Baruch COLLEGE
The City University of New York
ZICKLIN SCHOOL OF BUSINESS

Narendra P. Loomba Department of Management

OPM 3710: Supply Chain Management

Spring 2025

Section EMWA, Monday/Wednesday, 2:30p – 3:45p, VC 9-180 ***In-Person***

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Office hours: Fridays from 12:00pm-1:00pm *(by appointment)*

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"Products can be easily copied. But a supply chain can provide a true competitive advantage." Yossi Sheffi

Course Description

This course introduces students to the fundamental operational concepts of supply chain management (SCM). A supply chain describes a network of organizations, business units and functional departments that work together in order to effectively and profitably match supply to demand. SCM refers to the management of the associated inter- and intra-firm processes and relationships in a supply chain in order to accomplish this goal. Topics include SCM strategies, supply chain forecasting and demand planning (DP), inventory and supply planning, supply chain coordination through contracts and IT, strategic sourcing, supplier management, sales and operations planning (S&OP), and new developments in SCM including supply chain analytics and advanced warehouse management. Further, hands-on experience will be emphasized through the use of professional case studies and software.

As a non-introductory course, OPM 3710 offers the student advanced practical and theoretical knowledge of DP concepts and applications which can be used when confronting some of the common problems encountered by practitioners in the field.

The knowledge gained from this course would enable the student to be comfortable in understanding a wide variety of problems in management planning and supply chain systems. It is hoped that this course will provide you with a rewarding and enriching experience and could ultimately lead to the pursuing of further studies.

PREREQUISITE: OPM 3000

Upon completing OPM 3710, you will be able to do the following:

1. Relate supply chain strategy and management to the performance of the firm.
2. Analyze the fundamental tradeoffs involved in supply chain design, including facility location.
3. Explain why coordination problems arise in the supply chain, understand the consequences of poor coordination, and describe techniques to improve coordination.
4. Match supply and demand by forecasting demand for products, devising inventory control policies, and designing appropriate contracts and price promotion plans.

In addition**,** the faculty of the Zicklin School of Business has adopted seven learning goals for BBA students. The purpose of these goals is to create a common understanding between students, faculty and potential employers of the core objectives for a business education. The following Zicklin BBA Learning Goals will be addressed in this course:

BBA Learning Goals	
Analytical Skills	Students will possess the analytical and critical thinking skills to evaluate issues faced in business and professional careers.
Technological Skills	Students will possess the necessary technological skills to analyze problems, develop solutions, and convey information.
Communication Skills: Oral	Students will have the necessary oral communication skills to convey ideas and information effectively and persuasively.
Communication Skills: Written	Students will have the necessary written communication skills to convey ideas and information effectively and persuasively.
Civic Awareness and Ethical Decision-Making	Students will have the knowledge base and analytical skills to guide them when faced with ethical dilemmas in business. Students will have an awareness of political, civic and public policy issues affecting business.
Global Awareness	Students will know how differences in perspectives and cultures affect business practices around the world.
Proficiency in a Single Discipline	Students will possess a deep understanding of and intellectual competence in at least one business discipline.

Recommended and Required Course Materials

1. ***Recommended Textbook:*** **(SCM) Supply Chain Management** by Sunil Chopra and Peter Meindl. Published by Prentice Hall. 6th or 7th Ed**.**

2. Harvard Business Cases ***(Required!)*** – Purchase from the link below for $14.85. *(Do not purchase until a few days before)*

    - Apple, Inc.: Managing a Global Supply Chain (W14161-PDF-ENG)
    - Half a Century of Supply Chain Mgmt. at Wal-Mart (W12894-PDF-ENG)
    - L.L. Bean, Inc.: Item Forecasting and Inventory Mgmt. (893003-PDF-ENG)

    https://hbsp.harvard.edu/import/1258635

3. Beer Game ***(Required!)*** – Must be purchased individually from website below. *(Do not purchase until a few days before the game)*

    https://connect.intuit.com/pay/Fathomd/scs-v1-4dd8b635f05446fabead94b0a552f0ba2a1dd0462b064f1fba7a23bdff8c48f0ab82d72394f34f029e326c649e9c4490?locale=EN_US

    An internet browser will be needed during game sessions. Windows is preferred. Mac is acceptable, but I do not provide technical support for anything other than the current Windows version of Excel. If you do not have an appropriate personal device, please check out a laptop from the library or the tech kiosk and bring it with you to these classes.

4. **Brightspace** will be the primary means for access on course requirements and assignments. The syllabus, lecture notes, supplementary materials, and class updates will be posted here.

Assignments and Grading

Students will be required to complete both individual and team-based activities. More details on each of these assignments are below, and more will be provided by me during the term. All assignments are due ***prior to the start of class*** on the day noted on the class schedule, and must be submitted via Brightspace *unless* you are specifically told otherwise. There are no makeups for any missed assignments or quizzes for any reason.

Description of Assignments	**Responsibility**	**% Grade**
Supply Chain Article	Individual	5%
1st Exam (in Class portion)	Individual	25%
1st Exam (Take Home portion)	Individual	8%
2nd Exam	Individual	25%
Final Exam	Individual	15%
Case Study Presentation	Team	12%
Class Contribution/Participation	Individual	10%
Total		**100%**

Exams There will be two (2) examinations during the semester, followed by a final examination. All examinations will consist of any combination of true/false, multiple choice, problem solving and/or short answer questions.

The first examination will be held around the one-third point of the semester and then a second examination at the two-thirds mark of the semester. No make-ups will be given. The exams are given at the one-third and two-thirds mark of the semester so as to avoid any conflict with other midterms. There is no make-up for any exam.

Supply Chain Article You will be responsible for submitting an essay on the article: *"Seven Things You Should Know to Understand the Supply Chain."* (BB, Course Documents). I want your opinions of the issues and your insight. No more than 350 words; clear and to the point. Do not merely summarize like a 5th grade book report; I know what the article says.

Final Company Presentation. Will be discussed during class. Following is the list of cases (I may add depending on class size). First come, first served.

1. *"Walmart"* Ivey Publ. Case # W-19317.
2. *"Toffee Inc.: Demand Planning for Chocolate Bars"* Ivey Publ., Case # W-15155.
3. "*Barilla SpA (A)"* HBS Publ., Case# 9-694-046
4. "*Crocs (A): Revolutionizing an Industry's SC Model"* Stanford Case # GS-57A
5. *"New Balance Athletic Shoe, Inc."* HBS Publ., Case# 9-606-094
6. *"Seven Eleven Japan Co."* Kellogg Case # KEL026.
7. "*Fuyao Glass America: Sourcing Decision"* HBS Publ. Case # 9-618-00.
8. "*SCM at Beautiful Bags"* UVA Darden Publ. Case # UV 6956.

Accommodations for Students with Disabilities Baruch has a continuing commitment to providing reasonable accommodations for students with disabilities. The need for accommodations and the process for arranging them have been altered by COVID-19 and the safety protocols currently in place. Students with disabilities who may need some accommodation in order to fully participate in this class should contact Student Disability Services as soon as possible at disability.services@baruch.cuny.edu

Attendance Class participation, including case discussion (in small groups or class as a whole) and participation in formula lab exercises and games is an ***essential*** part of this course. You are generally expected to attend class and I will take attendance during some classes. ***Attendance is not participation.***

You are required to attend every session of their courses unless any exception is granted beforehand. If a freshman or sophomore is absent in excess of twice the number of class sessions per week, the Registrar may assign the student a WU grade, which counts as an F. I can also reduce a student's letter grade by one letter for excessive absences (more than 3 un-excused absences) or for conduct detrimental to the course. The Registrar's office requires that students who have attended no classes before week 5 be dropped from the class.

Sometimes it is necessary to miss class. In this case, you are responsible for catching up. I am happy to answer question but will not "re-teach" the class during office hours or at the beginning of the subsequent session. I do not require documentation about why you missed class.

Lateness is distracting for other students, so please make every effort to be on time and do your best not to leave early. At my discretion, points may be deducted for students who are tardy.

Academic Integrity I fully support Baruch College's policy on Academic Honesty, which states, in part:

> "Academic dishonesty is unacceptable and will not be tolerated. Cheating, forgery, plagiarism and collusion in dishonest acts undermine the college's educational mission and the students' personal and intellectual growth. Baruch students are expected to bear individual responsibility for their work, to learn the rules and definitions that underlie the practice of academic integrity, and to uphold its ideals. Ignorance of the rules is not an acceptable excuse for disobeying them. Any student who attempts to compromise or devalue the academic process will be sanctioned."

Cheating and plagiarism are serious offenses. The following definitions are based on the College's Academic Honesty website:

Cheating is the attempted or unauthorized use of materials, information, notes, study aids, devices or communication during an academic exercise. Examples include but are not limited to:

- Copying from another student during an examination or allowing another to copy your work
- Unauthorized collaborating on a take home assignment or examination
- Using unauthorized notes during a closed book examination
- Using unauthorized electronic devices during an examination
- Taking an examination for another student
- Asking or allowing another student to take an examination for you
- Changing a corrected exam and returning it for more credit
- Submitting substantial portions of the same paper to two classes without consulting the second instructor
- Preparing answers or writing notes in a blue book (exam booklet) before an examination
- Allowing others to research and write assigned papers including the use of commercial term paper services

Plagiarism is the act of presenting another person's ideas, research or writing as your own, such as:

- Copying another person's actual words without the use of quotation marks and footnotes (a functional limit is four or more words taken from the work of another)
- Presenting another person's ideas or theories in your own words without acknowledging them
- Using information that is not considered common knowledge without acknowledging the source
- Failure to acknowledge collaborators on homework and laboratory assignment

All submitted work must be the original work of the submitting students – to be clear, use of artificial intelligence (AI) is strictly prohibited.

Additional information and definitions can be found at
http://www.baruch.cuny.edu/academic/academic_honesty.html

My policy is to give a ZERO to any assignment that has been plagiarized or an exam in which you have cheated. I will also give a failing **(F)** grade for the course. In addition, I am ***required*** by College policy to submit a report of suspected academic dishonesty to the Office of the Dean of Students.

Student Tutoring Services Baruch's Student Academic Consulting Center (SACC) helps more than 5,000 students each year in a wide range of subjects and employs more than 100 students as peer tutors. Starting in Fall 2016, tutors will be available to assist students with selected OM material. If you feel you are having difficulties learning the material that cannon be rectified during my normal office hours, consider the tutoring option. See http://www.baruch.cuny.edu/sacc for more information.

Communication All communication with me should be through your Baruch email. I will not respond to any emails originating from a personal email address. I do not respond to emails on the weekend. For all team activates, I suggest creating a WhatsApp group to facilitate prompt responses.

Expectations I am committed to your success. Likewise, I have high expectations of you! Know what is going on in class. Use the syllabus to keep track of due dates. Keep up with readings. Keep track of your grade and your progress in the class. Speak up: if you need clarification, ask. Be resourceful; if you don't understand something, try looking it up in the textbook, class readings, the internet, ask another student, the class group chat, or me.

Spring 2025 Schedule (subject to change)

Day/Date	Topic	Assignments to be done before class/ Corresponding Chapter Reading
Monday 1/27	Orientation and Course Preview. How to do well.	Read and review Course Syllabus Team set-up (Didia)
Wednesday 1/29	**No Classes – Day Off**	
Monday 2/3	Supply Chain Design	Ch 1, 4, 5 Submit "Seven things…Supply Chain"
Wednesday 2/5	Supply Chain Design	Ch 1, 4, 5
Monday 2/10	Supply Chain Drivers/Metrics	Ch. 3 Team name, Team Leader by email
Wednesday 2/12	**No Classes – Day Off**	
Monday 2/17	**No Classes – President's Day**	
Tue 2/18 (Monday Schedule)	Supply Chain Drivers/Metrics	Ch. 3
Wednesday 2/19	Supply Chain Drivers/Metrics	Ch. 3
Monday 2/24	Apple Case Discussion	Read Apple HBR
Wednesday 2/26	Walmart Case Discussion	Read Walmart HBR

Day/Date	Topic	Assignments to be done before class/ Corresponding Chapter Reading
Monday 3/3	Demand Forecasting	Ch. 7
Wednesday 3/5	Demand Forecasting	Ch. 7 Watch "Time Series Forecasting" videos (BB link)
Thursday 3/6 (Wednesday Schedule)	Demand Forecasting	Ch. 7
Monday 3/10	Final Presentation Parameters Quiz 1 Review	Team Case choice by email **You must bring questions to review**
Wednesday 3/12	Quiz 1 (In Class part)	Ch. 1, 4, 5, 3, 7 and Times Series Videos
Monday 3/17	Coordination in the SC	Ch. 10 *Quiz 1 Take Home part due*
Wednesday 3/19	Cycle Inventory Discuss Quiz 2 date	Ch. 11
Monday 3/24	Cycle Inventory	Ch. 11
Wednesday 3/26	Safety Inventory	Ch. 12
Monday 3/31	**No Classes – Day Off**	
Wednesday 4/2	Safety Inventory	Ch. 12
Monday 4/7	Product Availability	CH. 13
Wednesday 4/9	Catch up Day	

Day/Date	Topic	Assignments to be done before class/ Corresponding Chapter Reading
Mon. / Wed. 4/14 4/16	**No Classes**	Spring Break
Monday 4/21	Sourcing In the SC Quiz 2 Review	Ch. 15 **You must bring questions to review.**
Wednesday 4/23	Quiz 2	Ch. 10, 11, 12, 13
Monday 4/28	LL Bean Case Discussion	Read LL Bean HBR
Wednesday 4/30	Transportation	Ch. 14
Monday 5/5	Beer Game	Fathomd.com
W, M, W 5/7, 12 , 14	Final Case Presentations	Random Order to be determined
Finals Week Date TBA (2 hours)	Final Exam	Content to be determined

Every effort will be made to follow the outline above.
However, any changes will be posted on BB, communicated via email, and mentioned in class.