



SCM 7010 (3.0 CH)
ADVANCED SUPPLY CHAIN MANAGEMENT
Fall 2008

Instructor

Name: Paul D. Larson, PhD
Phone: 474-6054
Fax: 474-7530
Email: larson@cc.umanitoba.ca

Office Location: 614 Drake
Office Hours: by appointment

Course Description

The course discusses alternative perspectives, in terms of breadth and depth, on supply chain management (SCM). It introduces tools to support supply chain performance measurement and relationship building. It also includes a special focus on supply chain sustainability and social responsibility, as well as global SCM. The course is delivered via a variety of interactive lectures, in-class exercises, discussions, and a group supply chain project.

Learning Outcomes

During Advanced SCM, students will: (1) draw a supply chain map; (2) create a supply chain balanced scorecard; (3) review an article about SCM; (4) apply techniques for cycle time reduction and supply chain relationship building; (5) study supply chain sustainability and social responsibility; and (6) further develop their oral and written communication skills

Learning Assessment Activities

Activity	Points
Article Review	20
Article Discussion	10
SCM Proposal	10
SCM Paper	50
SCM Presentation	20
Exercises (7 x 10)	70
Participation	20
Total	200

Grading Chart

Grade	Point Range
A+	190 to 200
A	180 to 189
B+	170 to 179
B	160 to 169
C+	150 to 159
C	140 to 149
D	120 to 139
F	0 to 119

Disabled Students

Students are encouraged to contact Disability Services at 474-6213 or the instructor should special arrangements need to be made to meet course requirements.

Schedule

Date	Readings	Events/Topics
Oct. 1	R1, R2, R3	Introductions; What is SCM?; supply chain mapping; exercises
Oct. 8	R4 & R5	Performance measurement; cycle time reduction; exercises
Oct. 15		<i>International Symposium on SCM</i>
Oct. 22	R5, R6, R7	IOIS; supply chain relationships, information sharing; exercises
Oct. 29	R8 & R9	Article Reviews; lean vs. agile; supply chain risk; exercise
Nov. 5		<i>CITT reception</i>
Nov. 12	R10 & R11	Supply chain sustainability and social responsibility
Nov. 19	R12	Global supply chains
Nov. 26		Presentations
Dec. 3		<i>P.Log.</i>

Article Review: Find an article about SCM. Write a brief (1-page) review of the article, and hand in your review with a photo-copy of the article attached. On October 29, you will lead a 10-minute in-class discussion on your article.

SCM Project/Term Paper: Select a Winnipeg-area organization. Or, pick an important topic in SCM. Each person will write a SCM plan/paper, and make a 25-minute presentation to the class. Presentations will be scheduled in random order November 26. Note that the project includes a proposal, a paper, and a presentation. Your paper could be broad or deep, but probably not both. The proposal should include a brief topic description, a project timeline, and a preliminary list of references or information sources.

Readings

- *R1. Mentzer, John T. et al. (2001), "Defining Supply Chain Management," *Journal of Business Logistics*, 22(2), 1-25.
- *R2. Larson, Paul D., Richard F. Poist & Árni Halldórsson (2007), "Perspectives on Logistics vs. SCM: A Survey of SCM Professionals," *Journal of Business Logistics*, 28(1), 1-24.
- *R3. Gardner, John T. & Martha C. Cooper (2003), "Strategic Supply Chain Mapping Approaches," *Journal of Business Logistics*, 24(2), 37-64.
- *R4. Brewer, Peter C. & Thomas W. Speh (2000), "Using the Balanced Scorecard to Measure Supply Chain Performance," *Journal of Business Logistics*, 21(1), 75-93.
- **R5. Nichols, Ernest L., Mark Frolick & James C. Wetherbe (1995), "Cycle Time Reduction: An Inter-organizational Supply Chain Perspective," *Cycle Time Research*, 1(1), 63-84.
- **R6. Lambert & Knemeyer
- **R7. Larson, Paul D. & Jack D. Kulchitsky (2008), "The Promise of Information Sharing and the Peril of Information Overload," *International Journal of Logistics Systems & Management*, 4(4), 423-436.
- *R8. Goldsby, Thomas J., Stanley E. Griffis & Anthony S. Roath (2006), "Modeling Lean, Agile, and Leagile Supply Chain Strategies," *Journal of Business Logistics*, 27(1), 57-80.
- *R9. Manuj, Ila & John T. Mentzer (2008), "Global Supply Chain Risk Management," *Journal of Business Logistics*, 29(1), 133-155.
- R10. Institute for Supply Management (ISM), *Principles of Social Responsibility*, (<http://www.ism.ws/SR/Principles.cfm>).
- **R11. McLachlin, Ron, Larson, Paul D. & Soaleh Khan (forthcoming), "Not-for-Profit Supply Chains in Interrupted Environments: The Case of a Faith-Based Humanitarian Relief Organisation," *Management Research News*.
- **R12. Global supply chain reading (to be determined)

*Available via the U of M electronic library

**To be handed out in class



ACADEMIC INTEGRITY

I.H. Asper School of Business—Faculty of Management, The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading “Plagiarism and Cheating.” Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members should exercise special care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to a specific individual(s).

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it related to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty are passed to the Dean’s office in order to ensure consistency of treatment.



MEDICAL ABSENTEEISM FORM

I.H. Asper School of Business—Faculty of Management, The University of Manitoba

STUDENT IDENTIFICATION: (PLEASE PRINT CLEARLY)

_____	_____	_____	_____
Last Name	First Name	Middle Initial	U of M Student Identification Number
_____	_____		
Course #	Instructor Name		
_____	_____		
Student's Signature	Date		

TO BE COMPLETED BY THE ATTENDING PHYSICIAN: (after the above section is completed) (PLEASE PRINT CLEARLY)

_____	_____	_____
Physician's Last Name	Physician's First Name	Middle Initial
_____	_____	_____
Street Address	City, Province	Postal Code
_____	_____	
Telephone Number	Fax Number	

To the attention of the physician: Your evaluation of the student's condition is being used for the purpose of determining whether or not the student has a valid reason to miss an important exam or assignment. Your professional evaluation is necessary to ensure that only valid cases are excused.

I certify that the nature of the student's condition is severe enough to prevent the student from taking an exam or completing an assignment. If requested, my associates or I will verify for the above named instructor/administrator that this information is accurate.

The student's condition will likely span the following dates:

_____	until	_____
(Indicate start date)		(Indicate end date)

_____	_____
Physician's Signature	Date

NOTES TO PHYSICIAN:

- Please make a note in the student/patient's file indicating that the student has given the above named instructor/administrator permission to verify with you, your staff, or your colleagues, that the information contained on this form is correct. Thank you for your professional evaluation of this student's condition.
- **PLEASE ATTACH THIS FORM TO YOUR REGULAR OFFICE STATIONERY THAT INDICATES THE STUDENT VISITED YOUR OFFICE.**

NOTES TO STUDENT:

- The use of this form is at the option of the student. However, in order to obtain an excused absence for an assignment or exam the student must obtain a doctor's certification that the student's condition is severe enough to prevent the student from taking the exam or completing the assignment.
- It is **NOT SUFFICIENT** to provide a note that only indicates the student visited the doctor's office.



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FACULTY BIOGRAPHY

I.H. Asper School of Business—Faculty of Management, The University of Manitoba

Paul D. Larson, Ph.D. is a Professor of Supply Chain Management (SCM) at the University of Manitoba, Asper School of Business. Paul is also Head of the SCM Department and Director of the Transport Institute. He earned his BSB and MBA degrees at the University of Minnesota, and his Ph.D. degree at the University of Oklahoma. The Institute for Supply Management (ISM), formerly the National Association of Purchasing Management (NAPM), funded Dr. Larson's doctoral dissertation, which won the 1991 Academy of Marketing Science/Alpha Kappa Psi award. From 1990-1996, he taught marketing and retailing at the University of Alberta, chairing several doctoral dissertations. After that, Dr. Larson taught purchasing, logistics and SCM at the University of Nevada from 1996-2001, and at Iowa State University from 2001-04.

Paul has published over forty articles in leading SCM, logistics and transportation journals, and has made numerous presentations at academic and practitioner conferences. He has consulted and conducted executive seminars, in Europe, North America, South America, the Caribbean and China, on logistics, purchasing, transportation and SCM. Paul serves on the ISM Educational Resources Committee, is Associate Editor of the Journal of Business Logistics, and serves on the Editorial Review Board of the Journal of Supply Chain Management. Dr. Larson's recent research awards include the following: ISM Senior Research Fellowship (2002), DHL best paper award at the NOFOMA 2002 conference, and the Beta Gamma Sigma Researcher of the Year (2000).