



## **Supply Chain Management Director's Conference at Santa Clara University Agenda (March 4 – 6, 2015)**

The conference will be held in the Leavey School of Business building, Lucas Hall. All sessions will be in Lucas Hall 126 (also known as the Forbes room). The opening dinner on March 4<sup>th</sup> is outside campus at Maggiano's Little Italy, Santana Row, San Jose. The conference dinner on the 5<sup>th</sup> is on campus at Nobili Hall, which is a 5 minute walk from Lucas Hall.

### **Wednesday, March 4**

#### **5 - 9 PM**

Dinner at Maggiano's Little Italy  
Santana Row, San Jose

### **Thursday, March 5**

#### **8.00 – 8.30 AM**

Breakfast  
Lucas Hall 126

#### **8:30 – 8:45 AM**

**Welcome**  
**Ram Bala, Shawn Alborz, Naren Agrawal**

#### **8.45 – 9 AM**

**Opening remarks by Dean Starbird**

#### **9 – 9.45 AM**

**Industry Keynote**  
**Perspectives on Supply Chain and Operations Management at Internet Scale**  
**Jim Miller, VP Worldwide Operations, Google**

#### **9.45 – 10.15 AM**

Coffee Break & Networking

#### **10.15 – 11.30 AM**

**Panel: Marketing supply chain programs to industry**

*Participants:*

Joy Bhadury, University of North Carolina at Greensboro  
Judy Jacobs, Michigan State University  
Janet Hartley, Bowling Green State University

*Moderator:*

Apurva Jain, University of Washington, Seattle



**11.30 AM – 12.15 PM**

**Industry Keynote**

**How the Internet of Things is related to Big Data and Business Use Cases in Supply Chain**

**Speaker: Prakash Darji, SVP & GM, SAP Platform as a Service**

**12.15 – 1.15 PM**

Lunch

**1.15 – 2.45 PM**

**Panel: Incorporating Big Data into the SCM curriculum**

*Participants:*

Jack Jensen, University of South Carolina

James Campbell, University of Missouri – St. Louis

Burak Kazaz, Syracuse University

*Moderator:*

Andy Tsay, Santa Clara University

**2.45 – 3.15 PM**

Coffee break & Networking

**3.15 – 4.00 PM**

**Industry Keynote**

**Global supply chains: Challenges and opportunities**

**Speaker: John Kern, SVP Supply Chain Operations, Cisco**

**4.00 – 5.30 PM**

**Panel: Recruiting students for graduate supply chain programs**

*Participants:*

Nancy Taylor, Michigan State University

Arash Azadegan, Rutgers University

*Moderator:*

Gangshu Cai, Santa Clara University

**5.30 – 8.30 PM**

Conference dinner at SCU

Nobili Hall



**Friday, March 6**

**8.30 – 9.00 AM**

Breakfast

**9.00 – 9.45 AM**

**Trends in Supply Chain University Programs and Their Implications for Industry**

**Speaker: Dana Stiffler, Managing Vice President, Gartner Inc.**

**9.45 – 10.15 AM**

Coffee break & Networking

**10.15 – 11.45 AM**

**Panel: Innovation in supply chain curricula**

*Participants:*

Roberto Perez-Franco, MIT

Nick Vyas, University of Southern California

Simon Greathead, Brigham Young University

*Moderator:*

Ram Bala, Santa Clara University

**11.45 – Noon**

Closing remarks

**Ram Bala, Shawn Alborz, Naren Agrawal**

Box lunches will be provided

## **Transportation Itinerary: Supply Chain Conference 3/4/15 – 3/6/15**

### **Wednesday Evening 3/4/15:**

*Dinner served 5pm-9pm*

- Pick up guests from Hotel DeAnza, Fairmont and Candlewood Suites at **4:30pm**  
Drop off at Maggiano's
- Pick up at Maggiano's at **9:00pm**
- Drop off at Hotel DeAnza, Fairmont and Candlewood Suites

### **Thursday Morning 3/5/15:**

*Guests staying at Candlewood Suites can walk to SCU*

- Pick up guests from Hotel DeAnza and Fairmont at **7:30am**  
Drop off at Santa Clara University

### **Thursday Evening:**

*Dinner served 5pm-9:30pm*

*Guests staying at Candlewood Suites can walk back from SCU*

- Pick up from Santa Clara University at **8:30pm**  
Drop off at Hotel DeAnza and Fairmont

### **Friday Morning 3/6/15:**

*Guests staying at Candlewood Suites can walk to SCU*

- Pick up guests from Hotel DeAnza and Fairmont at **8:00am**  
Drop off at Santa Clara University

### **Friday Afternoon:**

- Pick up guests from Santa Clara University **12:30pm**  
Drop off at San Jose Airport and San Francisco Airport

Want to explore the Silicon Valley? Here is a list of transportation options:

- Cal Train- located across from Santa Clara University
- Uber App- available to download on iOS and Android devices
- Yellow Cab Taxi: 408-469-0284



# Supply Chain University Program Trends: Implications for Industry

Dana Stiffler  
March 6, 2015

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**Gartner®**

**Networked Economy**

**Digital Business**

**Differentiated  
Customer  
Experiences**

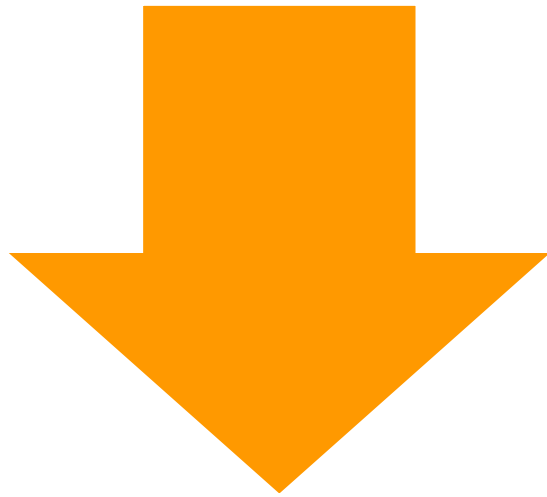
**New Global Geography**

**People & Resources**

# Tops Trends for the CSCO

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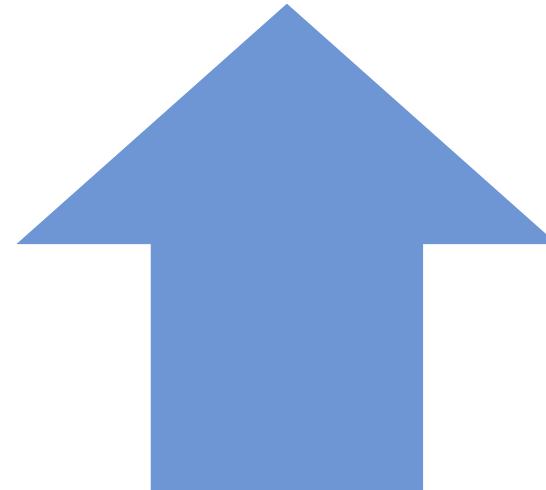
- Supply Chain for Growth
- New Business Models
- Technology Matters
- Digital Disrupts
- Workforce Rethink



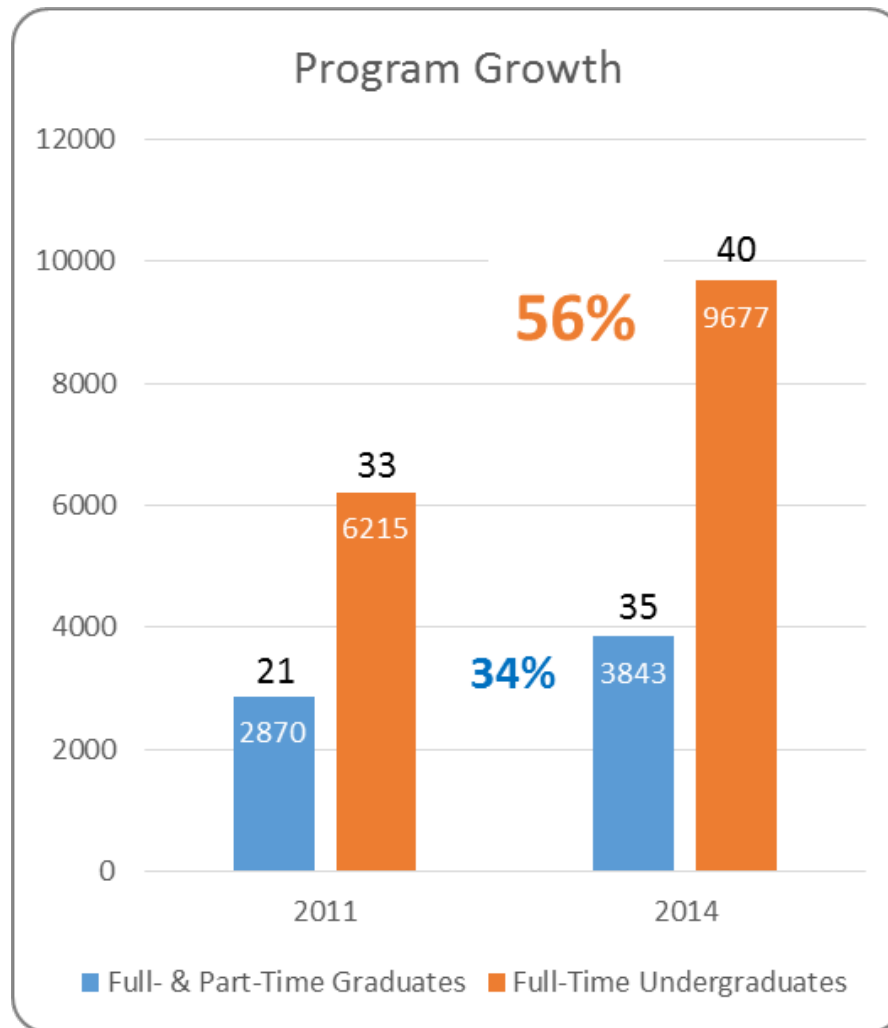
University



Industry



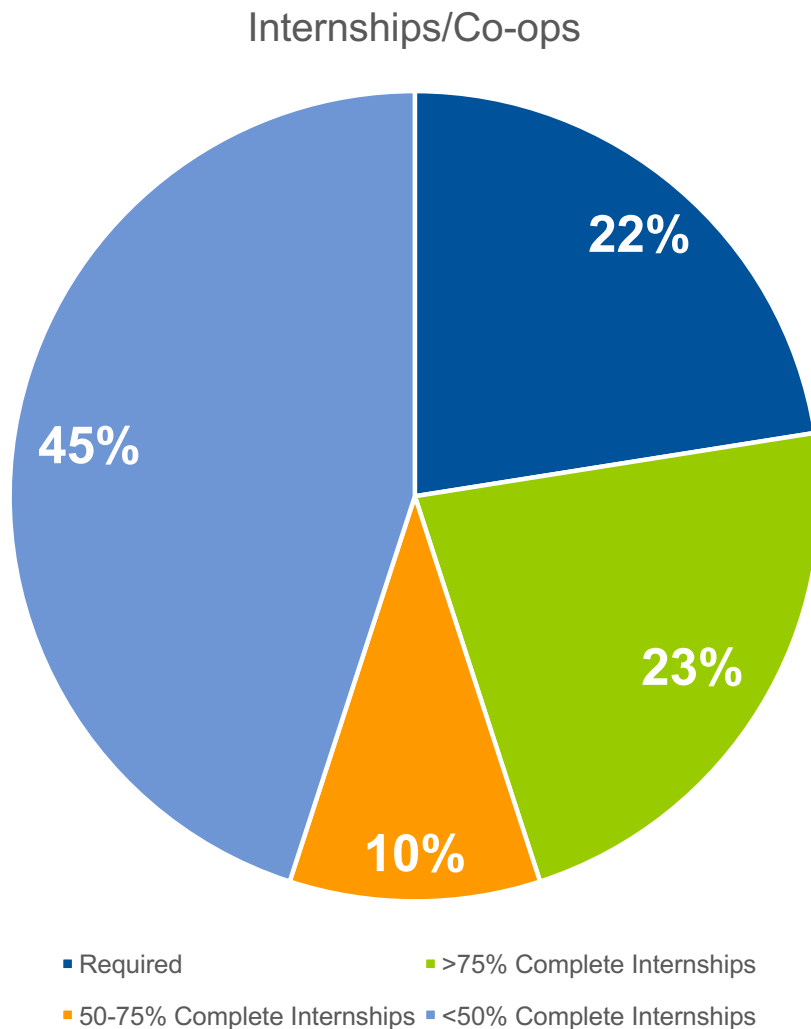
# Program Growth



- Importance of SC career brand
- Refocus portfolio recruiting approach
- Executive alignment
- Don't rely too much to HR

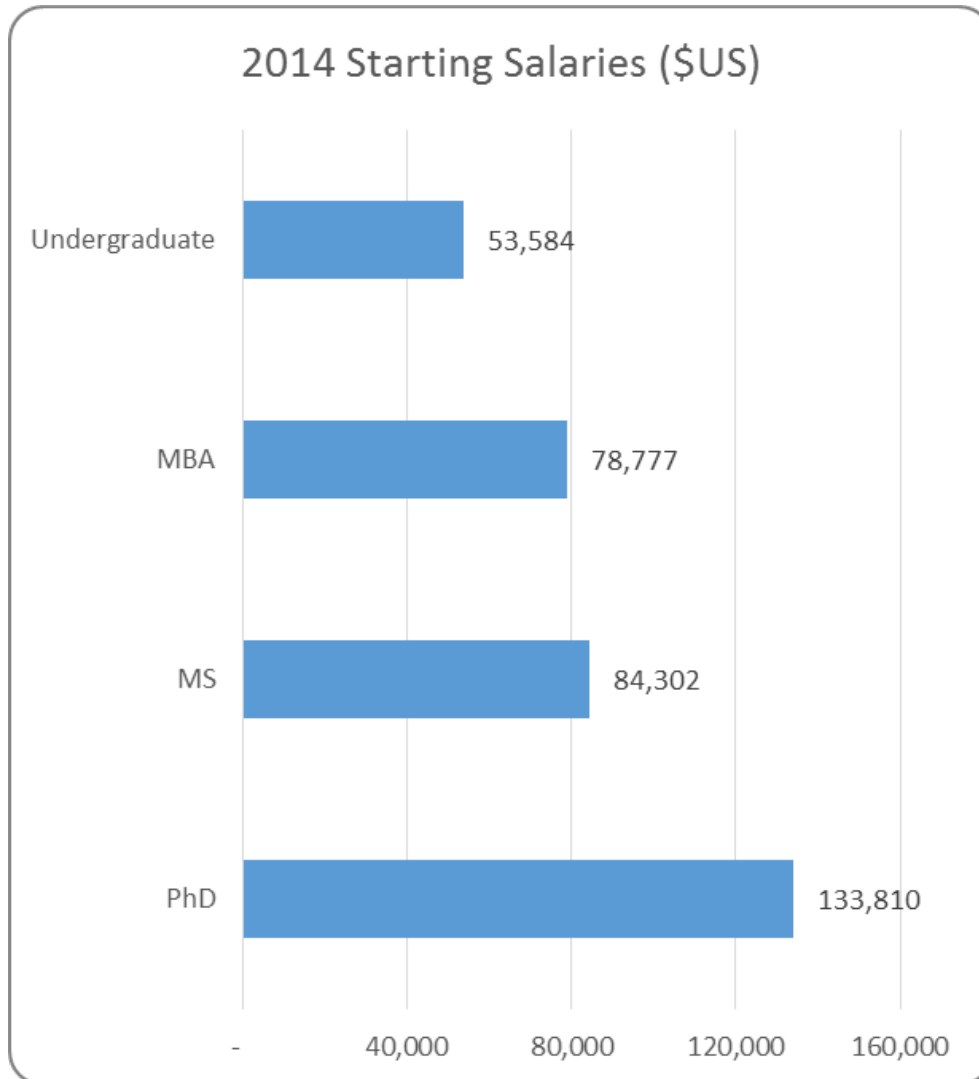


# In-Program Job Experience



- Deeper alignment with university partners
- Program great internships and co-ops
- Integrate with onboarding, rotations, career paths
- Treat as investment in SC brand

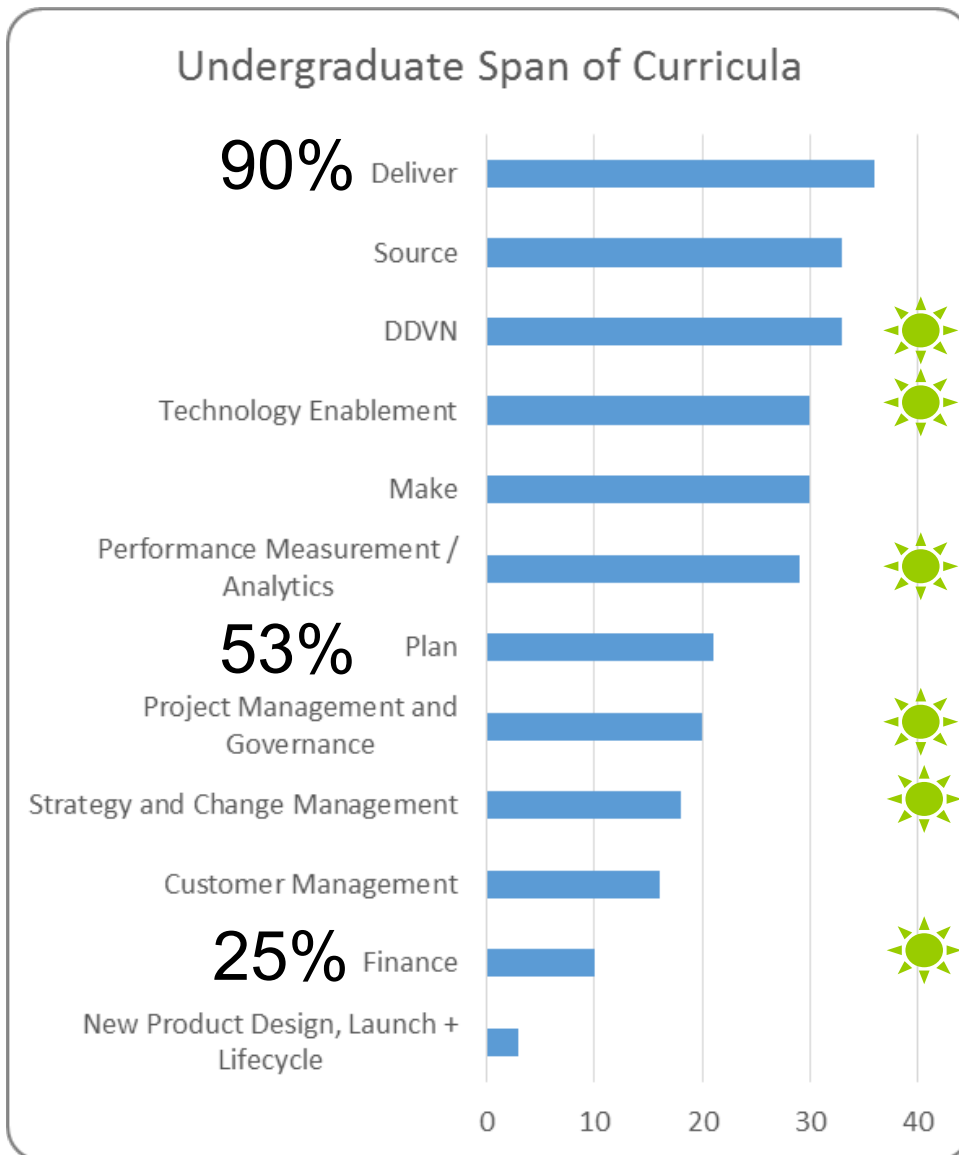
# Starting Salaries



- Re-evaluate supply chain salaries
- Or...
  - Growth story?
  - Great mission?
  - Equity?
  - Career path and development opportunities?

# Expanded Curricula

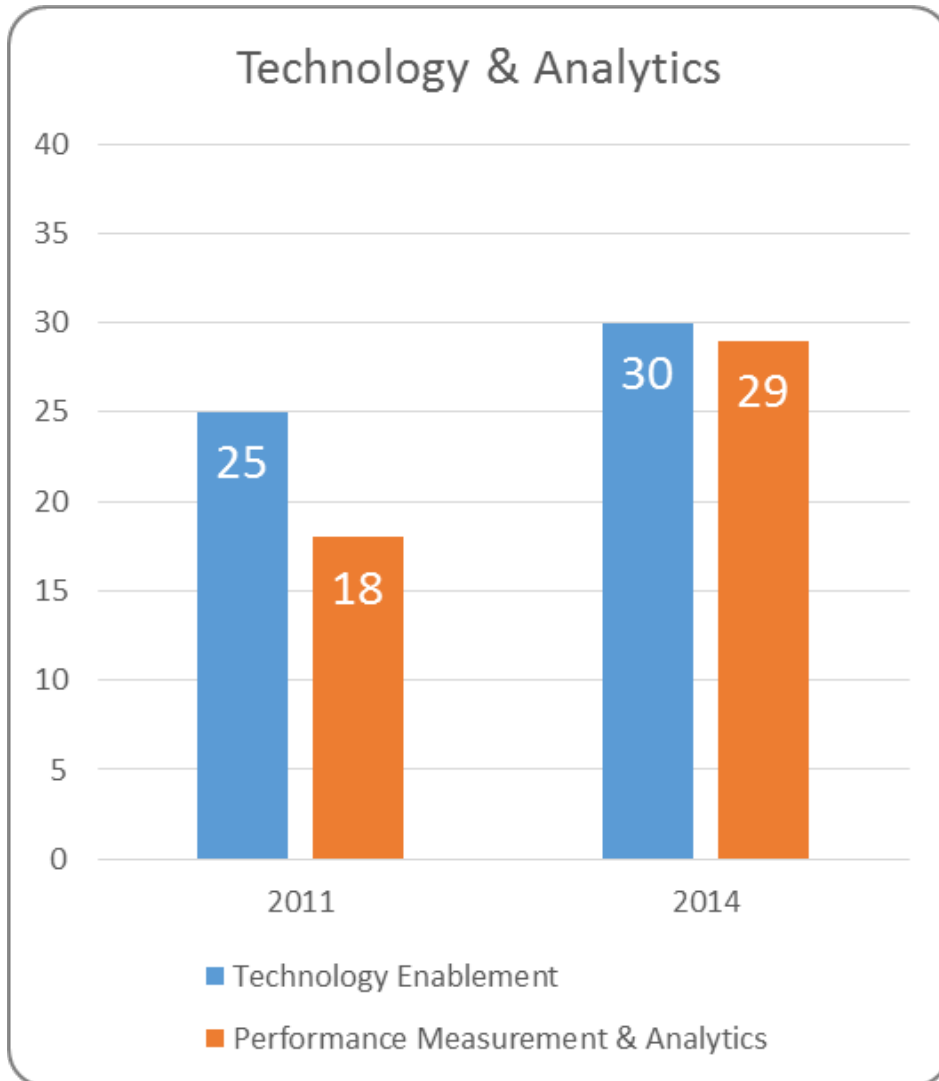
☀ = enablers



- Entry level has better understanding of end to end
- Expectation of doing cool, relevant work
- Ever increasing focus on career paths and development



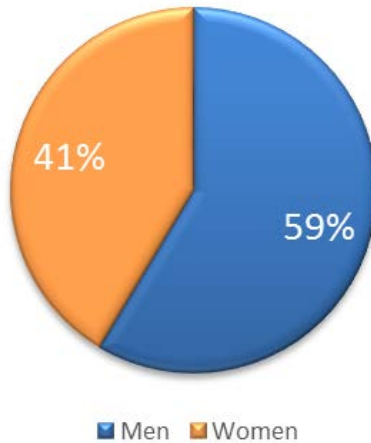
# Technology-Enabled Capabilities



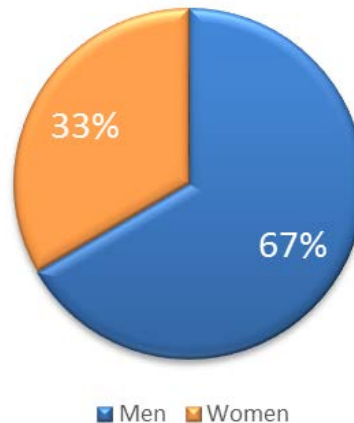
- Technology fundamentals covered
- Analytics and modeling on its way
- MIS faculty adjacencies promising

# Diversity

Undergraduate Enrollment



Advanced Degree Enrollment



- Supply chain can do better
- Professional services firms have an edge
- Involve diverse workforce in leading internship and recruiting activities

# What's Next?

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New Product Design, Launch & Lifecycle

Project Partnerships

New Competitive Sets



University Curricula as  
Basis for Corporate  
Academies

Virtual Learning  
Impacts on Traditional  
University Programs



# **We Made It!**

**[dana.stiffler@gartner.com](mailto:dana.stiffler@gartner.com)**

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# Michigan State University Supply Chain Management Council

Judy S. Jacobs

Director, Corporate and Student Relations

# SCM offerings

- Academic
  - BA with concentration in SCM
  - MBA with concentration in SCM
  - MS in SCM
  - Ph.D. in Operations and Logistics
- Certificate
  - Executive Education
    - Logistics
    - Purchasing
  - Customized
  - Online

# Rankings

- US News and World Report has ranked Michigan State as the #1 Supply Chain Management program in the country for the fourth consecutive year.
- Ranked #1 undergraduate program in Supply Chain Management by Gartner.
- #1 ranking by SCM World

# SCM Undergraduate Program

- Approximately 1300 students
- Integrative Curriculum Approach
  - Operations
  - Logistics
  - Supply Management
- 1-3 internships
- Over 150 companies recruit for supply chain
- Over 90% full-time placement rate (domestic students)



## **Role of the SCM Corporate & Student Relations Office:**

- to act as the liaison between corporate contacts and students seeking internship, co-op and full-time employment opportunities
- to organize and manage the activities of the MSU Supply Chain Management Council
- to serve as advisor to the undergraduate student Supply Chain Management Association (SCMA)
- to act as a liaison between corporate contacts and SCM Faculty for academic endeavors

# MSU Supply Chain Management Council

- Established over 30 years ago
- Membership dropped off
- Revitalized in 2014
- 30 companies
- Three year membership

# Supply Chain Management Council Mission

The Council supports SCM undergraduate education and academic activities through:

- funding,
- advice on curriculum,
- classroom case development,
- undergraduate leadership development,
- career readiness,
- job-search skills,
- internship and co-op recruitment,
- full-time employment opportunities.

# Questions

A faint, light gray background image of a Spartan helmet, centered behind the word "Questions". The helmet features a prominent crest with a fan-like pattern of vertical lines.

# SUPPLY CHAIN MANAGEMENT

**Bowling Green State University**

Janet L. Hartley

Professor and Director

Supply Chain Management Institute

Presented at the SCM Directors' Conference,  
Santa Clara University



# Program Overview

- » 40 years of history
- » 5 full-time faculty members
- » 220 undergraduates
- » New Full-time MBA specialization





# Integrate Theory and Practice

- » 85% of students complete internships
- » APICS Platinum Chapter
- » Company partnerships





# Supply Chain Management Institute Members



**HONDA**



**JOHN DEERE**



**Marathon  
Petroleum Corporation**

**PACER**

An XPO Logistics Company



**MATCO  
TOOLS**



**THERMA TRU®  
DOORS**

**Swagelok®**



**UTC Aerospace Systems**

**BGSU**

BOWLING GREEN STATE UNIVERSITY

College of  
**Business**

beyondbusinessusual

# Marketing Approach

- » Focus on internships and placement
  - » Create “brand loyalty”
  - » Network at career fairs
  - » Engage alumni
  - » Involved in APICS/ISM
  - » Participate in company sponsored competitions

**Incorporating analytics and big data in  
supply chain curricula**

**The Global Supply Chain and Operations  
Management (GSCOM) Program  
University of South Carolina**

**Fourth Annual SCM Director's Conference**

**March 4-6, 2015**

**Santa Clara University**



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# Global Supply Chain and Operations Management Program Mission

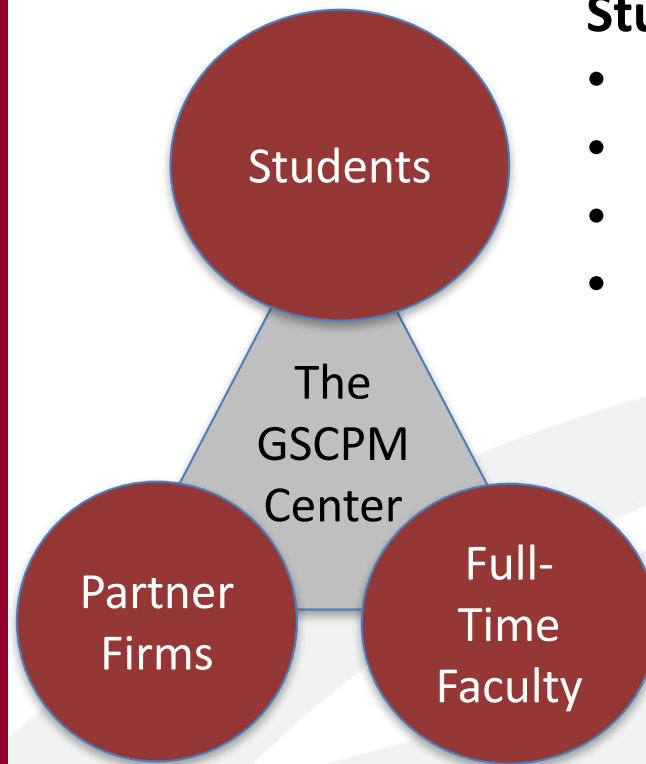
We are committed to producing students with state-of-the-art knowledge and practical applied experiences in the twin competencies of **“operations and business process improvement”** and **“global supply chain design, analysis, and improvement”**. We prepare our students for specific GSCOM careers in global manufacturing firms in production, purchasing, quality control, distribution and supply chain management; in service firms for general operations management and logistics/supply chain management; and in consulting firms as business process and quality improvement consultants.



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# The Program Represents an Academic and Industrial Collaboration



## Students

- Undergraduate & MBA
- Broad academic experiences
- Analytical
- Serious-minded / Hard-working

## Faculty

- Capacity to Lead 12-15 Industry Projects per Semester
- Heavy Industry Involvement
- Teaching Cutting-Edge Curriculum
- Producing Top-Ranked Applied Research

## Partner Firms

- Diversified by Industry
- Can identify, Resource, and Manage 2 Projects/year
- Desire to Hire Students as Interns and Full-Time Employees
- Look to Moore School for Management Training



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# The GSCOM Program

## Broad-based and Analytical



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# Academic Curriculum

**Business Core**      Computer Information Systems  
Probability and Statistics  
Survey of Operations Management

**GSCOM Major**      Business Process Management  
Service Operations Management  
Strategic Sourcing  
Supply Chain Analytics  
Supply Chain Planning and Control

**Capstone**      GSCOM Consulting Project

**Electives**      Advanced Quantitative Methods  
Data Mining  
Revenue Management



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# The CAPSTONE Consulting Project

- Formally structured team consisting of a faculty consultant, five-six student analysts and client team consisting of project sponsor/process owner, and process participants
- Conducting front-burner operations and supply chain consulting.
- Projects are undertaken on a semester time-table and require multiple site visits, primary and secondary data collection, regular tele-conferencing, piloting and implementation of recommendations during the project and follow-up after the project.
- Formal client presentations using DMAIC framework.
- Projects utilize whatever required methods are required to solve the problems at hand. Most projects blend multiple techniques from different technical domains.



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# The Evolution of a GSCOM Consulting Project

## A. Project Scoping

- a. Scoping begins at the Company with the Company Sponsor collecting and evaluating potential supply chain and process improvement or development projects.
- b. Written descriptions of potential projects are delivered to the assigned faculty mentor(s)
- c. On site or remote meetings are held between company representatives and faculty mentor to select and then refine one project.
  - i. Project must address a strategic need
  - ii. Project must be implementable in 14 weeks
  - iii. Projects must use the Lean Six Sigma (LSS) methodology to ensure greenbelt compliance

## B. Team Formation



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# The Evolution of a GSCOM Consulting Project

- C. Project Launch – Typically at Company site
- D. Project Execution: all projects are executed using the LSS methodology.
- E. Project Presentation
  - a. To Corporate Partner
  - b. To The General Public
- F. Project Certification for Greenbelt
  - a. Peer Evaluation
  - b. Evaluation of all projects by USC Master Blackbelt: Dr. Sanjay Ahire
  - c. Team interview by Sonoco Products Company Master Blackbelt Team



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# *Industry Partners*

Organizations that have strategically collaborated with the Center and Program include:

Avaya	Carolinas Healthcare System
Coca-Cola Bottling	Colonial Life
Continental Tire	Cummins Engine
Cummins Turbo Technologies	Eaton
EZGO-Textron	Flextronics
Harvest Hope	Hilex Poly
Johnson & Johnson	Kaiser Aluminum
MeadWestvaco	Michelin
Palmetto Health Richland	Pfizer-Capsugel
Price Waterhouse Coopers	Siemens
Snider Tire	Sonoco
Trane-Ingersoll/Rand	Walmart
Westinghouse-Nuclear Fuels	



# **CAPSTONE CONSULTING - *Big Data Analytics Methodologies***

- **Logistic Regression:**
  - Colonial Life New Business Development Process – Evaluating Factors Impacting Bails
- **Optimization:**
  - Production Planning Optimization – Mixed Model Schedule for J&J (NJ) Plant
  - Production Planning Optimization- Kaizer Aluminum
  - Tires Return Network Optimization – Michelin
  - Sonoco Paper Mills Network Capacity Allocation
  - Continental Tires international logistics
  - Siemens Inbound Logistics
- **Knapsack and Custom Algorithms:**
  - Walmart Internal Logistics and Inventory Positioning for break-pack items
  - Walmart Dot.Com carton mix Optimization



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# CAPSTONE CONSULTING

## *Sample Big Data Analytics Projects*

- **Multiple Criteria Decision Making:**
  - Supplier scorecards for CTT, Westinghouse, PwC
- **Simulation:**
  - PHR ED, CHS ED, Coca-Cola Bottling warehouse capacity analysis, CHS Urgent Care, PHR Women's Health Center; Trane Ingersoll Rand Header cell analysis
- **Inventory Modeling:**
  - PHR Heart Cath Lab, Radiology Labs, Pharmacy
  - Coca-Cola Bottling Consolidated
- **GIS/MapPoint Location and Network Optimization:**
  - PHR Imaging Centers Network Analysis
  - Harvest Hope Network Logistics Optimization
- **Forecasting:**
  - Harvest Hope ARIMA Modeling
  - Eaton Subassemblies Copper Regressions-base Modeling



# Project Outcomes - Benefits to Industry Partner Firms

- Over 140 projects with client firms in the last eight years have identified aggregate cost savings of more than 125 million dollars for member firms.
- Projects have direct implications for bottom-line savings and growth due to their impact on revenue, customer service, market share and revenues.
- Firms benefit from application of sophisticated analytic modeling capabilities of faculty consultants and student analysts.
- Projects have led to direct student placement in client firms.



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# Students Outcomes

- Students receiving national recognition
  - Gene Richter Supply Chain Leadership Award (Awarded to Top 10 undergraduate students nationally): Our program has produced a winner in 2011, 2012, 2013, and 2014.
- Graduates successfully compete against engineers and with peers from leading business schools.
- Average compensation of BS-GSCOM in mid-60K range; several IMBA-GSCOM graduates received compensation in the \$100-\$120 K range.
- Over the past 6-years, 90-100% of graduates were placed within 3 months of graduation.
- Current push and placements into leadership programs and consulting firms.



# Faculty Consulting Expertise

- **Sanjay Ahire:** Lean Six-Sigma; Supply Chain Analytics;
- **Bob Courtney:** Lean Six Sigma, Inventory, Process Management
- **Mark Ferguson:** Sustainable supply chain design; Pricing and Revenue Management
- **Pearse Gaffney:** Lean Six-Sigma; Quality
- **Jack Jensen:** Manufacturing control; Resource planning
- **Manoj Malhotra:** Manufacturing flexibility; Buyer Supplier relationships in Supply Chains, Supply chain integration, Process Improvement



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# **GSCPM Center:**

## ***Advisory Board***

**Advisory Board Chairperson:** Randy K. Kesterson, Vice President of Global Operations, Doosan

- **Avaya:** Rick Lee, VP Global Logistics and Supply Chain
- **Carolinas Healthcare System:** John Knox, EVP, CAO
- **Coca-Cola Bottling:** Brett Frankenberg, VP of Supply Chain Planning and Procurement
- **Continental Tire the Americas:** Todd Pearce, Business Unit Controller
- **Cummins:** Todd Dodson, Director - Global Planning and Logistics



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# ***Advisory Board***

- **EZGO/Textron:** Jason Alford, Vice President Integrated Supply Chain
- **Michelin:** Deborah Whatley, VP of the Supply Chain for the Small Tire Division
- **PricewaterhouseCoopers:** William F. Owens, Jr., Deputy Tax Leader
- **Siemens:** Gregory Schmidt, Vice President Logistics
- **Sonoco Products Company:** Keith J. Holliday, Director, Supply Chain & Operating Excellence
- **Trane/Ingersoll Rand:** Todd Wyman, Senior Vice President Global Operations and Integrated Supply Chain



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# **GSCPM Center:**

## ***Contact Information***

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Science

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Professor of Operations & Supply Chain Management

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Professor of Operations & Supply Chain Management

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# Incorporating Analytics & Big Data in the SC Curriculum

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4<sup>th</sup> Annual SCM Director's Conference  
Santa Clara University  
March 2015

**James F. Campbell**  
*College of Business Administration  
University of Missouri-St. Louis  
St. Louis, MO*

# Background at UMSL

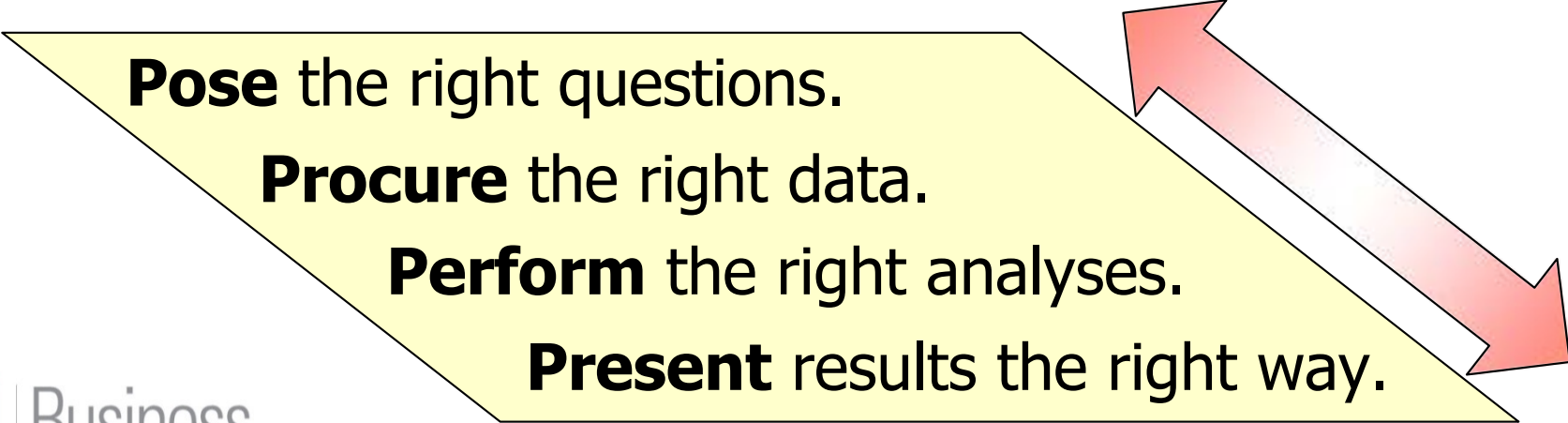
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- Very senior faculty.
- Analytical heritage in department.
- Links to IS.
- Current focus more at the graduate level.
  - MBA majors in LSCM and OM
  - Graduate Certificates in LSCM and BI (Business Intelligence)
  - PhD in LSCM
  - Undergrad major in Logistics & OM + Minor in Transportation Studies

# Needs

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1. **Domain knowledge** (in SCM) to understand the issues and formulate the questions/problems.
2. **IS/IT or BI processes, tools, and technologies** to collect, manage and prepare data.
3. **Analytics** (Descriptive, Predictive and/or Prescriptive) to convert data → insight → better decisions.
4. **Communication skills** to convey recommendations.



**Pose** the right questions.

**Procure** the right data.

**Perform** the right analyses.

**Present** results the right way.

# Analytics and LSCM at UMSL

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- Identify and map analytics content and skills with business partners.
- Map current courses in SCM and other departments to content and skills needs...
- Added 3 new courses:
  - Business Analytics and Data Mining
  - Data Integration
  - Practicum
- Link to existing courses in SCM, Digital Marketing, and Economics, where appropriate...

# Features of Our Programs

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- Depth in prescriptive analytics.
- PhD in LSCM with analytics focus
- Commercial software courses for LSCM Modeling:
  - Logistics and Supply Chain Strategic Modeling:  
IBM ILOG LogicNet Plus XE, INSIGHT SAILS, Micro Saint Sharp
  - Logistics and Supply Chain Operational Modeling:  
IBM OPL Studio, Crystal Ball, ArcGIS (ArcLogistics Route)
- Analytics Practicum course emphasizes *problem framing* and *communication* of results and recommendations.



# Issues

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1. Target? (data scientists vs. analytically savvy master's students vs. analytically aware BSBA's)
2. How much IS/IT is needed?
3. Don't forget problem framing and communication of results.
4. Which analytics tools?
5. How much text analytics and social media analytics?
6. Visualization (Tableau) as an entry?
7. Retraining faculty.
8. Recruiting in "big data/analytics".



# BIG DATA IN SUPPLY CHAIN MANAGEMENT CURRICULUM

THE H.H. FRANKLIN CENTER FOR SUPPLY CHAIN MANAGEMENT  
WHITMAN SCHOOL OF MANAGEMENT  
SYRACUSE UNIVERSITY

**Whitman**  
SCHOOL of MANAGEMENT  
SYRACUSE UNIVERSITY

March 5, 2015

# Franklin Center for Supply Chain Management

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- Established in 1919
- First program in the nation
- Legacy
- **Fresh ideas**
  - ▣ Innovative curriculum
  - ▣ Supply chain finance
  - ▣ Design thinking for growth
  - ▣ Wine futures market



# Industry projects in curriculum

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- I. Experiential learning projects – as part of the course
- II. Experiential learning for extra credit
- III. Consulting firm – no credit
- IV. **Research** – creating new knowledge
  - I. Descriptive vs.
  - II. **Prescriptive**

# Franklin Center – Examples

27

- ① Staples – our corporate partner
- ② Gaylord Bros
- ③ Open Source ERP (start-up)
- ④ Wine futures electronic marketplace

# Corporate Partner

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# Big Data projects with Staples

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## I. Inventory Optimization:

- ☐ Millions of SKUs, millions of orders
- ☐ Capacity planning
- ☐ Trips per order vs. Minimum cost

## II. Risk mitigation

- ☐ Various disruptions
- ☐ Heat maps, bow tie diagrams
- ☐ Risk exposure index (REI) – determine the highest risk facilities in the Staples supply chain
- ☐ GIS: dynamically update heat maps and REI

□ 6 faculty + 4 doctoral + 9 masters + 8 undergraduate students



# Gaylord Bros (Demco)

30

**CHILDREN'S FURNITURE**

**Find the Perfect Children's Chair for Your Needs in Our Wide Variety!**

**SMITH SYSTEM® Husky Stack Chair**

- 18" seat width
- Metal frame with polypropylene shell
- Heavy-duty 18" diameter casters with locking casters for extra stability
- High-quality 18" diameter casters with locking casters for extra stability

Model: 18" x 18" x 18" (18" x 18" x 18")

Model	Seat Height	Weight	Price
18" x 18" x 18" (18" x 18" x 18")	18"	18"	18"
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**ROYAL Stack Chair**

- 18" seat width
- Metal frame with polypropylene shell
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Model	Seat Height	Weight	Price
18" x 18" x 18" (18" x 18" x 18")	18"	18"	18"
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18" x 18" x 18" (18" x 18" x 18")	18"	18"	18"

**348 GAYLORD® | 2012**

**SMITH SYSTEM® Husky Stack Chair**

- 18" seat width
- Metal frame with polypropylene shell
- Heavy-duty 18" diameter casters with locking casters for extra stability
- High-quality 18" diameter casters with locking casters for extra stability

Model: 18" x 18" x 18" (18" x 18" x 18")

Model	Seat Height	Weight	Price
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18" x 18" x 18" (18" x 18" x 18")	18"	18"	18"

**ROYAL SEATING, LTD.® Task Chair**

- 18" seat width
- Metal frame with polypropylene shell
- Heavy-duty 18" diameter casters with locking casters for extra stability
- High-quality 18" diameter casters with locking casters for extra stability

Model: 18" x 18" x 18" (18" x 18" x 18")

Model	Seat Height	Weight	Price
18" x 18" x 18" (18" x 18" x 18")	18"	18"	18"
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18" x 18" x 18" (18" x 18" x 18")	18"	18"	18"
18" x 18" x 18" (18" x 18" x 18")	18"	18"	18"

**To Order: Call 1-800-668-6160 or visit [Gaylord.com/TaskChair](http://Gaylord.com/TaskChair)**

**DELL Steel**

- 18" seat width
- Metal frame with polypropylene shell
- Heavy-duty 18" diameter casters with locking casters for extra stability
- High-quality 18" diameter casters with locking casters for extra stability

Model: 18" x 18" x 18" (18" x 18" x 18")

Model	Seat Height	Weight	Price
18" x 18" x 18" (18" x 18" x 18")	18"	18"	18"
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18" x 18" x 18" (18" x 18" x 18")	18"	18"	18"

**WOODEN Mallet Dakota Wave Bench**

- 18" seat width
- Metal frame with polypropylene shell
- Heavy-duty 18" diameter casters with locking casters for extra stability
- High-quality 18" diameter casters with locking casters for extra stability

Model: 18" x 18" x 18" (18" x 18" x 18")

Model	Seat Height	Weight	Price
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**To Order: Call 1-800-668-6160 or visit [Gaylord.com/LoungeStack](http://Gaylord.com/LoungeStack)**



# Gaylord: Single vs. Dual sourcing

31



Iron Horse



Advantage

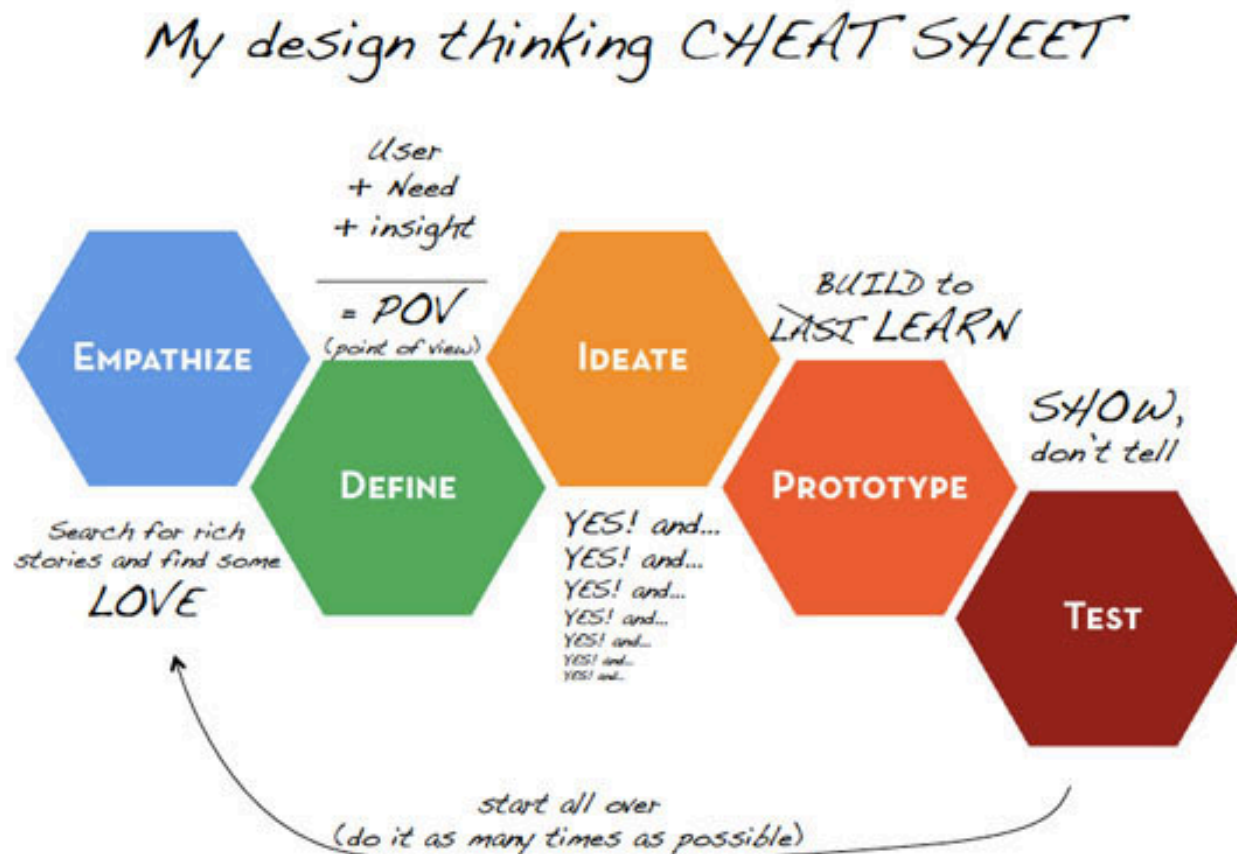


EconoTruck

# Creatively Growing Your Business

32

First and only **SCM program** to teach supply chain design  
for **start-ups** and **growth** firms









# Liv-ex.com

35

20 7062 8788  
ge@liv-ex.com

data

2013 01:15 (UK)  
1.163 / 1.193  
1.531 / 1.537  
11.878 / 11.926

ad the Liv-ex ticker:



rtcuts

owths  
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ux 2012  
blog



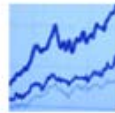
About Liv-ex



The Exchange



Logistics & Storage



Data & Indices

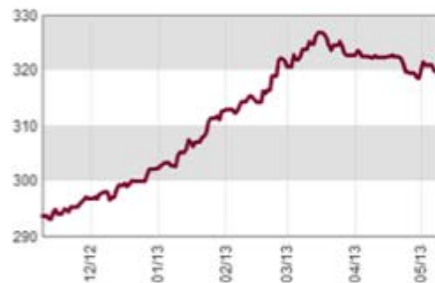


Liv-ex for Collectors



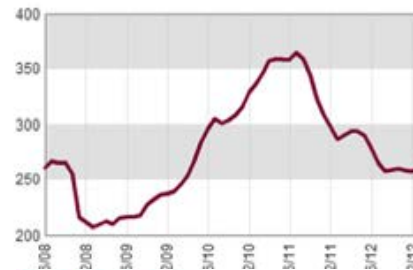
Video

Liv-ex Fine Wine 50



Daily Close 13/05: 319.95 Change 0.88 (0.28%)

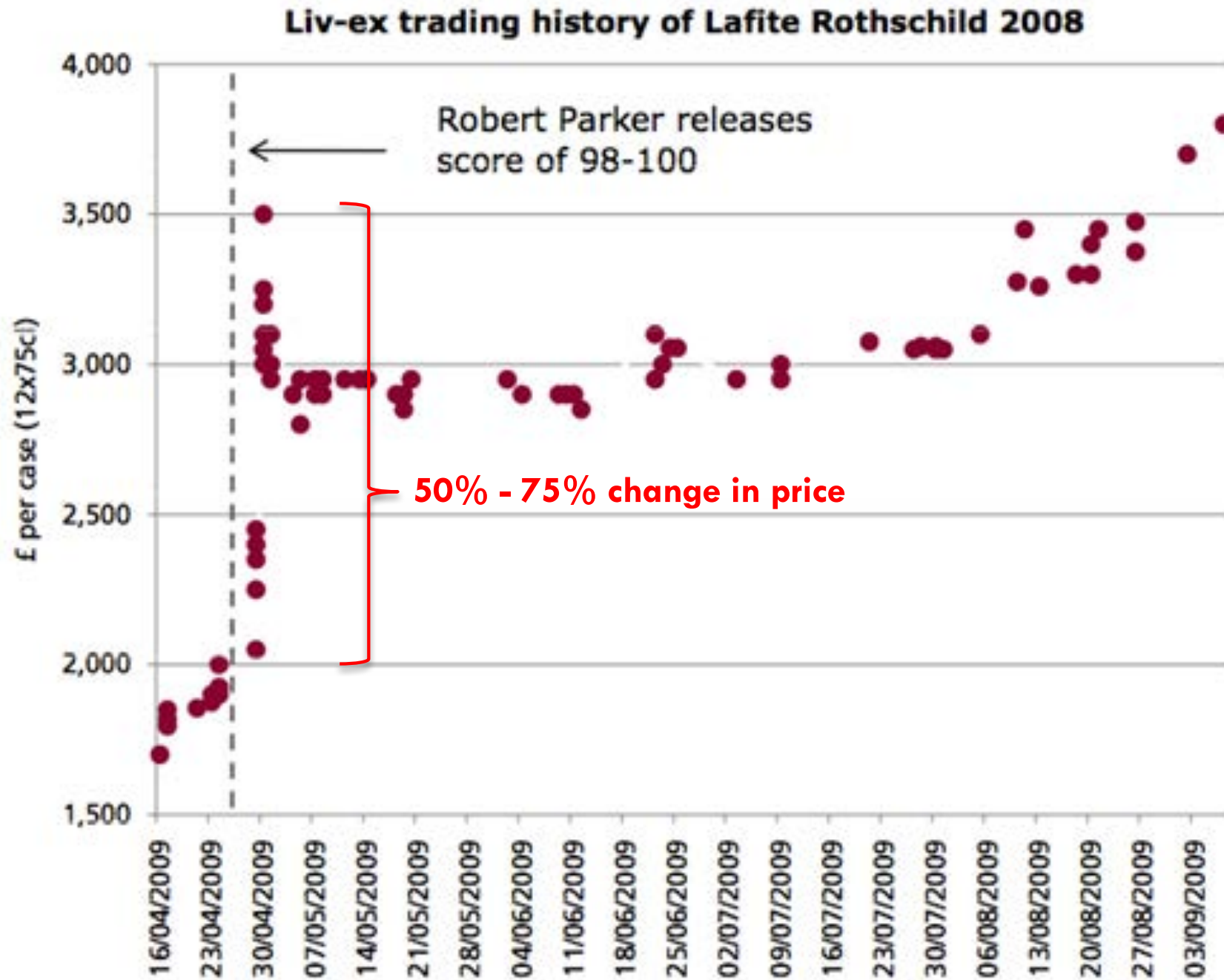
Liv-ex Fine Wine 100



All Markets

Your Exposure

Recent Activity	Latest best bids	Latest best offers	Recent trades	Spreads		
Wine				Liv-ex markets		
Wine, Vin, C				Bid	Offer	Last
Montrose, 2006 12x75, S&B				700 2	705 1	700 03/01/14
Margaux, 1996 12x75, S&B				4,875 1	4,925 1	4,800 03/01/14
Pontet Canet, 2006 12x75, S&B				680 4	687 12	680 03/01/14
Eglise Clinet, 2009 6x75, S&B				1,570 1	1,590 1	1,495 03/01/14
Haut Brion, 2005 12x75, S&B				5,000 2	5,075 1	5,000 03/01/14



# Data: Bordeaux Wineries

37

Left Bank	Right Bank
Cos d'Estournel	Angelus
Duhart Milon	Cheval Blanc
Ducru Beaucaillou	Clos Fourtet
Leoville Poyferre	Evangile
Mission Haut Brion	Pavie
Pichon Lalande	Troplong Mondot

Choice of wineries: Liv-ex.com, Heart & Hands Wine Co.

Choice of vintages: 2006 – 2011

Futures data: Liv-ex.com

Barrel and bottle scores data: *Wine Advocate* and *erobertparker.com*

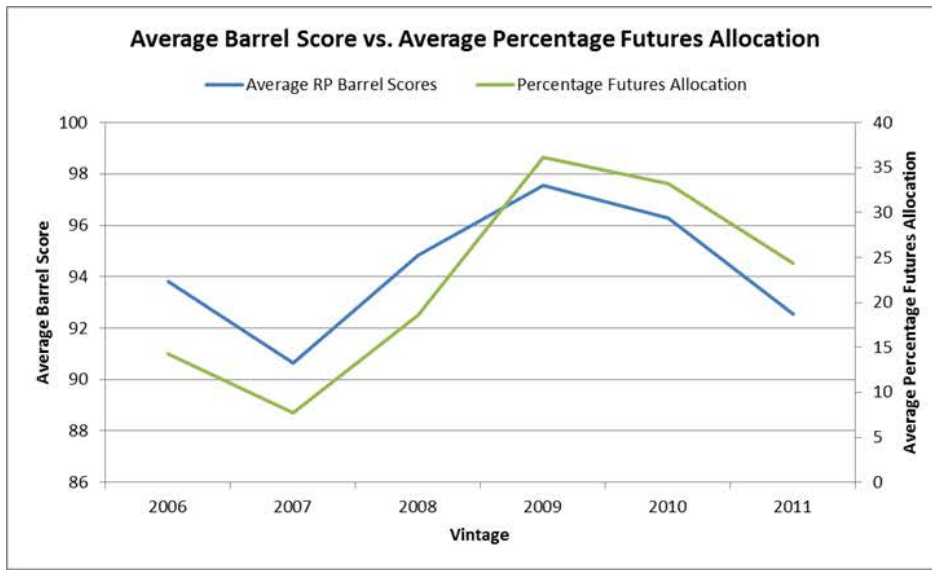
Production data: *Wine Spectator*

Number of cases traded in the form of wine futures = 307,909

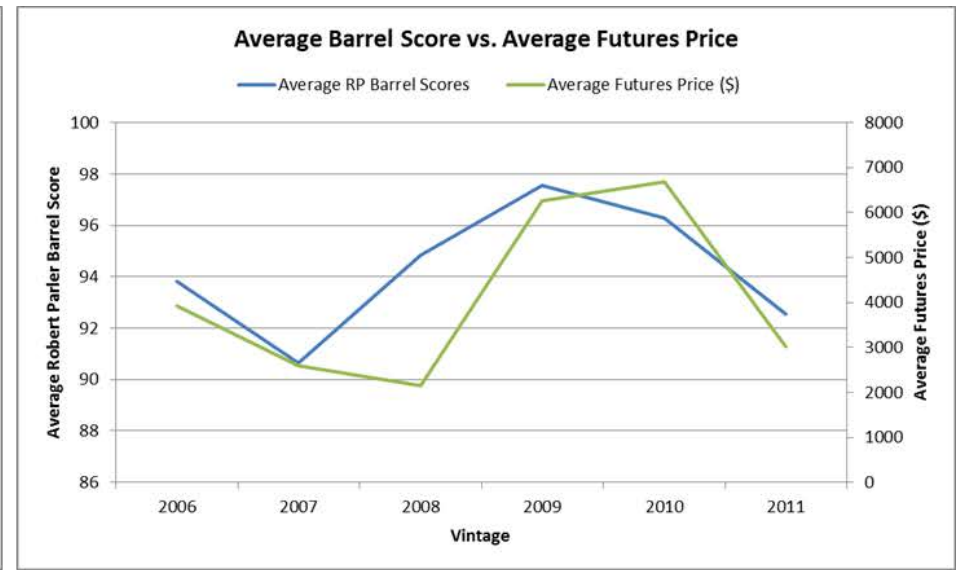
Number of trades = 32,869 cases

# Bordeaux Wineries

38



(a)



(b)

(a) The impact of average Robert Parker barrel scores on Bordeaux winemakers' average percentage allocation of wine for sale as wine futures

(a) The impact of average Robert Parker barrel scores on futures prices.



# Financial impact of wine futures

39

		$\alpha$ - Percent of Futures			$\Delta\rho$ – Profit/financial impact		
Winemaker	$\phi$ - risk aversion	Min $\alpha$	Max $\alpha$	Avg $\alpha$	Min $\Delta\rho$	Max $\Delta\rho$	Avg $\Delta\rho$
Angelus	0.96936308	6.90	49.35	18.71	2.16	14.45	5.71
Cheval Blanc	0.86918809	8.59	71.25	39.26	3.23	24.81	13.91
Clos Fourtet	0.88701179	9.48	45.85	29.18	3.38	15.56	10.21
Cos d'Estournel	0.87673835	4.96	43.74	21.15	1.78	14.84	8.21
Ducru Beaucaillo	0.88961788	14.23	65.63	39.45	4.88	22.06	13.53
Duhart Milon	0.79816123	14.80	47.05	26.24	6.47	19.03	10.92
Evangile	0.85688923	21.40	100.00	64.03	7.84	41.81	22.70
Leoville Poyferre	0.90829830	6.94	38.90	23.45	2.43	12.74	7.91
Mission Haut Brion	0.94221522	17.19	80.46	38.04	5.59	24.33	11.80
Pavie	0.97247639	2.08	31.45	12.30	1.17	14.75	6.27
Pichon Lalande	0.84258235	6.40	49.09	29.20	2.53	18.54	11.01
Troplong Mondot	0.83791897	10.86	68.99	42.55	4.22	25.41	16.11
Weighted Average				27.65	10.10		

$\theta$  consumer risk aversion = 0.972599;  $\beta$  consumer heterogeneity = 24

# Heart & Hands Wine Co.



# Financial impact at Heart & Hands

41

		$\beta = 10$ Homogenous consumers		$\beta = 24$ Heterogeneous consumers	
	Vintage	$\alpha$ - % of futures	$\Delta\rho$ - profit	$\alpha$ - % of futures	$\Delta\rho$ - profit
Pinot Noir Barrel Reserve	2007	53.26	13.74	31.25	15.20
	2008	55.74	13.95	32.29	14.96
	2009	54.42	13.63	31.53	14.60
	2010	51.23	12.97	29.82	14.08
Riesling	2008	59.25	14.92	34.40	16.09
	2009	62.63	15.59	36.20	16.61
	2010	57.09	14.29	33.07	15.32
	2011	61.57	15.41	35.67	16.52
Weighted Average		55.03	13.87	31.96	14.95

$\theta$  consumer risk aversion = 0.99659

# Curriculum Impact

42

- Industry collaborations provide:
  - ▣ Experiences **not part of regular curriculum/textbook**
  - ▣ **GIS data** dynamically updating Excel-based risk model
  - ▣ Inventory with **market-basket analysis**
  - ▣ Single (cost) vs. **dual sourcing** (risk)
  - ▣ **Open Source ERP**: connecting bodegas and distributors
  - ▣ **Wine futures market**

[illegible]

# **Michigan State University Broad College of Business**

## **Masters of Science Supply Chain Management**

**Nancy M. Taylor  
Director**

# Supply Chain at Michigan State University

- Transportation/Materials Management/Logistics/Supply Chain Management has been taught at MSU since the 1960s.
- Bachelors in Supply Chain Management: approximately 1200 majors and graduates numbering 300 + per year
- Masters of Science in Supply Chain Management: established in 2002 - historically averaging 20 graduates per year . New format – 80 per year.
- The MSU MBA Program: includes a Supply Chain Management concentration of which historically 50% are SCM. Approximately 100 graduates per year.
- PhD – in Logistics and in Operations and Sourcing Management

# Program Stats

**Hybrid format for working professionals**

**All students are working full time in SCM careers**

**Average age is 33 with 8-10 years work experience**

**Attendance from all 50 states and international**



**NEW FORMAT – 1<sup>st</sup> OFFERED January 2015**

**36 credit degree program**

**24 months, semester based**

**3 day onsite sessions/8 week online modules**

**Strategic supply chain management focus**

**Specializations in logistics, procurement,  
operations and the newly created value chain  
creation (VCC)**

## Courses:

**SCM 870 Introduction to Logistics and Supply Chain Management** (3 Credits)

**SCM 871 Applied Data Analysis** (3 credits)

**SCM 872 Distribution Fulfillment** (2 credits)

**SCM 874 Total Quality Management and Lean Enterprise** (3 credits)

**SCM 875 Manufacturing Planning & Control** (2 credits)

**SCM 876 Logistics Operations Methods and Systems** (2 credits)

**SCM 879 Supply Chain Management – Strategy and Applications** (3 credits)

**SCM 848 Analysis of Supply Markets and Supplies** (2 credits)

**SCM 881 Global Supply Chain Management** (3 credits)

**SCM 882 Field Study/Research Project** (5 credits)

**SCM 883 Technology and Product Innovation Management** (2 credits)

**SCM 886 Strategic Sourcing** (2 credits)

**COM 874 Communication in Supply Chain Management** (2 credit)

**MGT 875 Change Management** (2 credits)

New Courses being added in 2016: Engineering, Packaging, Criminal Justice, Food Safety.

# Marketing and Recruiting

## Beginning:

Print Ads, Corporate  
Contacts, Conferences

## Transition:

Electronic Media, Internet,  
Social Media, Facebook  
LinkedIn, Twitter  
Conferences

## Current:

Partner with University Alliance/Bisk which  
handles all advertising, focus on electronic  
placements.

Department still manages Social Media:  
LinkedIn growth, Facebook maintenance,  
Twitter Conferences

# Recruiting/Marketing Plans

- Maintain and build on #1 rankings in supply chain education
- Synergy with strong undergrad program that attracts employers to campus
- Synergy with MBA program and other Masters degree to attract employers
- Coordination of activities that attract SCM professionals to MSU and involve them in:
  - Graduation Education
  - Recruitment
  - Research
  - Development



# Questions.

The background of the slide features a large, faint, circular seal of Rutgers University. The seal contains the text "RUTGERS UNIVERSITY" and "1823" around a central emblem. The word "RUTGERS" is prominently displayed in a large, white, serif font at the top left of the slide.

# RUTGERS

Rutgers Business School  
Newark and New Brunswick

## **Supply Chain Management at Rutgers Business School**

### **What students want to see to come?**

**Professor Arash Azadegan**

Department of Supply Chain Management  
and  
Marketing Sciences

- **Background on Rutgers Business School**
- **What we focus on telling students**
  - **Orientation Meeting**
  - **Curriculum of classes**
  - **Who we work with on the industry side**
  - **RBS Supply Chain Center & corporate advisory board**
    - **Supply chain Disruption Research Lab**
- **How we prove it**
  - **Our new Online MS program and its particularities**



# RUTGERS

Rutgers Business School  
Newark and New Brunswick

We **R** Student Experience





# Jersey Roots, Global Reach

Rutgers University Originally chartered as **Queen's College**, 1766

New Brunswick, NJ – 100 ROCK



Academic staff	212
Students	6,992
<a href="#">Undergraduates</a>	4,956
<a href="#">Postgraduates</a>	1,849
<a href="#">Doctoral students</a>	187

Academic staff	2,937 <sup>[3]</sup>
Admin staff	6,757 <sup>[3]</sup>
Students	65,000 <sup>[4]</sup>
<a href="#">Undergraduates</a>	45,000 <sup>[4]</sup>
<a href="#">Postgraduates</a>	20,000 <sup>[4]</sup>








Newark, NJ – One Washington Park

## What we don't really talk about!!

### Rutgers Scarlet Knights

#### NCAA FBS standings

< ⌵	Atlantic Coast	Big 12	<u>Big Ten</u>	Conference USA	Independe >	
East			Conference	Overall	STRK	vs Top 25
	Ohio State		8-0	14-1	W13	4-0
	Michigan State		7-1	11-2	W4	2-2
	Maryland		4-4	7-6	L2	0-2
	Rutgers		3-5	8-5	W2	0-3
	Michigan		3-5	5-7	L2	0-3
	Penn State		2-6	7-6	W1	0-2
	Indiana		1-7	4-8	W1	1-2

# Rutgers SCM Program Facts

- **U.S. Ranking , US News & World Report, Gartner**
- **SCM-MBA Internship Placement: 100% (2008, 2009, 2010, 2011, 2012)**
- **SCM-MBA Permanent Job Placement Rate: 100%(2010), 94% (2011)**
- **2009, 2010, 2012 CSCMP Scholarships: 100% awarded to RU-SCM**
- **Over 100 SCM scholarships through SCM Center (2009-2011)**
- **2009 winner of the East-West regional SCM case competition**
- **2012 HULT Global Case Competition: (Cornell, Darden, and Rutgers )**
- **2012 US News and World Report #20 (Harvard)**

- At least 15 credits beyond the MBA core, foundation, and integrative courses.
- Nine (9) credits from the SCM concentration core.
- A minimum of six (6) credits from Areas 1, 2, 3, or 4.

## Required Courses

- **Operations Analysis** (22:799:564) is part of the MBA core and is required for all MBA students.
- **Procurement Management & Global Sourcing**  
(22:799:608)
- **Supply Chain Management Industry Project\***  
(22:799:650)
- **Supply Chain Management Strategies** (22:799:607)

## **Area 1 - Procurement and Sourcing Management**

- **Business-to-Business Marketing (22:630:606)**
- **Global Labor Governance (22:799:678)**
- **Global Supply Chain Law (22:799:662)**
- **Managing Strategic Transformations (22:620:606)**
- **Negotiations (22:620:617)**
- **Supply Chain Environment Management / Green Purchasing (22:799:672)**
- **Supply Chain Disruption and Risk Management (22:799:669)**



## Area 2 - Supply Chain Performance Optimization and Technologies

- **Advanced Project Management** (22:799:675)
- **Business Intelligence for Supply Chains and Marketing** (22:799:670)
- **Data Models** (22:960:575)
- **Demand Analysis & Management for Value Chains** (22:799:663)
- **Enterprise Resource Planning** (22:010:623)
- **Fundamentals of Project Management Professionals (PMP)** (22:799:677)
- **Introduction to Project Management** (22:799:661)
- **Lean Six-Sigma** (22:799:676)
- **Logistics / Transportation Management** (22:799:679)
- **Microsoft Project for Professionals** (22:799:671)
- **New Product Development** (22:799:TBA)
- **Quantitative Modeling & Managerial Decision Making for Value Chains** (22:799:TBA)
- **Supply Chain Solutions with ERP/SAP I** (22:799:659)
- **Supply Chain Solutions with ERP/SAP II\*\*** (22:799:660)
- **Total Quality Management** (22:799:605)

## **Area 3 - Industry Series by Distinguished Business Executives (1 credits each)**

- **Contract Management for Supply Chain Management Professionals (22:799:655)**
- **Managing Global Supply Chains (22:799:665)**
- **Manufacturing Outsourcing (22:799:658)**
- **Pharmaceutical Purchasing and Supply Chain Management (22:799:647)**
- **Product Design and Supply Chain Alignment (22:799:653)**
- **Sales & Operations Planning (22:799:668)**
- **Service Management (22:799:TBA)**
- **Service Outsourcing (22:799:664)**
- **Supply Chain Pricing Strategy (22:799:673)**
- **Supply Chain Finance (22:799:685)**



## **RBS-SCM Program Corporate Sponsors**

<b>AmerisourceBergen (Sr.VP)</b>	<b>Merck (VP) &amp; Schering-Plough (VP)</b>
<b>AstraZeneca (VP)</b>	<b>MetLife* (Sr. VP)</b>
<b>Barrier Therapeutics (VP)</b>	<b>Panasonic (Sr. VP)</b>
<b>Bayer HealthCare (Director)</b>	<b>PSEG (VP)</b>
<b>BD (VP)</b>	<b>Novartis Pharma (Exec. Director)</b>
<b>Bristol-Meyers Squibb (VP)</b>	<b>Sandoz (Director)</b>
<b>Colgate-Palmolive* (VP)</b>	<b>Estee Lauder (SVP)</b>
<b>Deloitte* (Senior Partner)</b>	<b>Sciele Pharma* (VP)</b>
<b>Exelon Corporation (Sr. VP)</b>	<b>Unilever (Sr. VP), <b>KENCO(COO)</b></b>
<b>Hoffmann-LaRoche (VP)</b>	<b>Itochu (SVP), <b>GENCO (EVP)</b></b>
<b>Johnson &amp; Johnson (VP)</b>	<b><b>Pfizer (VP), BB&amp;BY (VP), Verizon (VP)</b></b>

## **Area 4 - Field Practice Courses**

- **India Travel Course (22:799:646)**
- **Valuation of New Business Ventures: A Supply Chain Perspective (22:799:648)**

# RUTGERS

Rutgers Business School  
Newark and New Brunswick

## Rutgers SCM Recruiting Event: September 19, 2012



BASF

Becton-Dickinson

Bristol-Myers Squibb

Caterpillar Inc.

Excel/DHL

Ford Foundation

Goya Foods

Johnson & Johnson

Kenco Logistics Service

Kraft Foods

L'Oreal

Motorola Solutions

Rhodia Inc.

Toys "R" Us

Verizon

Bed Bath & Beyond

Burlington Coat Factory



FORDFOUNDATION



Bristol-Myers Squibb  
Together we can prevail.®

If it's  
**GOYA**  
it has to be good.



**L'ORÉAL**

**BED BATH &  
BEYOND**

**Toys R Us**



NOVARTIS

DuPont

Global Shipping Services

International Flavors & Fragrance

JP Morgan Chase

Kuehne + Nagel

McGraw-Hill

NFI Industries

Novartis

Panasonic Solutions Company

Phillips Van Heusen

Pfizer

PSE&G

Schindler Elevator

Unilever

Waste Management

Wiley and Sons

**Johnson & Johnson**  
DEVELOPMENT CORPORATION



**MOTOROLA**



**KUEHNE+NAGEL**



**JPMorgan**



**PSEG**

*We make things work for you.*



**Unilever**

**RUTGERS**

Rutgers Business School  
Newark and New Brunswick

**Where to hold the Fall 2012 Rutgers SCM recruiting event with 50+ major corporations ?**



**Final answer: Rutgers Basketball Stadium**



# RUTGERS

Rutgers Business School  
Newark and New Brunswick

## Rutgers Supply Chain Management Meet & Greet

### M&G 2015



85 LEADING CORPORATIONS AND 600 STUDENTS PARTICIPATED IN THE MOST RECENT SUPPLY CHAIN MANAGEMENT MEET & GREET

Each year, the Department of Supply Chain Management and Marketing Sciences partners with Rutgers Business School Career Services to host more than 70 major corporations for students majoring in Supply Chain Management.

### Spring 2015 - Newark Campus

**When:** March 4, 2015 - 12:00pm to 4:00pm

**Where:** [Paul Robeson Center](#), 350 Martin Luther King Jr. Blvd

*(New Brunswick info for Fall 2015 will be posted when it becomes available)*

Looking for a full-time job, co-op, internships, or just wish to network with business professionals from a variety of industries? Come out to the Spring 2015 Supply Chain Management Meet & Greet this March 4, 2015! This is the final Supply Chain-exclusive networking event of the year so you don't want to miss it!

## Join us!

Read about our recent history below:

- **2014** - Rutgers Business School alumna returns to campus for Supply Chain Management Meet & Greet
- **2013** - Supply Chain Management's annual Meet and Greet connects hundreds of students with leading companies, prospective employers
- **2012** - Supply Chain Management annual Meet and Greet to bring students and Fortune 500 companies together
- **2011** - Supply Chain Management undergraduate students network and meet with sixteen companies

M&G 2015





# Business Executives' comments on RU SCM

I would like to build excitement for the program, run events that will draw students of high caliber into the program. I look forward to our discussion... - **Roy Anderson, Senior VP, MetLife**

Novartis Pharmaceuticals would be very interested in supporting an undergraduate SCM program.....

- **William D. McLaury, Executive Director, Novartis**

Dr. Lei's strong leadership has built the Rutgers Supply Chain Program into a top tier program.

- **Ken Blankenhorn, Director, Bayer HealthCare**

As a founding corporate member, PSEG hoped that Rutgers would provide a local source for graduating MBA's with supply chain training. You have far exceeded our expectations.

- **Michael Graham, Director, PSEG**



# **Business Executives' comments on RU SCM**

Many business persons now view a strong affiliation with Rutgers as a competitive advantage.

**- Ronald Keegan, VP, ChemLogix LLC**

Rutgers University is now positioned to give the various students within the university a world class education in the study of SCM.

**- James S. White, SVP, Logistics, Park B. Smith, Ltd, and RBS '82**

I have been extremely impressed by the offerings and contributions of the SCM program at RBS... **- Dr. Tan Miller, Senior Director, J&J**

RBS has developed one of the top supply chain programs in the country...students are as prepared as any student in the country when they graduate...

**- Kenneth Frawley, VP, Times Warner, Inc.**

# Business Executives' comments on RU SCM

“Novartis is in the process of creating a stronger recruiting presence at Rutgers for Supply Chain/ Procurement MBA candidates....”

**- Steven Chyung, VP, Novartis**

“ I understand through a business colleague that Rutgers is developing a strong SCM program. We would be interested in hearing more about your program at some point in the future.’

**- Ginger L Picone, recruiting manager, Hallmark**

“ To confirm our discussions on the endowment , we desire a restricted grant with the funds directed solely to [RBS] SCM. This the same process we have done for SC programs at Arizona State and Bowling Green.”

**- Bill Stirling, VP, BMS**

“It was a pleasure finally to meet you. As we agreed I am sending this email with the points that we discussed: Promote our openings among your SC students...”

**- Vitor Silva, Production Manager, Blinds-To-Go**

## **Business Executives' comments on RU SCM**

**[April 17, 2012] .... It is exciting to hear how Caterpillar and Rutgers Business School [SCM] may be partnering together in the future.**



**Douglas Oberhelman  
President and CEO  
Caterpillar**

## **Kuehne & Nagel & Rutgers SCM Partnership**

“Our people are our strongest asset. It is important to us to partner with one of leading Supply Chain Management Universities in the United States [Rutgers SCM] to support education and secure talent for the future.”

**- Marc Meier, SVP, Kuehne + Nagel North**



# Why is SCM Important?

- "If you are in supply chain management today then complexity is a cancer that you have to fight, and process management is the weapon. This framework develops a robust model of supply chain management processes and properly defines them so that they can be managed. It has enabled our organization to understand that supply chain management is too important to be just a function. Instead it's everybody's job."

**Supply Chain Management  
is Everybody's Job!**

**—Tom Blackstock**  
Vice President,  
Supply Chain Operations,  
Coca-Cola North America



The background of the slide features a large, faint, circular seal of Rutgers University. The seal contains the text 'RUTGERS UNIVERSITY' and 'THE STATE OF NEW JERSEY' around a central emblem. The entire slide has a solid red background.

# RUTGERS

Rutgers Business School  
Newark and New Brunswick

## **Master of Science in Supply Chain Management**

**Co-Directors:**

Arash Azadegan

and

Rudolf Leuschner

- Online Education is a Reality!
- We won't beat them (*at first*)
  - we may as well join them; then.....
- Expands Options for SCM Education





# Key Milestones

- **September 22nd, 2014**  
Department of Education Program Approval
- **October 2nd, 2014**  
Program Website Launch:
- **November 6<sup>th</sup>, 2014**
  - Google AdWords Campaign Launched
  - \$50/day budget
- **December 1<sup>st</sup>, 2014**
  - Application Deadline
  - 26 Applicants
- **January 12<sup>th</sup> – 16<sup>th</sup>, 2015**  
Orientation
- **January 20<sup>th</sup>, 2015**  
Start of classes

# Program Overview

- 30 total credits
- 9 SCM courses
- Plus 1 general business course
- Flexible and lockstep structures
- Began January 2015

# Classes

- Operations Analysis (Sp15)
- Supply Chain Management Strategies (Sp15)
- Global Procurement and Supply Management (Sp15)
- Demand Management (Su15)
- Global Logistics Management (Su15)
- Supply Chain Risk and Disruption Management (Su15)
- Supply Chain Sustainability
- Lean Six Sigma
- Introduction to Project Management
- Supply Chain Finance
- Supply Chain Governance
- B2B Marketing

# Delivery & assessment

- Recorded Lectures –2-3 hrs/wk
- “Threaded” discussions
- Focus on weekly assignments
- Online lab
  - (equivalent to office hours)
- Proctored Exams

## RUTGERS Stages of Supply Chain Disruption

**Preparedness**  
Planning how to respond to a disaster and increasing resources available to respond effectively

**Disruption**

**Response**  
Activities to provide emergency assistance and reduce the likelihood of secondary damage

**Recovery**  
Returns to normal or near-normal operating conditions

**Mitigation**  
Activities that prevent, eliminate, or reduce the effects of a disaster

**Stages of Disruption**

**“Facing Disruptions” = Response + Recovery Stages**

**R2**

SCDRI Rutgers Business School Supply Chain Disruption research laboratory Engemann & Henderson 2012 41 Azadegan, 2015

Ch5-2

Building Out a Center-Led Procurement Model

RUTGERS Rutgers Business School Newark and New Brunswick A. Azadegan, PhD

Recent events/expert interviews embedded



Course	Author
Course Home	
Syllabus	
Discussions	
Case Study (Full) related	
Case Study Analysis Video	

**Why are more top managers recognizing organizational purchasing as a key management function?**

Top managers recognize the importance of purchasing because they realize that they can achieve reductions in cost, improve quality of products, and likewise have a significant impact on a firm's total cost thus much attention and emphasis has been granted towards building a good supply network. As a result, building a good supply base which will draw a final good or service that has great value and satisfy all customers. As a result, building a good supply base which will draw a final good or service that has great value and satisfy all customers.

**Do you think organizational purchasing is more like entrepreneurship? Why or why not?**

I think organizational purchasing is more like entrepreneurship because it lets them explore and have a mentality that is more flexible and open. There are always innovating new techniques and ideas in purchasing out not only in purchasing/supply management but in all the functions of a business. As an entrepreneur I think an individual is a little more ambitious in the look out to innovate and make changes which will improve the process for purchasing to take place. Organizational purchasers tend to be more relaxed and systematic and lose that risk taking enthusiasm which entrepreneurs display more of.

Threaded Discussions

Course	Author
Course Home	
Syllabus	
Discussions	
Case Study (Full) related	
Case Study Analysis Video	

Week 1
Week 2
Week 3
Week 4
Week 5

### Live (Synchronous Tools)

Chat ClassLive

### Chatrooms

Add Chatroom

Room name/description

**Main**  
This is the main discussion room for this course

**Laboratory- Thursday 1/29**

**Lab Tuesday 1/22**

22:799:618:99 Laboratory- Thursda...

Room Options People Themes Links Help

> Welcome to the weekly laboratory for procurement

Instructor: Azadegan

Select a name for the profile. Double click a name for private chat.

STEVE CHEN 1/22/2015 6:43:32 PM

Purchasers should behave like entrepreneurs because it makes the buyer think and act like an owner of their own money and not the company's money and will tend to spend it more wisely. As an entrepreneur I think an individual is a little more ambitious in the look out to innovate and make changes which will improve the process for purchasing to take place. Organizational purchasers tend to be more relaxed and systematic and lose that risk taking enthusiasm which entrepreneurs display more of.

SOHAM TRIVEDI 1/24/2015 8:52:54 AM

Focus on the product, which will lead to lowering of costs. It can lead to an average 20 percent reduction in costs. Within the area of expertise in their industry, suppliers have more chances than not of finding mutually benefit.

Instructor Azadegan 1/21/2015 8:33:39 AM

STEVE CHEN 1/22/2015 7:21:11 PM

FERNANDO PEREZ 1/24/2015 10:39:43 AM

JONAI LONE 1/24/2015 2:52:31 PM

LISETTE NAQUICHE

PATRICIA CHEN

Weekly Online lab (equivalent to office hours)

[Home](#)
[New Brunswick](#)
[RBHS](#)
[Newark](#)
[Camden](#)
[Online](#)

Websites

Center for Online and Hybrid Learning and Instructional Technologies

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## Contact Us / Help

For general assistance:

Email: [help@ecollege.rutgers.edu](mailto:help@ecollege.rutgers.edu)  
Pearson LearningStudio (eCollege) helpline: 877-778-8437 (24/7/365)

**Registration issues (course rosters, student login information) & Technical Support (browser not working properly, video not playing, document not loading):**

Email: [help@ecollege.rutgers.edu](mailto:help@ecollege.rutgers.edu)  
Online Learning helpdesk: 848-932-4702 (M-Sa 8:30AM-1AM)

[? Student FAQs](#)
[? Faculty FAQs](#)

### Contact Us

Full Name \*

Email \*

Phone #

Login ID

RUID

What can we help you with today? \*

# MAHWAH

## PUBLIC LIBRARY

Building Community. Enriching Lives.

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## Proctoring

Mahwah Public Library staff will serve as proctors for exams taken by distance learners within the following guidelines:

- Proctoring is a free service.
- A minimum of one-week advance notice is required. In addition, all test taking requirements must be received from the issuing educational institution before any tests are taken.
- Exams will be scheduled during normal library hours of service.
- Proctoring consists of:
  - Checking identification of student taking the exam.
  - Noting the time that an exam was started and completed in the Library.
  - Signing the required school supplied documentation.
  - Direct supervision during the exam is not provided.
  - Examinations will be taken in a quiet area of the library.
  - The exam proctor will be the librarian in charge at the time the exam is taken.
- The Library cannot proctor online exams that require public access computer settings to be modified.
- Staff will seal the envelope of the completed exam and place in library outgoing mail.
- The Library does not keep copies of completed exams.

**Student responsibilities:**

- It is the student's responsibility to confirm that this proctoring policy meets the requirements of the institution giving the examination.
- The service must not involve any direct cost to the Library. Students or the administering institution will be responsible for providing postage and any other expenses incurred.
- It is the student's responsibility to ensure that the library's computing resources are adequate for their test taking requirements. MPL accepts no responsibility for Internet connections.
- Completed exams will be returned to the testing institution via the U.S. Postal Service in postage paid envelopes provided by the student or institution.

### Hours

**Winter Hours**

Sunday  
Monday  
Tuesday  
Wednesday  
Thursday  
Friday  
Saturday

Today is Sunday  
1pm to 5pm

[MAP & DIRECTIONS](#)

### Your Account

Check your account 24/7 with your Library Card:



Thank you.





# Brigham Young University

## Marriott School of Management

### Innovation in Global Supply Chain and Operations Curriculum

# Y-Facts

## Marriott School of Management

### Students

- Approximately 2,000 undergraduate students and nearly 1,000 graduate students are enrolled in the Marriott School.
- Approximately **70% of the students are bilingual and many have lived abroad.**
- The school enrolls approximately **8 percent international students.**
- Students have access to three centers that allow them to gain an added edge: the Whitmore Global Management Center, the Rollins Center for Entrepreneurship and Technology, and the Ballard Center for Economic Self-Reliance.



# Curriculum Innovation

- Forces exerting pressure on GSCM curriculum innovation;
  - Global Brand
  - “Lean, Do, Become” Initiative
  - Evolving relationship with National Advisory Council (Industry)

# Dean Lee Perry

## “Learn, Do, Become” Initiative

- **Learn** = Classroom
- **Do** = Global Immersion Program (Study Abroad)
- **Become** = Capstone Strategy Course combined with Supervised Consulting Project

# Learn = Classroom

- Multi-class
  - Root beer Activity
  - Case based learning across disciplines (Logistics & Purchasing)
- Multi-semester learning
  - Capstone Class & Consulting Project
- Experiential Learning
- Internal Case Competitions



# Industry Feedback

- Boeing – Survey – GAP Analysis  
– Operations Analytics









# Do = Global Immersion Program Study Abroad

- Learn through all five senses
- Business across different contexts





# Global Immersion Experiences: Study Abroad Programs

- In addition to classroom learning
  - Living case studies, observing operations



# NEW Global Supply Chain Study Abroad Program

- Extending the prior objectives to include the complexities of supply chain coordination across differing contexts
- Students will also learn of global strategies, observing successful SCM applications



# Living off the land: Fiji

- Visit Fijian village, subsistence living
- Indo-Fijian business association
- Service: consulting with Indigenous Fijian small businesses





# Extracting from the land: Australia

- Rio Tinto or Chinese mining company
- Attorney specializing in mineral extraction
- U.S. Consulate





# Production: China

- Procter and Gamble
- Wal-Mart suppliers
- John Deere





# China: Shanghai





# Distribution: Hong Kong

- Distribution from Shenzhen/Guangzhou to port
- Port of Hong Kong
- Allen Anderson
- Swire Coca-Cola





# Distribution to Retail: Japan

- Wal-Mart
- Disney, Asia





# Expected Outcomes

- Visualize the connectedness of excellent global SCs
- Increased confidence in ability to contribute as a global supply chain professional

# Expected Outcomes

- Understand concepts from classroom learning



Photo: Reuters



# Expected Outcomes

- Students will perceive themselves as global citizens
- Students will see the value of their SC training to address some of the world's most pressing problems



# Details

- Courses
- Dates
  - Leave SLC on April 27
  - Return by May 22 for internship



# Internships

- On-Campus Internship Experience
- Traditional Internship Experience
- Most GSCM students 1-2 internships
- Close to making mandatory

# Become = Supervised Consulting Project

- Fall & Winter Senior Year
  - Capstone strategy course (BusM 469) combined with a supervised consulting-project (BusM 494).
  - The capstone course will blend textbook instruction with professional exposure to carefully selected guest speakers. The guests will lead discussions about real-world supply chain management problems faced in their companies.
  - In addition, teams of 4-6 students will engage in consulting projects under the supervision of a faculty coach and a company mentor. The goal is this advanced course is to help the students become professionals prior graduation.



Thank you.

WCC Tournament

Go Santa Clara!



Go Cougs!





# Global Supply Chain Management at USC



<http://vimeo.com/105706948>

USC MARSHALL SCHOOL OF BUSINESS

# Program Director

## Nick Vyas

- Expert practitioner who has held senior management responsibilities such as EVP at Allogistix International, Director of Operations at Toys R Us/Babies R Us, General Manager at Sears Logistics Services and VP of Global Operations at Duty Free International.
- Nick teaches Global Supply Chain Management and application of Lean Six Sigma at USC.



## Program Intro:

# Academic Director

## Raj Rajagopalan

- Expert on information and operations management, including global operations and Global Supply Chain .
- Consulted for Johnson and Johnson, Fidelity, and Hewlett Packard.
- Teaches Global Supply Chain and Operations Management classes for MBA and Executive MBA Programs at USC.



# The Center for Global Supply Chain Management



***A one-stop resource for students:***

- Internships***
- Research Opportunities***
- Expand your network***
- Mentors***



# USC Marshall

Center for Global Supply Chain Management

## The Mission of the Center for GSCM:

**Connecting the World through Global Supply Chain  
Excellence with Network, Education and Advanced  
Research (NEAR)**

## The Mission:

### \*Networking Events

- Supply Chain Excellence Summit
- Annual Round Table
- Speaker Series

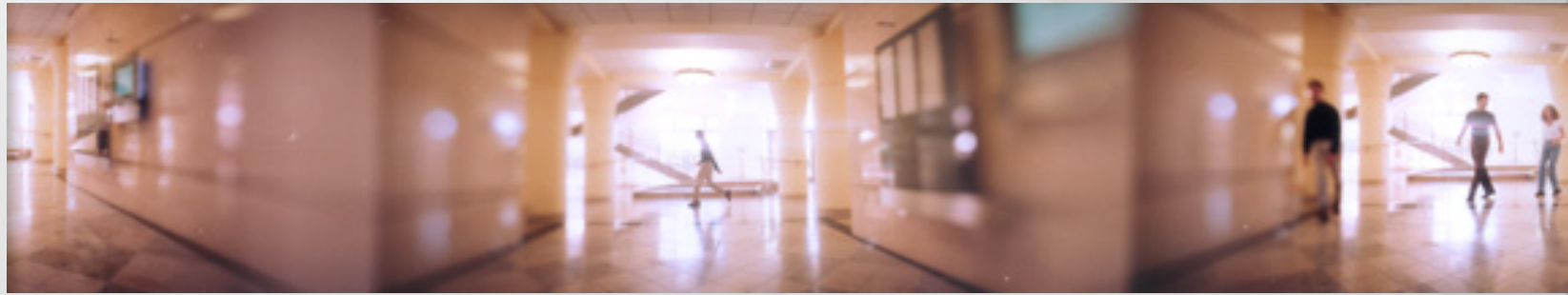
### \*Professional Development Certifications

- Lean Six Sigma Certification
- International Shipping/Logistics Course
- Financial Implications of GSCM

### \*Advanced Research

- Company Projects
- White Papers/Research Papers

# M.S. in Global Supply Chain Management Online and Residential



# Online Course Calendar

## 2014 Fall Semester

- |   |          |  |     |
|---|----------|--|-----|
| • | GSBA 534 | Operations Management  | 3   |
| • | DSO 581  | Supply Chain Management  | 3   |
| • | DSO 557a | Global Supply Chain Management in International Settings (Singapore) | 1.5 |

## 2015 Spring Semester

- |   |         |                      |   |
|---|---------|----------------------|---|
| • | DSO 521 | Enterprise Systems   | 3 |
| • | DSO 520 | Logistics Management | 3 |

## 2015 Summer Semester

- |   |         |                    |   |
|---|---------|--------------------|---|
| • | DSO 549 | Lean Six Sigma     | 3 |
| • | DSO 580 | Project Management | 3 |



# Online Course Calendar

## 2015 Fall Semester

- |            |  |     |
|------------|--|-----|
| • DSO 505  | Sustainable Supply Chains  | 1.5 |
| • DSO 506  | Sourcing and Supplier Management                                       | 1.5 |
| • DSO 557b | Global Supply Chain Management in International Settings (Los Angeles) | 1.5 |
| • DSO      | Elective Course  | 3.0 |

Total Units: 27

**Graduation in Los Angeles at USC Campus**

# Elective Course Titles

DSO 580	Project Management
ISE 513	Inventory Systems
DSO 547	Designing Spreadsheet-Based Business Models
ISE 580	Advanced Concepts in Computer Simulation
DSO 522	Time-series Forecasting
DSO 528	Data Warehousing, Business Intelligence
CE 589	Port Engineering: Planning and Operations

For additional information

**USC**Marshall

Center for Global Supply Chain Management

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**Website: [www.marshall.usc.edu/msgscm](http://www.marshall.usc.edu/msgscm)**