



COLORADO STATE UNIVERSITY  
— GLOBAL —

## OPS405: MANAGING THE SUPPLY CHAIN

**Credit Hours:** 3

**Contact Hours:** This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading the material, interacting on the discussion boards, writing papers, completing projects, and doing research.

**Faculty Information:** Faculty contact information and office hours can be found on the faculty profile page.

**PMI-GAC Accreditation and PMI® Certification**

CSU Global's Bachelor of Science in Project Management and Master of Project Management are accredited by Project Management Institute Global Accreditation Center for Project Management Education Programs (GAC). GAC accreditation ensures the quality of academic degree programs and their graduates to meet the standards of the rapidly growing field of project management.

Among other requirements, the Project Management Institute (PMI) requires those who aspire to take the PMP exam to have a minimum of 35 contact hours of documented training in project management. Other PMI certificates have similar requirement as well. Students may utilize the courses taken at CSU Global to satisfy these requirements.

**Operations Management and Supervision (OPS) careers**

CSU Global is focused on providing career-relevant degree programs that align with industry requirements and best practices. CSU Global's Operations Management and Supervision (OPS) courses are designed to provide students with the business and operations management skills necessary to succeed in an increasingly global economy and changing business environment. This program prepares learners to fulfill the organizational roles and responsibilities of Operations Management and Supervision. The learner will evaluate how companies manage manufacturing processes and services effectively and efficiently and the use of information to improve organizational performance. The courses are focused on developing students' knowledge, skills, and abilities in operations management, finance, management, leadership, strategic and critical thinking, decision making, and business governance.

Faculty members serve as peer cohort mentors and facilitators, career coaches, writing coaches, and résumé reviewers for students, and represent the university at various academic and professional conferences and events. Students who need additional academic support to answer questions about degree programs may request to speak with the Program Chair or can schedule a meeting with a faculty career coach via an online scheduling tool located in the student portal. The career center allows students the opportunity to talk to a career coach, search for jobs and have access to a variety of resources.

A variety of job opportunities exist in various fields of practice in operations management and to maintain high standards of practice in this industry, operations management practitioners need to pay adequate attention to education and training to ensure they obtain the skills they need to succeed. Obtaining well-known industry certificates is one of the ways that operations management practitioners can choose to improve their skills, set

themselves apart from competitors, and showcase their credentials. Here are some of the example certificates that operations management practitioners may choose to pursue:

- Certificates offered by APICS including the APICS Certified in Production and Inventory Management (CPIM), Certified Supply Chain Professional (CSCP), and Certified in Logistics, Transportation and Distribution (CLTD).
- Certificates offered by the ASQ such as the Certified Manager of Quality/Organizational Excellence, the ASQ Master Black Belt (MBB) certification, and the ASQ Certified Six Sigma Black Belt
- The Certified Professional in Supply Management (CPSM) from the Institute for Supply Management (ISM)
- The SCPro™ from the Council of Supply Chain Management Professionals (CSCMP)
- Other example certificates include the certificates offered by Project Management Institute (PMI)

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## **COURSE DESCRIPTION AND OUTCOMES**

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### **COURSE DESCRIPTION:**

This course provides the student with an examination of the concept and design of supply chains for manufacturing and service organizations. Specific emphasis is placed on the management of those supply chains, including management of purchasing, contracting, costing, working with vendors, and working with customers. Students analyze the innovative capabilities of effectively managed supply chains and the overall effect those supply chains can have on the bottom line for an organization.

### **COURSE OVERVIEW:**

Students will develop and improve their academic body of knowledge regarding the responsibilities of a manager in the context of operations management. Besides developing critical problem-solving skills in operation management, the student will focus on the supply chain, sourcing, profitability and revenue management, capacity management, inventory management, managing supply chain through metrics, network design, and transportation methods. Students analyze the innovative capabilities of ethically and effectively managed supply chains, and the overall effect those supply chains have on national and international operations.

### **COURSE LEARNING OUTCOMES:**

1. Evaluate the overall responsibilities of supply chain management.
2. Analyze concepts, ideas, and techniques for acquiring and managing materials, purchasing, products, quality, services, and sourcing.
3. Evaluate the supply chain management function, and how it relates to and supports the other functions of a business.
4. Appraise technological tools available for effective supply chain management.
5. Evaluate the legal, ethical, and international dimensions of supply chain management.

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## **PARTICIPATION & ATTENDANCE**

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Prompt and consistent attendance in your online courses is essential for your success at CSU Global Campus. Failure to verify your attendance within the first seven days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical

problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

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## COURSE MATERIALS

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### Required:

Chopra, S., (2019). *Supply chain management* (7th ed.) Boston: Pearson Education. ISBN: 9780134731889

**Note:** The Module 6 CT assignment options each require students to create a (free) account in order to access the Harvard Business Publishing simulation. Follow the link in the assignment to create your account.

**NOTE:** All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

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## COURSE SCHEDULE

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### Due Dates

The Academic Week at CSU Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

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## WEEKLY READING AND ASSIGNMENT DETAILS

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### MODULE 1

#### Readings

- Chapters 1 & 2 in Supply Management
- Supplemental PowerPoint for Chapters 1 & 2 in Supply Management

#### Opening Exercise (0 points)

#### Discussion (25 points)

#### Mastery Exercise (10 points)

### MODULE 2

#### Readings

- Chapter 3, pp. 40-61, in *Supply Chain Management*
- Chapter 4 in *Supply Chain Management*
- Chapter 5, pp. 103-112, in *Supply Chain Management*
- Chapter 6, pp. 138-147, in *Supply Chain Management*
- Supplemental PowerPoint presentations for *Supply Chain Management*
  - Chapter 3

- Chapter 4
- Chapter 5
- Chapter 6

**Opening Exercise (0 points)**

**Discussion (25 points)**

**Mastery Exercise (10 points)**

**Critical Thinking (70 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Comparison of Competitor Supply Chain Metrics**

Consider the information for two competitors in the same industry—Company A and Company B—and then answer the following questions.

**Company A – All figures are in thousands**

Net Income = \$2,737; Sales Revenue = \$69,495; Total Stockholder Equity = \$10,953; Cost of Goods Sold = \$51,320; Inventory = \$8,309; PP&E = \$11,990; Accounts Receivable = \$22,105

**Company B – All figures are in thousands**

Net Income = \$1,910; Sales Revenue = \$15,130; Total Stockholder Equity = \$7,725; Cost of Goods Sold = \$12,123; Inventory = \$875; PP&E = \$3,295; Accounts Receivable = \$8,013

1. Calculate ROE, ART, INVT, and PPET (calculations should be included in an appendix after the references page).
2. Judge which company is more efficient at using its assets.
3. Hypothesize which company may have excess inventory.
4. Explain which company is using its plant and equipment to its best advantage.
5. Anticipate what C2C cycle time information may contribute to understanding inventory conditions in each company.

**Submission Requirements:**

- Prepare a 3- to 4-page paper (not including the required title and reference pages and the appendix) detailing and compiling the specifics to items 1-5 above. Need information on how to create an appendix? Visit “How do I do an Appendix in APA style?”
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and an appendix.

**Option #2: Internal Evaluation of Supply Chain Metrics**

Consider the following information for XYZ Company in the Chemical industry and then answer the questions below:

**Year 1--All figures are in thousands**

Net Income = \$875; Sales Revenue = \$1,215; Total Stockholder Equity = \$652; Cost of Goods Sold = \$257; Inventory = \$135; PP&E = \$159; Accounts Receivable = \$75

**Year 5--All figures are in thousands**

Net Income = \$2010; Sales Revenue = \$10,921; Total Stockholder Equity = \$785; Cost of Goods Sold = \$227; Inventory = \$488; PP&E = \$654; Accounts Receivable = \$750

1. Calculate ROE, ART, INVT, and PPET (calculations should be included in an appendix after the references page).
2. Judge if XYZ Company has grown more efficient at using its assets.
3. Hypothesize XYZ Company's change in excess inventory and explain what may have caused the change excess inventory.
4. C2C cycle time in Year 1 was 127.4 and in Year 5 it is 68. Hypothesize as to why the C2C cycle time is lower in Year Five.
5. Explain the meaning of XYZ Company's position relative to other companies in its sector on C2C. (See Table 3-3 in your textbook.)

**Submission Requirements:**

- Prepare a 3- to 4-page paper (not including the required title and reference pages and the appendix) detailing and compiling the specifics to items 1-5 above. Need information on how to create an appendix? Visit "How do I do an Appendix in APA style?"
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and an appendix.

**MODULE 3**

**Readings**

- Chapters 7 & 8 in *Supply Chain Management*
- Supplemental PowerPoint presentations from *Supply Chain Management*:
  - Chapter 7
  - Chapter 8

**Opening Exercise (0 points)**

**Discussion (25 points)**

**Mastery Exercise (10 points)**

**Portfolio Project Milestone (30 points)**

Complete the Milestone option that corresponds to the option you wish to complete for the final Portfolio Project. You can access the Portfolio Project in the Module 8 folder, along with its grading rubric. This week, identify your assignment choice in the title of your submission.

**Option #1: Case Overview for Portfolio Project Option #1: 1-800-Flowers.com**

Read the 1-800-Flowers.com case (linked in the Portfolio Project Option #1, in the Module 8 folder). Examine the supply chain management issues including concerns about perishability of products, fulfillment strategies, supply chain partners, synergies in the supply chain, and incentive alignment. In a paper, address the following.

- In a half-page to one page, give an overview of the case and the supply chain management issues to be covered in more detail in your final Portfolio Project.

- Let's practice cooperative learning. To do that, reach out to at least one other fellow classmate and discuss the supply chain issues of importance in this case. You are NOT producing an assignment together but rather engaging in a sharing of research and informed opinion. Include in this week's Milestone paper the name(s) of the other student(s) with whom you are in cooperative discussion and provide a summary of your discussions and what you have learned. (Your classmate does not need to be completing the same Portfolio Project/Milestone option as you. The goal here is to simply enhance your learning about supply chain issues through sharing and debate.)
- Include one current (published in the most recent five years) scholarly source from the CSU Global Library that you are likely to use in your final paper exclusive of any course textbooks or lecture material.
- Format your submission to conform to the CSU Global Guide to Writing & APA.

### **Option #2: Case Overview for Portfolio Project Option #2: L'Oreal**

Read the L'Oreal case (linked in the Portfolio Project Option #2, in the Module 8 folder). Examine the supply chain management issues including concerns about the planning process, customer demand, component supply, and production and address the following in a paper.

- In a half-page to one page, give an overview of the case and the supply chain management issues to be covered in more detail.
- Let's practice cooperative learning. To that, please reach out to at least one other fellow classmate and discuss the supply chain issues of importance in this case. You are NOT producing an assignment together but rather engaging in a sharing of research and informed opinion. Include in this week's Milestone paper the name(s) of the other student(s) with whom you are in cooperative discussion as well as a summary of your discussion and what you have learned. (Your classmate does not need to be completing the same Portfolio Project/Milestone option as you. The goal here is to simply enhance your learning about supply chain issues through sharing and debate.)
- Include one current (published in the most recent five years) scholarly source from the CSU Global Library that you are likely to use in your final paper exclusive of any course textbooks or lecture material.
- Format your submission to conform to the CSU Global Guide to Writing & APA.

## **MODULE 4**

### **Readings**

- Chapters 9 (pp. 227-231) & 10 in *Supply Chain Management*
- Supplemental PowerPoint presentations from *Supply Chain Management*:
  - Chapter 9
  - Chapter 10

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Critical Thinking (100 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

### **Option #1: Evaluation of Supply Chain Coordination for Specified Metrics**

A start-up pharmaceutical company with production in the United States and in Taiwan gathered the following information for 2017 and 2018 to evaluate its supply chain coordination:

	<b>2017</b>	<b>2018</b>
Shipping and receiving cost	\$1,450K	\$2,010K
Replenishment lead time (days)	45	90
Inventory cost	\$512K	\$515K
Level of product availability (units)	15K	8K

1. Based on the limited information provided above, describe how you imagine the supply chain coordination operates in this pharmaceutical company. Base your answer on research from the scholarly sources (see below) and your readings.
2. Explain your thoughts about how the company may change or remain in the situation they are in relative to supply chain coordination.
3. Predict what other information the company may wish to gather to confirm its suspicions and explain why that information would be useful.
4. Show your calculations and a table in an appendix. Need information on how to create an appendix? Visit “How do I do an Appendix in APA style?”

**Submission Requirements:**

- Prepare a 3- to 4-page paper (not including the required title and reference pages and the appendix that must show your calculations and a table) that details and compiles the specifics to items 1-4 above.
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and an appendix.

**Option #2: Supply Chain Coordination and Metrics for Evaluation**

A company producing garage-door openers with production in India gathered the following information for 2017 and 2018 to evaluate its supply chain coordination:

	<b>2017</b>	<b>2018</b>
Profitability	\$37K	\$28K
Manufacturing cost	\$13K	\$15K
Inventory cost	\$4K	\$7K
Transportation cost	\$3K	\$5K

1. Based on the limited information provided above, describe how you imagine the supply chain coordination operates in this manufacturing company. Support your answer with research from scholarly sources and your readings.
2. Explain your thoughts about how the company may change or remain in the situation it is in relative to supply chain coordination.
3. Predict what other information the company may wish to gather to confirm its suspicions and explain why that information would be useful.

4. Show your calculations and a table in an appendix. Need information on how to create an appendix? Visit “How do I do an Appendix in APA style?”

Submission Requirements:

5. Prepare a 3- to 4-page paper (not including the required title and reference pages and the appendix that shows your calculations and a table) detailing and compiling the specifics to items 1-4 above.
6. Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU Global Library, in addition to any course textbooks or lecture material you decide to use.
7. Format your entire paper according to the CSU Global Guide to Writing & APA.

## MODULE 5

### Readings

- Chapters 11 & 12 in Supply Chain Management
- Supplemental PowerPoint presentations from Supply Chain Management:
  - Chapter 11
  - Chapter 12

### Opening Exercise (0 points)

### Discussion (25 points)

### Mastery Exercise (10 points)

### Portfolio Milestone (20 points)

This week’s Milestone builds on that completed in Module 3. Complete the Milestone option that corresponds to the one that you completed in Module 3 and to the option you wish to complete for the final Portfolio Project. You can access the Portfolio Project in the Module 8 folder, along with its grading rubric. This week, identify your assignment choice in the title of your submission.

### **Option #1: Building on Module 3’s Milestone: 1-800-Flowers.com Case Overview**

For this assignment, you will be capturing information that logically builds on the information from Module 3.

1. Present in logical order the topics about which you will write using outline form. It is up to you to decide what that logical order is. Incorporate the information you provided in Module 3 and any additional text you have developed to this point. The topics that must be discussed, as laid out in Option #1 of the Portfolio Project in Module 8’s folder, are:
  - Judge the challenges in managing a product supply chain with products that are so fundamentally different regarding agility, adaptability, and alignment.
  - Differentiate and support your position concerning issues of collaboration and integration.
  - Argue how supply chain strategies are used to obtain a competitive advantage.
  - Explain the supply chain capabilities needed for 1-800-Flowers.com to be successful and evaluate regarding supply chain strategies employed since the economic downturn as most choose cost-cutting measures and lower-price strategies.
  - Describe the supplier-designer collaboration and if such collaboration is sustainable.
  - Defend or refute whether 1-800-Flowers.com should pursue the electronic marketplace idea.
  - Anticipate the consequences and recommend supply chain principles important to integrating the gift and floral supply chain.
  - Project the use of incentives, economies of scale, collaboration on forecasts and demand, and dedicated warehouses on costs.



2. Include at least one current (published in the most recent five years) scholarly source from the CSU Global Library that you are likely to use in your final paper exclusive of any course textbooks, lecture material, or sources provided in Module 3.
3. As always, format your submission according to the CSU Global Guide to Writing & APA.

### **Option #2: Building on Module 3's Milestone: L'Oreal Case Overview**

For this assignment, you will be capturing information that logically builds on the information from Module 3.

1. Present in logical order the topics about which you will write using outline form. It is up to you to decide what that logical order is. Incorporate the information you provided in Module 3 and any additional text you have developed to this point. The topics that must be discussed, as laid out in Option #2 of the Portfolio Project in Module 8's folder, are:
  - Judge how the size of the organization and the international supply chain may have contributed to the issues.
  - Differentiate and support your position concerning the root cause of the problem.
  - Compare the cumulative forecasts over a four-month period and describe any insight as a result of that comparison.
  - Argue whether the factory is correct in claiming there is an issue with the demand plans and explain the best way to prove or disprove your position.
  - Describe the relationship between the CAP factory and vendor and the impact of trust in the current relationship.
  - Defend or refute the factory's decision to maintain the production plan for SKUs even though the factory knows they cannot achieve the goal.
  - Anticipate the consequences for the rest of the supply chain regarding visibility.
  - Project the use of safety stock and the use of lead time to manage capacity.
2. Include one current (published in the most recent five years) scholarly source from the CSU Global Library that you are likely to use in your final paper exclusive of any course textbooks, lecture material, or sources provided in Module 3.
3. As always, format your submission according to the CSU Global Guide to Writing & APA.

## **MODULE 6**

### **Readings**

- Chapters 13 & 14 in Supply Chain Management
- Supplemental PowerPoint presentations from Supply Chain Management:
  - Chapter 13
  - Chapter 14

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Critical Thinking (200 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

### **Option #1: Simulation with Forecasting and Risk**

This simulation will take approximately 70 minutes after which you will organize your thoughts and notes in a written paper. Take notes during the simulation on what actions you took and why.

**Note:** To access this simulation, you must create a (free) account with Harvard Business Publishing. Follow the link provided to create your account. The registration process will ask you to input your email address and to create and confirm a password of your choosing.

Access the simulation here:

Simulation – Hammond, J. J. (2016). Global supply chain management simulation V2, HBR, Product # - 8623-HTM-ENG

Paper Requirements:

1. Compose and describe your thoughts about which options you chose during the simulation including the criteria you used to select options, the tradeoffs you considered, and any analysis you conducted.
2. Explain your choice relative to forecasting, and whether average, consensus, or other method was preferred and why.
3. Explain how you considered risk in your simulation choices.
4. Convey the impact of the boardroom discussions on your subsequent rounds.
5. Finalize your thoughts about the simulation play, including what you learned about forecasting and risk.

For Submission:

- Prepare a 3- to 4-page paper detailing and compiling the specifics to items 1-5 above. The page requirement does not include the required title and reference pages and any appendix you include. The appendix is a good place for pictures, tables, or calculations used to support your argument. These items can impede the clarity of the body of the paper and are best added into an appendix at the end of the paper. Need information on how to create an appendix? Visit “How do I do an Appendix in APA style?”
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; and list of references.

### **Option #2: Simulation with Supplier Selection and Risk**

This simulation will take approximately 70 minutes after which you will organize your thoughts and notes in a written paper. Take notes on what actions you took and why.

**Note:** To access this simulation, you must create a (free) account with Harvard Business Publishing. Follow the link provided to create your account. The registration process will ask you to input your email address and to create and confirm a password of your choosing.

Simulation – Hammond, J. J. (2016). Global supply chain management simulation V2, HBR, Product # - 8623-HTM-ENG

1. Compose and describe your thoughts about which options you chose during the simulation including the criteria you used to select options, the tradeoffs you considered, and any analysis you conducted.
2. Explain your choice relative to which supplier was preferred and why.
3. Explain how you considered risk in your simulation choices.
4. Convey the impact of the boardroom discussions on your subsequent rounds.
5. Finalize your thoughts about the simulation play, including what you learned about supplier selection and risk.

Submission Requirements:

- Prepare a 3- to 4-page paper detailing and compiling the specifics to items 1-5 above. The page requirement does not include the required title and reference pages and any appendix you include. The appendix is a good place for pictures, tables, or calculations used to support your argument. These items can impede the clarity of the body of the paper and are best added into an appendix at the end of the paper. Need information on how to create an appendix? Visit “How do I do an Appendix in APA style?”
- Support your paper with a minimum of two current (published in the most recent five years) scholarly sources from the CSU Global Library, in addition to any course textbooks or lecture material you decide to use.
- Format your entire paper according to the CSU Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; and list of references.

## MODULE 7

### Readings

- Chapters 15 in Supply Chain Management
- Supplemental PowerPoint presentation from Supply Chain Management
  - Chapters 15

### Opening Exercise (0 points)

### Discussion (25 points)

### Mastery Exercise (10 points)

## MODULE 8

### Readings

- Chapters 16 & 17 in Supply Chain Management
- Supplemental PowerPoint presentations from Supply Chain Management
  - Chapter 16
  - Chapter 17

### Opening Exercise (0 points)

### Discussion (25 points)

### Mastery Exercise (10 points)

### Portfolio Project (300 points)

#### **Option #1: The Case of 1-800-Flowers.com: Collaborating with Suppliers**

Read the case 1-800-Flowers.com: Collaborating with Suppliers:

Swaminathan, J. (2017). 1-800-Flowers.com: Collaborating with Suppliers. *HBR*. Product #W17132-PDF-ENG.

1. Examine the supply chain issues in the article including concerns about perishability of products, fulfillment strategies, supply chain partners, synergies in the supply chain, and incentive alignment.
2. In no more than one page, give an overview of the case and the supply chain management issues to be covered in more detail in subsequent sections of the paper.
3. Discuss, in a logical order, the following topics. (You must determine the logical order of these topics as this is part of your grade. See the grading rubric in this week's folder.)
  - Judge the challenges in managing a product supply chain with products that are so fundamentally different regarding agility, adaptability, and alignment.
  - Differentiate and support your position concerning issues of collaboration and integration.
  - Argue how supply chain strategies are used to obtain a competitive advantage.
  - Explain the supply chain capabilities needed for 1-800-Flowers.com to be successful and evaluate regarding supply chain strategies employed since the economic downturn as most choose cost-cutting measures and lower-price strategies.
  - Describe the supplier-designer collaboration and if such collaboration is sustainable.
  - Defend or refute whether 1-800-Flowers.com should pursue the electronic marketplace idea.
  - Anticipate the consequences and recommend supply chain principles important to integrating the gift and floral supply chain.
  - Project the use of incentives, economies of scale, collaboration on forecasts and demand, and dedicated warehouses on costs.

Submission Requirements:

- Write a paper addressing the items above regarding the 1-800-Flowers.com case. Your paper should be 8-10 pages in length, not including the required title and references pages and appendix, if any. Remember, use your appendix for non-textual elements such as tables, calculations, graphs, or pictures. For more information see "How do I do an Appendix in APA style?"
- Support the paper with a minimum of three current (published in the most recent five years) scholarly sources from the CSU Global Library. This is in addition to any course textbooks or lecture material you decide to use. Of course, you may always exceed the minimum number of sources.
- Format the paper according to the CSU Global Guide to Writing & APA.
- Include an introductory section clearly stating your thesis and a mapping of what you will cover; the main body of your paper; and a conclusion. Be clear, concise, and focused.

### **Option #2: L'Oreal's ACD Supply Chain Puzzle: Diagnosing the Root Causes of Underperformance**

Read the article L'Oreal's ACD Supply Chain Puzzle: Diagnosing the Root Causes of Underperformance:

Markoff, R., & Seifert, R. W. (2017). L'Oreal's ACD supply chain puzzle: Diagnosing the root causes of underperformance. *HBR*. Product #IMD883-PDF-ENG.

1. Examine the supply chain issues in the article including the planning process, customer demand, component supply, and production.
2. In no more than one page, give an overview of the case and the supply chain management issues to be covered in more detail in subsequent sections of your Portfolio paper.
3. Discuss, in a logical order, the following topics. (You must determine the logical order of these topics as this is part of your grade. See the grading rubric in this week's folder.)

- Judge how the size of the organization and the international supply chain may have contributed to the issues.
- Differentiate and support your position concerning the root cause of the problem.
- Compare the cumulative forecasts over a four-month period and describe any insight as a result of that comparison.
- Argue whether the factory is correct in claiming there is an issue with the demand plans and explain the best way to prove or disprove your position.
- Describe the relationship between the CAP factory and vendor and the impact of trust in the current relationship.
- Defend or refute the factory's decision to maintain the production plan for SKUs even though the factory knows they cannot make the plan.
- Anticipate the consequences for the rest of the supply chain regarding visibility.
- Project the use of safety stock and the use of lead time to manage capacity.
- Identify three of the ethical considerations in the operations of the 3 chosen businesses, and explain how these businesses' decision may influence the way these businesses perform their social responsibilities

#### Submission Requirements:

- Write a paper addressing the items above regarding the L'Oreal case. Your paper should be 8-10 pages in length, not including the required title and references pages and appendix if any. For more information see "How do I do an Appendix in APA style?"
- Support the paper with a minimum of three current (published in the most recent five years) scholarly sources from the CSU Global Library. This is in addition to any course textbooks or lecture material you decide to use. Of course, you may always exceed the minimum number of sources.
- Format the paper according to the CSU Global Guide to Writing & APA.

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## COURSE POLICIES

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Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Undergraduate Course Grading	
0%	Opening Exercises
20%	Discussion Participation
37%	Critical Thinking Assignments
8%	Mastery Exercises
35%	Final Portfolio Project

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## IN-CLASSROOM POLICIES

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For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU Global institutional policies.

### **Academic Integrity**

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see CSU Global Library page for Citing & APA Resources and Avoiding Common Plagiarism Mistakes for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

### **Citing Sources with APA Style**

All students are expected to follow APA format for all assignments. For details, please review the APA guidelines within the CSU Global Writing Center. A link to this resource should be provided within most assignment descriptions in your course.

### **Disability Services Statement**

CSU Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email [ada@CSUGlobal.edu](mailto:ada@CSUGlobal.edu) for additional information to coordinate reasonable accommodations for students with documented disabilities.

### **Netiquette**

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.