

**Argosy University**  
**COURSE SYLLABUS**

*B6110*

*Supply Chain Optimization and Outsourcing*

---

**Faculty Information**

**Faculty Name: Dr. Andrea Crestan, PhD**

**Campus:** San Francisco Bay Area

**Contact Information:** (510) 217-4751 or acrestan@argosy.edu

**Office Hours:** Tuesdays and Wednesdays from 10 am to 4 pm

**Short Faculty Bio:** A. Crestan received a PhD in Supply Chain Management from Lumière Lyon2 University (France). She has been working, within the framework of her faculty research and management consulting activity, on diverse supply chain projects. Dr. Crestan has also served as an adjunct business and management instructor in France and has conducted professional seminars for companies and business associations, such as the Supply Chain Council (European Chapter). Her current research interests include Supply Chain Management (SCM), process modeling and reengineering (BPR) in the context of outsourcing, Project Management, and organizational development and change.

**Course description:**

Supply Chain Management encompasses development of integrated strategies in managing over-all costs, attaining profit goals, and satisfying customers. Building on the implementation of enterprise software and new applications, leaders are better able to plan sales revenue, schedule production, set optimal inventory levels, plan distribution/warehousing and global logistics, source goods and services strategically, and finance operations through better working capital management. Recognition is also given to important interrelationships among sales management, logistics, production, marketing, and financial management. This course also focuses on outsourcing as a corporate strategy to reduce costs, improve cycle time, customer service and improve the overall performance of the supply chain. The human resource implications and challenges inherent in implementing outsourcing will be addressed and the pros and cons of this strategy debated in class. Requirements of the course will include case analyses.

**Course Pre-requisites:** None

**Required Textbooks:**

Wisner, Tan, & Leong. (2008). *Principles of Supply Chain Management: A Balanced Approach*. (2<sup>nd</sup> ed.). CourseSmart. ISBN: 0-324-73818-8

Eliyahu Goldratt (1997). *Critical Chain will revolutionize project management*. World Aero-Engine Review. ISBN: 0-88427-153-6

**Course length:** 7.5 Weeks

**Contact Hours:** 45 Hours

**Credit Value:** 3.0

**Program Outcomes:****1. Communication**

1.1. Oral/Written – Present business information orally and in writing using appropriate technology that is concise, clear, organized, supported, and persuasive in a professional manner appropriate to the business context

**2. Critical Thinking/Problem Solving**

2.1. Critical Thinking – Incorporate and synthesize information, theory, and practice in order to implement appropriate business actions

2.2. Problem Solving/Decision Making – Given a business situation, diagnose the underlying causes of the situation, evaluate possible solutions, and determine and defend appropriate course of action

2.3. Information Literacy – Access information from a variety of sources, evaluate the credibility of the sources, and apply that information to solve business problems

**3. Team**

3.1. Leadership – Describe the requirements of team members and leaders to work effectively and creatively in achieving team goals

3.2. Collaboration – Collect, categorize, and consider the views of all stakeholders

**4. Ethics**

4.1. Ethics – Identify the ethical principles related to personal and corporate behavior in specific business situations and explains the potential consequences

**5. Diversity**

5.1. Diversity – Identify the impact of both cultural and economic factors on the modern enterprise and explain the potential consequences

**6. Analysis/Application**

6.1. Applied Technology – Select and defend business technology solutions to typical business problems

6.2. Integration – Describe the interrelationship of the functional business areas of statistics, accounting, finance, marketing, operations, and strategy within the context of specific organizational goals

**Concentration**

**Management**

**7. Organizational Constructs**

12.1 Given a specific business case or scenario, integrate managerial strategies with organizational objectives

**Course Objectives:**

1. Evaluate metrics for supply chain performance inquiry at a macro level and identify the drivers and obstacles for supply chain performance (Program Outcomes: 1.1, 2.1, 2.2, 2.3)
2. Explore how customization can help a firm manage its supply chain to better serve a diverse customer base (Program Outcomes: 1.1, 2.1, 2.2, 2.3, 3.1, 3.2)
3. Discuss how various strategic alternatives in distribution system design, and the drivers will enhance business performance (Program Outcomes: 1.1, 2.1, 2.2, 2.3, 6.1, 6.2)
4. Evaluate how various models may be used to solve transportation problems arising in logistics and supply chain management. (Program Outcomes: 1.1, 2.1, 2.2, 2.3, 6.1, 6.2)
5. Evaluate how new supply chain models utilize information technology, such as network design for a firm with web-based and traditional sales outlets to enhance productivity and efficiency in a diversified market (Program Outcomes: 1.1, 2.1, 2.2, 2.3, 4.1, 5.1)
6. Evaluate the integration of the various individual elements of a supply chain and describe how firms strategically design supply chain networks to maximize the firm's overall performance. (Program Outcomes: 1.1, 2.1, 2.2, 2.3, 3.1, 3.2, 12.1)
7. Create an analysis of specific supply chain issues to include an exploration of alternatives and recommendations for changes that will optimize business performance. (Program Outcomes: 1.1, 2.1, 2.2, 2.3, 6.1, 6.2, 12.1)
8. Describe the outsourcing strategy and decision making process and evaluate its effectiveness given a business situation case scenario (Program Outcomes: 6.1, 6.2, 12.1)

## Assignment Table

Module	Module Topics	Readings	Assignments
1	Introduction to Supply Chain Management (SCM)		<p><b>Important notes:</b> The following assignments do NOT include the material that will be covered during the week-ed sessions. Assignments are due each week on the official due date for the course, as determined by the instructor and posted on the class online platform announcement board. Late submissions will most likely occur in a 10% reduction in grade. Submissions that are over two weeks late will simply not be graded. So, please plan your study time accordingly.</p> <p>All submissions must have a cover page and be saved in an <b>.rtf format</b> and are due every Monday by Midnight. Submissions are also going to be evaluated not only for content accuracy and depth of analysis (75%), but also presentation and writing style (25%). Your submissions <b>MUST</b> contain proper citations and references as per APA guidelines. See the following link for a good APA reference site: <a href="http://www.apastyle.org/electref.html">http://www.apastyle.org/electref.html</a> Also, use the APA checklist provided in this syllabus <b>BEFORE</b> submitting your work.</p>
2	Distribution Network Design in a Supply Chain <ul style="list-style-type: none"> <li>• Work Flow Management</li> <li>• The SCOR-</li> </ul>	Wisner, Tan, & Leong Chapter 1	

	model		
<b>3</b>	Planning Demand, Supply, and Product in a Supply Chain <ul style="list-style-type: none"> <li>• Forecasting Management</li> <li>• Purchasing and Supply Management</li> </ul>	Wisner, Tan, & Leong Chapter 2, 3, 5	
<b>4</b>	Inventory Management in a Supply Chain	Wisner, Tan, & Leong Chapter 4, 7, 9	
<b>5</b>	Supply Chain Strategic Alliances and Outsourcing	Wisner, Tan, & Leong Chapter 12	
<b>6</b>	Lean Thinking along the Supply Chain and Six Sigma	Wisner, Tan, & Leong Chapter 8	
<b>7</b>	Enhancing Customer Value in Supply Chain Management	Wisner, Tan, & Leong Chapter 10	
<b>8</b>	Information Flow, Technology and	Wisner, Tan, & Leong Chapter 6, 7	

	Decision-Support Systems for SCM <ul style="list-style-type: none"><li>• Supply Chain Collaboration for an Extended Enterprise</li></ul>		
--	--	--	--

*Please note that course instructor reserves the right to modify and/or change parts of this syllabus as deemed necessary and with prior notice.*

## Grading Criteria

### *Grading Scale*

<b>A</b>	100 – 93
<b>A-</b>	92 – 90
<b>B+</b>	89 – 88
<b>B</b>	87 – 83
<b>B-</b>	82 – 80
<b>C+</b>	79 – 78
<b>C</b>	77 – 73
<b>C-</b>	72 – 70
<b>F</b>	69 and below

### *Grading requirements*

<i>Weekend sessions attendance and participation</i>	35%
<i>Weekly Assignments</i>	40%
<i>APA respect</i>	25%
	100%

## APA Publication Manual – Writing Checklist

---

This checklist will help you to edit your APA research paper for correct formatting per APA 5<sup>th</sup> edition requirements. After writing your paper, check that you have done the following:

- ❑ The entire document is double-spaced.
- ❑ You used either Times New Roman or Courier in a 12 point font.
- ❑ You have used 1.0 inch margins on all four sides.
- ❑ Your entire document is written in past tense. When discussing current hypotheses and contributions (Introduction and Discussion), you may use present tense.

❑ You have numbered all pages in sequence starting with the Title page.

❑ You have avoided using personal pronouns and modifiers (e.g., my, me, I, our, we, etc.).

❑ Nothing in the document is bolded.

❑ You used five space paragraph indents throughout the body.

❑ Your title page contains:

1. A right justified header that consists of 12 words followed by five spaces and the page number. Header must be inserted, not manually entered.

2. A left justified running head with an abbreviated title that is capitalized and no more than 50 characters.

3. Your full title (10-12 word maximum) centered on the page, followed on the next line by your name centered (no titles), followed on the next line by your institutional affiliation centered.

❑ Your abstract is no longer than 120 words. It is titled, Abstract, which appears centered on the first line. The first line of text is not indented.

❑ The full title also appears centered on the first line of the Introduction.

❑ Every work that is cited in the body is referenced on the Reference page. Likewise, every reference on the Reference page has been cited at least once in the body.

❑ To cite the work of others, you have either paraphrased or used a direct quote. Make sure all paraphrases have been cited using the author(s) names and dates of publication. Make sure all direct quotes:

1. Have been cited using the author(s) names, dates of publication, and page number(s) from which the quote was taken.

2. If quote is 39 or fewer words, it should appear in quotation marks.

3. If a quote is 40 or more words, it should appear as an indented block without quotation marks.

❑ When citing others, you made every attempt to paraphrase instead of using quotes. However, if you used three or more consecutive words from the author(s), you must cite by direct quoting.

❑ The title References appears centered on the Reference page. References appear alphabetically by first author's last name. The first line of each reference is not indented. Subsequent lines are indented five spaces.

❑ Journal and Text names are italicized, not underlined. Volume numbers are italicized. Issue numbers appear in parentheses and are not italicized. You must include both the first and last page numbers on journal article references.

❑ Make sure that electronic (Internet) sources have been referenced correctly (see Manual).

❑ Make sure you have performed a spelling and grammar check on the completed document.

❑ Make sure that you have thoroughly cited, so that no material has been plagiarized!

❑ Your content, organization, and headings are appropriate. Most assignments or research papers will need no more than three heading levels (level 1, 2, and 4-See pages 114-115 in your APA guide). Make sure your essay contains a strong problem statement (if applicable).

---

***Important note: Completing this checklist does not guarantee you an "A" grade on your paper. Each research project/paper has different details and requirements. You are responsible for knowing your project/assignment details and parameters, as outlined in the APA Manual and/or your course syllabus.***

### **Library:**

*All resources in Argosy University's online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.*

Library Resources: Argosy University's core online collection features nearly 21,000 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosyu.edu>. Detailed descriptions of online resources are located at <http://library.argosyu.edu/misc/onlinedblist.html>.

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarians.

Information Literacy: Argosy University's Information Literacy Tutorial was developed to teach students fundamental and transferable research skills. The tutorial consists of five modules where students learn to select sources appropriate for academic-level research, search periodical indexes and search engines, and evaluate and cite information. In the tutorial, students study concepts and practice them through interactions. At the conclusion of each module, they can test their comprehension and receive immediate feedback. Each module takes less than 20 minutes to complete. Please view the tutorial at <http://library.argosyu.edu/infolit/>

## **Academic Policies**

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the *Publication Manual of the American Psychological Association, 5<sup>th</sup> Edition (2001)*. Washington DC: American Psychological Association (APA) format. Please refer to Appendix A in the *Publication Manual of the American Psychological Association, 5<sup>th</sup> Edition* for thesis and paper format. Students are encouraged to purchase this manual (required in some courses) and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through "Turnitin," ([www.turnitin.com](http://www.turnitin.com)), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

### **Americans with Disabilities Act Policy**

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student's responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

### **The Argosy University Statement Regarding Diversity**

The Argosy University provides equitable access through its services and programs to students of any social, geographic and cultural background, regardless of gender, and strives to prepare all candidates to work with and provide services to diverse populations. Argosy demonstrates its commitment to diversity through the development and support of a diverse educational community.