strategic Sourcing and Supply Management)

Sep 22: Contract Management

♦ Readings:


Sep 27: Negotiation

♦ Readings:


Sept 29: NEGOTIATION – IN CLASS EXERCISE

Oct 4: PROPOSAL PRESENTATION - BEST PRACTICES SOURCING PROJECTS
Oct 6: Global Sourcing

♦ Readings:


Oct 11: Global Sourcing (Cont’d)

♦ Readings:


Oct 13: Global Sourcing (Cont’d)

♦ Readings:

- Case: Spin Master Toys

- Case: Mattel and the Toy Recalls

Oct 18: EXAM 2 (Contract Management, Negotiation and Global Sourcing)

Oct 20: Performance Measurement and Evaluation

♦ Readings:


Oct 25: Electronic Sourcing

- Readings:

  

Oct 27: Electronic Sourcing (Cont’d)

- Readings:


  - Case: Enhancing Supply Chain Velocity at Daimler Chrysler

Nov 1: Analytical Tools In Sourcing

- Lecture Notes

- Readings:


Nov 3: Analytical Tools in Sourcing (Cont’d)

- Readings:


Nov 8: Analytical Tools in Sourcing (Cont’d)


Nov 10: Sustainability and Sourcing

♦ Readings:


- Christensen, John; Park, Christopher; Sun, Earl; Goralnick, Max; Iyengar, Jayanth. A Practical Guide to Green Sourcing. Supply Chain Management Review, Nov2008, Vol. 12 Issue 8, p14-21

Nov 15: Sustainability and Sourcing (Cont’d)

♦ Readings:


Nov 17: Sustainability and Sourcing (Cont’d)

♦ Case: Wal-Mart China: Sustainable Operations Strategy

Nov 22: NO CLASS – WORK ON BEST SOURCING PRACTICES PROJECT

Nov 24: NO CLASS – THANKSGIVING BREAK
Nov 29: Group Presentation

Dec 1: Group Presentation

Dec 6: (Wednesday – 2:00 p.m.) FINAL EXAM (Performance Measurement, Electronic Sourcing, Analytical Tools in Sourcing and Sustainability and Sourcing).
Dr. Jayanth “Jay” Jayaram  
Background and Interests

Dr. Jayaram joined the Moore School of Business in Fall 2002. Previously, he was an assistant professor in Decision Sciences at the Lundquist College of Business in University of Oregon. He has a Ph.D. in supply chain management from Michigan State University and MBA from Central Michigan University. Prior to his academic career, he had eight years of work experience in multinational companies and consulting firms. He is professionally certified as a Chartered Accountant and as a Certified Professional in Purchasing and Supply Management (CPSM).

His research interests are in several areas of supply chain management, including global operations management, new product development and strategic purchasing. His research work, which examined the influence of supply chain integration mechanisms in new product development projects, was awarded the National Association of Purchasing Management (NAPM) Doctoral Dissertation Award. He has also won research grants from Institute of Supply Management and Family Owned Business Institute.

Currently, he is actively involved in several research projects that examine the influence of supply chain strategies on competitiveness. For example, he was part of a research team (along with faculty in Michigan State University) that conducted a focused study of supply chain competitiveness in the top 150 suppliers to the North American Automotive Industry. In another project, he examined the cultural aspects of implementing supplier scorecards in Indian firms. Lately, he is also interested in the role of family owned businesses in creating entrepreneurial opportunities in developing economies.

He is originally from India (Bombay) in which 408 ethnic languages are spoken, of which he can boast of a mere six. He enjoys traveling within the continental US (especially, the coasts). In his previous life, (most recent parents like to reminisce about this) he was actively involved in several sports - field hockey, soccer, cricket (not an insect, but a game similar to baseball) and tennis. His latest interests involving technological and social trends via forums like ted.com.