

## Syllabus

### Course Overview

This course is an introduction to modern concepts and practices of efficient supply chain management. Learners examine the relevance of supply chain design in support of organizational strategy and explore ways to manage an effective supply chain. Through the use of case studies, learners also analyze existing supply chain systems and recommend improvements.

### Course Competencies

(Read Only)

To successfully complete this course, you will be expected to:

- 1 Design a supply chain to support an organizational strategy.
- 2 Improve efficiency in the supply chain.
- 3 Manage a supply chain in order to satisfy customers.
- 4 Communicate in a professional manner that is consistent with the expectations for supply chain managers and participants.

### Course Prerequisites

*There are no prerequisites for this course.*

## Syllabus >> Course Materials

### Required

The materials listed below are required to complete the learning activities in this course.

### Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the [Course Materials](#) page on Campus for more information.

eBook

Chopra, S. (2019). *Supply chain management: Strategy, planning and operation* (7th ed.). Boston, MA: Pearson. ISBN: 9780134731889.

### Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- Ferdows, K., Lewis, M. A., & Machuca, J., A. D. (2004). Rapid fire fulfillment. *Harvard Business Review*, 82(11), 104–110.

### External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- FedEx. (n.d.). [FedEx supply chain global distribution center \[Video\]](#). | [Transcript](#) Retrieved from [https://www.youtube.com/watch?v=rJOWB\\_6IEkk](https://www.youtube.com/watch?v=rJOWB_6IEkk)
- Fujitsu Limited. (2004). [Sony marketing \(Japan\) inc. customer success \[PDF\]](#). *Fujitsu*. Retrieved from <http://www.fujitsu.com/downloads/PRMPWR/casestudy/casestudy-20051207.pdf>
- Hitachi Consulting. (2009). [Six key trends changing supply chain management today: Choosing the optimal strategy for your business \[PDF\]](#). *Hitachi Consulting Corporation*. Retrieved from [http://www.enterrasolutions.com/media/docs/2012/10/WP\\_SCMTrends.pdf](http://www.enterrasolutions.com/media/docs/2012/10/WP_SCMTrends.pdf)
- Howard, S. (2013). [Let's go all-in on selling sustainability \[Video\]](#). Retrieved from [http://www.ted.com/talks/steve\\_howard\\_let\\_s\\_go\\_all\\_in\\_on\\_selling\\_sustainability](http://www.ted.com/talks/steve_howard_let_s_go_all_in_on_selling_sustainability)
- HowStuffWorksVideos. (2005). [How UPS works \[Video\]](#). Retrieved from <https://www.youtube.com/watch?v=pcsk9nEKPGM>
- Kinnander, O. (2011). [IKEA's challenge to the wooden shipping pallet](#). *Bloomberg Business Week*. Retrieved from <http://www.businessweek.com/magazine/ikeas-challenge-to-the-wooden-shipping-pallet-11232011.html>
- Malik, Y., Niemeyer, A., & Ruwadi, B. (2011). [Building the supply chain of the future](#). *McKinsey Quarterly*. Retrieved from <https://www.mckinsey.com/business-functions/operations/our-insights/building-the-supply-chain-of-the-future>
- NewEgg. (2009). [NewEgg order fulfillment \[Video\]](#). | [Transcript](#) Retrieved from <http://www.youtube.com/watch?v=u2Yo4RxSbwl>
- Starbucks Coffee. (n.d.). [A behind the scenes look at Starbucks global supply chain \[Video\]](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=EIYNhGbOTOQ>
- [Sustainable Supply Chain Foundation](#). (n.d.). Retrieved from <http://www.sustainable-scf.org>
- Terdiman, D. (2008). [UPS and the art of sorting nearly a million packages a day](#). *CNET News*. Retrieved from [http://news.cnet.com/8301-13772\\_3-9974653-52.html](http://news.cnet.com/8301-13772_3-9974653-52.html)
- TurnKeyVideoWorks. (n.d.). [Dell direct model \[Video\]](#). Retrieved from <http://www.youtube.com/watch?v=EG5z-d81eml>

- W. P. Carey School of Business. (2010). *Module 1: What is supply chain management?* [Video]. | [Transcript Retrieved from https://www.youtube.com/watch?v=M11QBxVjZAw](https://www.youtube.com/watch?v=M11QBxVjZAw)

## Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

## Optional

## Projects

### Project >> Supply Chain Management (SCM) Case Analysis

#### Project Overview

The course project requires you to select an organization (from the list provided) and conduct a case study analysis on the different characteristics of the supply chain. Choose an organization from this list:

- L. L. Bean.
- Amazon.com
- Starbucks.
- Apple.
- Walmart.

Follow this schedule for submitting the course project components:

- Unit 3: SCM Case Analysis: Forecasting and Planning. Research and analyze the supply chain for your selected organization.
- Unit 4: SCM Case Analysis: Transportation and Warehousing. Prepare a PowerPoint presentation to explain the transportation and warehousing strategy for your selected organization.
- Unit 5: SCM Case Analysis: Information Technology. Research and evaluate the Information Management System (IMS) for your selected organization.
- **Written communication:** Written communication is free of errors that detract from the overall message.
- **APA formatting:** Resources and citations are formatted according to current [APA Style and Formatting](#).
- **Font and font size:** Times New Roman, 12 point.

#### Project Components

Activity	Grade Weight (%)
u03a1 - SCM Case Analysis: Forecasting and Planning	15
u04a1 - SCM Case Analysis: Transportation and Warehousing	15
u05a1 - SCM Case Analysis: Information Technology	15

### Unit 1 >> Foundations of Supply Chain Management

#### Introduction

In this unit, we will introduce the learner to the supply chain management process and its importance to the success of a company. The learner will become familiar with the sequence of events and processes that bring products from manufacturers to consumers. A supply chain is an interrelationship through which information, physical goods, and services flow back and forth. It consists of business entities that contribute the value-creating activities of supplying necessary materials, transforming various resources, into finished goods and services, and distributing the final outputs to the customer. We

will be analyzing the supply chain process of Zara, the European apparel company and of logistics expert, FedEx. Both companies will provide you with an in-depth look at two supply chain leaders.

#### Reference

Chopra, S. (2019). *Supply chain management: Strategy, planning and operation* (7th ed.). Boston, MA: Pearson.

### Learning Activities

#### u01s1 - Studies

## Readings

Use your *Supply Chain Management: Strategy, Planning, and Operation* text to complete the following:

- Read Chapter 1, "Understanding the Supply Chain."
- Read Chapter 2, "Supply Chain Performance."
- Read Chapter 3, "Supply Chain Drivers and Metrics."

Use Capella University Library to complete the following:

Follow the instructions found on the [HBR Library Guide](#) to locate the article below:

- Read Ferdows, Lewis, and Machuca's 2004 article, "Rapid Fire Fulfillment," from *Harvard Business Review*, Volume 82, Issue 11, pages 104–110.

Use the Internet to complete the following:

- View W. P. Carey School of Business's video, [Module 1: What Is Supply Chain Management?](#) | [Transcript](#). This video from Arizona State University provides an overview of the supply management chain.
- View FedEx's 2011 video, [FedEx Supply Chain Global Distribution Center](#) | [Transcript](#). Use this video to complete the discussion activity, SCM Strategy.
- View Starbucks' video, [A Behind the Scenes Look at Starbucks Global Supply Chain](#) | [Transcript](#). Use this video to complete the discussion activity, Factors in Supply Chain Decisions.

## Multimedia

- Click **Launch Presentation** to view the interactive presentation, *The Supply Chain Process*. This interactive provides a snapshot view of the supply chain.
- Click **Launch Presentation** and review the terms or concepts listed in the Unit 1 tab of the interactive media, *Supply Management Terminology and Concepts*. These are interactive flashcards that you can use to review or learn foundational terms associated with supply management. The terms are organized by the unit in which they are covered and by alphabetical order. Refer to this study aid often and as needed.

#### Course Resources

---

The Supply Chain Process

---

Supply Chain Management Terminology and Concepts

#### u01s2 - Supply Management Analysis - Preparation

Read the Supply Chain Management (SCM) Case Analysis course project description to learn the requirements for your course project. In Units 3, 4, and 5, you will be developing your course project. Beginning in Unit 3, you will select one company from the list below to focus on during these three units:

- L. L. Bean.
- Amazon.com
- Starbucks.
- Apple.
- Walmart.

For your Unit 3 assignment, you are to research and write about the supply chain of the company that you have selected from the above list. For your Unit 4 assignment, you will prepare a PowerPoint presentation to explain your company's (selected from the above list) transportation, and warehousing strategy to potential investors and lenders. For your Unit 5 assignment, you are to research and write about your company's Information Management System. You can research in your textbook, in the Capella library, and on the Internet to develop your assignments.

### u01s3 - Optional Microsoft Tutorials

This course requires you to complete assignments using Microsoft products. Capella University supplies optional tutorials for this software. Go to the [Microsoft Tutorials](#) page to access these resources.

### u01a1 - Zara-Rapid Fire Fulfillment

Zara is the flagship brand for Europe's fastest growing apparel retailer and has about 1500 stores in major cities around the globe. Please review "Zara: Apparel Manufacturing and Retail" in our *Supply Chain Management* textbook and also read the *Harvard Business Review* article, "Rapid Fire Fulfillment," and answer the following four questions about Zara's supply chain:

- Explain why the company's supply chain strategy is successful, for example, the selection and management of suppliers, and determination of information needs and systems.
- What advantage does Zara gain against the competition by having a very responsive supply chain?
- What advantage does the company gain from replenishing its stores multiple times a week compared to a less frequent schedule? How does the frequency of replenishment affect the improved customer satisfaction?
- What information infrastructure does Zara need in order to operate its production, distribution, and fast fashion retail network effectively?

Submit your answer in a Microsoft Word document in 600–800 words. All written assignments should follow APA rules for attributing sources.

#### Reference

Chopra, S. (2019). *Supply chain management: Strategy, planning and operation* (7th ed.). Boston, MA: Pearson.

#### Course Resources

---

[APA Style and Format](#)

---

Rapid Fire Fulfillment

### u01d1 - SCM Strategy

After reading Chapters 1 and 2 in our textbook and watching the FedEx Supply Chain Global Distribution video on their supply chain operations, prepare a post that accomplishes the following:

- Describe the implications of a successful supply chain management strategy to a business in today's competitive global economy.
- Explain how the supply chain can help a company reach its strategic goals.
- Explain why many companies choose to contract with third-party logistics companies.
- Identify the major components of a successful supply chain.

#### Reference

FedEx. (n.d.). *FedEx supply chain global distribution center* [Video]. Retrieved from <http://www.youtube.com/watch?v=Cdm2t952jYg>

## Response Guidelines

Respond to the posts of at least two learners. If possible, use the following guidelines to create your responses:

- Compare and contrast your posting with theirs. How did their posts influence your thinking?
- What suggestions can you make to strengthen their posting?
- How did their posting aid in your understanding of the topic?
- Include any additional points that would be constructive and supportive for your peers.

In addition, try to select peers who have not received feedback yet.

Course Resources

---

Undergraduate Discussion Participation Scoring Guide

### u01d2 - Factors in Supply Chain Decisions

After reading Chapter 3 in the textbook and watching the Starbucks video on their supply chain operations, prepare a post that includes the following:

Explain the components of transportation decisions in a supply chain and include in your post a description of the tradeoff between responsiveness versus efficiency.

Describe the importance of information in the supply chain and include a description of the challenges of coordination and information sharing, using Starbucks as an example.

Read the Discussion Participation Scoring Guide to learn how the instructor will evaluate your discussion participation in this discussion topic.

## Response Guidelines

Respond to the posts of at least two learners. If possible, use the following guidelines to create your responses:

- Compare and contrast your post with theirs. How did their posts influence your thinking?
- What suggestions can you make to strengthen their posts?
- How did their posts aid in your understanding of the topic?
- Include any additional points that would be constructive and supportive for your peers.

In addition, try to select peers who have not received feedback yet.

Course Resources

---

Undergraduate Discussion Participation Scoring Guide

---

[A Behind the Scenes Look at Starbucks Global Supply Chain | Transcript](#)

## Unit 2 >> Designing the Supply Chain Network

### Introduction

Functions basic to all supply chains are Planning, Sourcing, Making, and Delivering. Fundamental decisions are required from supply chain managers to define strategy in developing a supply chain that will effectively meet these four requirements.

Planning or forecasting includes decisions needed to define operations of the other four supply chain functions. Three approaches to supply chain planning are demand forecasting, product pricing, and inventory management, among others.

Sourcing or procurement involves decisions that determine the source of the resources that a firm requires for operations. This function traditionally included activities such as purchasing, consumption management, vendor selection, contract negotiation, and contract management. Recent global developments and trends in outsourcing have made this a dynamic changing role for supply chain managers.

Making or producing is the economic process of converting resources into goods and services. Typical activities in this function include product development and design, operations facility management, and production scheduling.

Distribution or delivering can include order management, delivery scheduling, and order processing. Inventory placement and delivery centers are of prime importance in supply management as the cost effectiveness of the entire system can rely upon the efficient delivery function.

#### Reference

Chopra, S. (2019). *Supply chain management: Strategy, planning and operation* (7th ed.). Boston, MA: Pearson.

### Learning Activities

#### u02s1 - Studies

## Readings

Use your *Supply Chain Management: Strategy, Planning, and Operation* text to complete the following:

- Read Chapter 4, "Designing Distribution Networks and Applications to Online Sales."
- Read Chapter 5, "Network Design in the Supply Chain."
- Read Chapter 6, "Designing Global Supply Chain Networks."

Use the Internet to complete the following:

- Watch the video, [Dell Direct Model](#). (Closed captioning is provided at the link.) Use this video to complete the assignment (u02a1), Dell's Supply Chain, which is to be submitted by the end of this unit.
- Read Malik, Niemeyer, and Ruwadi's 2011 article, "[Building the Supply Chain of the Future](#)." This article provides a background on understanding the risks and uncertainties in the global supply chain. Use this article to complete the second discussion activity, Uncertainty in the Global Supply Chain.

## Multimedia

- Click **Launch Presentation** to view the presentation, *Uncertainty Impacts the Supply Chain*. This presentation highlights five types of events that can disrupt the supply chain. Use this presentation to help with the second discussion, Uncertainty in the Global Supply Chain.
- Click **Launch Presentation** and review the terms or concepts listed in the Unit 2 tab of the interactive media, *Supply Management Terminology and Concepts*. Refer to this study aid often and as needed.

#### Course Resources

---

Uncertainty Impacts the Supply Chain

---

Supply Chain Management Terminology and Concepts

#### u02a1 - Dell's Supply Chain

Many companies have achieved excellent success as a result of emphasizing online sales and an associated distribution network. Dell has been one of the most successful at that, by offering significant customization direct to end users. As noted in a prior edition of our textbook:

"Dell is able to exploit most of the responsiveness-enhancing opportunities offered by the Internet for customized servers. The company uses the Internet to offer a wide variety of customized server configurations with the desired chassis, processor, memory, and operating system. Customization allows Dell to satisfy customers by giving them a product that is close to their specific requirements. The customization options are easy to display over the Internet, allowing Dell to attract customers who value this choice."

"The Internet allows companies such as Dell and Apple to bring new products to market quickly. This is particularly important in the computer and cell phone industries, in which many products have short life cycles of a few months. Whereas the Internet allows a new product to be offered as soon as it is produced, the retail channel requires the entire supply chain to be stocked before customers can access the product."

"Its online sale of servers offers Dell the ability to reduce its inventories by aggregating them in a few geographic locations. Dell is able to further reduce inventories by postponing assembly of servers until after the order arrives."

"The Internet channel has allowed companies like Dell to make price changes quickly and efficiently based on product availability and demand. By being available all day, the online channel allows Dell to serve customers at a much lower cost than retail stores."

"One disadvantage for Dell of selling hardware over the Internet is the delay in fulfilling the customer request. Whereas a longer response time is not a big negative for customized servers, it is a disadvantage for Dell when trying to sell its standardized laptops online."

"Prior to 2007, both servers and laptops were configured to order in Dell factories. By 2014, servers were configured to order, but laptops, whether sold through retail stores or online, were typically assembled well in advance of the final sale." (Chopra & Meindl, 2016).

Dell presents a very interesting case in terms of a company evolving from primarily online direct sales to a multi-channel retail emphasis.

Read the "Online Sales and Omni-Channel Retailing" section in our textbook starting on page 88 (in particular as related to Dell), and also watch the Dell Direct Model video linked in the Resources and answer the following questions:

- Why has Dell's direct supply chain been so successful?
- What are the main supply chain challenges that Dell is now facing? Provide your recommendations for solving them.
- Why did Dell decide that selling its products via retail outlets was a viable solution? Do you agree with this distribution strategy? Why or why not?

Submit your answer in a Microsoft Word document in 600–800 words. All written assignments should follow APA rules for attributing sources.

#### References

Chopra, S. (2019). *Supply chain management: Strategy, planning and operation* (7th ed.). Boston, MA: Pearson.

Chopra, S., & Meindl, P. (2016). *Supply chain management: Strategy, planning, and operation* (6th ed.). Upper Saddle River, NJ: Prentice-Hall.

#### Course Resources

---

##### Dell Direct Model

---

##### APA Style and Format.

### u02d1 - Blue Nile and Diamond Retailing

Read the case study titled, "Blue Nile and Diamond Retailing," on pages 98–101 in the textbook, and answer the following questions in your discussion post:

1. What are some key success factors in diamond retailing? How do Blue Nile, Zales, and Tiffany compare on those dimensions?
2. What do you think of the fact that Blue Nile carries over 30,000 stones priced at \$ 2,500 or higher while almost 60 percent of the products sold from the Tiffany Web site are priced at around \$ 200? Which of the two product categories is better suited to the strengths of the online channel?
3. Which of the three companies do you think is best structured to deal with weak economic times, and why?
4. What advice would you give to each of the three companies regarding their strategy and structure?

## Response Guidelines

Respond to the posts of at least two learners. If possible, use the following guidelines to create your responses:

- Compare and contrast your posting with theirs. How did their posts influence your thinking?
- What suggestions can you make to strengthen their posting?
- How did their posting aid in your understanding of the topic?
- Include any additional points that would be constructive and supportive for your peers.

In addition, try to select peers who have not received feedback yet.



Undergraduate Discussion Participation Scoring Guide

**u02d2 - Uncertainty in the Global Supply Chain**

Global supply chains are exposed to more risk today than ever before. Review Chapter 6 in your textbook and read, "Building the Supply Chain of the Future," from the *McKinsey Quarterly*, and then respond to these two questions:

- Why is it important to consider uncertainty when evaluating supply chain design decisions?
- What are the major sources of uncertainty that can affect global supply chain decisions? Be sure that you consider the financial, logistic, political, natural, cultural, and technological sources of uncertainty in your response.

Reference

Malik, Y., Niemeyer, A., & Ruwadi, B. (2011). [Building the supply chain of the future](https://www.mckinsey.com/business-functions/operations/our-insights/building-the-supply-chain-of-the-future). *McKinsey Quarterly*. Retrieved from <https://www.mckinsey.com/business-functions/operations/our-insights/building-the-supply-chain-of-the-future>

## Response Guidelines

Respond to the posts of at least two learners. If possible, use the following guidelines to create your responses:

- Compare and contrast your posting with theirs. How did their posts influence your thinking?
- What suggestions can you make to strengthen their posting?
- How did their posting aid in your understanding of the topic?
- Include any additional points that would be constructive and supportive for your peers.

In addition, try to select peers who have not received feedback yet.

Undergraduate Discussion Participation Scoring Guide

## Unit 3 >> Planning Demand and Supply in a Supply Chain

### Introduction

All operational activities begin with an estimate of what customers' demands will be. Production schedules, modes of transportation, warehouse space, and other supply chain activities are all dependent on the accuracy of the company's demand forecasting. The information management system must provide thorough, accurate, and timely information so supply chain managers can prepare and execute short and long-term plans. Satisfying the customer is the number one challenge for all demand forecasters. In this unit, we will be examining Sony, and example of successful demand forecasting.

Reference

Chopra, S. (2019). *Supply chain management: Strategy, planning and operation* (7th ed.). Boston, MA: Pearson.

### Learning Activities

#### u03s1 - Studies

## Readings

Use your *Supply Chain Management: Strategy, Planning, and Operation* text to complete the following:



- Read Chapter 7, "Demand Forecasting in a Supply Chain."
- Read Chapter 8, "Aggregate Planning in a Supply Chain."
- Read Chapter 9, "Sales and Operations Planning."
- Read Chapter 10, "Coordination in a Supply Chain."

Use the Internet to complete the following:

- Read Fujitsu Limited's 2004 article, "[\*Sony Marketing \(Japan\) Inc.\*](#)" Use this case study to complete the discussion activity, Sony Marketing.
- Read Hitachi Consulting's 2009 article, "[\*Six Key Trends Changing Supply Chain Management Today.\*](#)" Use this white paper from Hitachi to complete the discussion activity, Trends Changing Supply Management.



Supply  
Chain  
Management  
Terminology  
and  
Concepts

 [Launch Presentation](#) |  [Transcript](#)

## Multimedia

- Click **Launch Presentation** terms or concepts listed in the Unit 3 tab of the interactive media, *Supply Management Terminology and Concepts*. Refer to this study aid often and as needed.

Course Resources

---

Supply Chain Management Terminology and Concepts

### u03a1 - SCM Case Analysis: Forecasting and Planning

In Units 3, 4, and 5, you will be developing our course project. First, you will select one company from the list below to focus on during these three units:

- L. L. Bean.
- Amazon.com
- Starbucks.
- Apple.
- Walmart.

For your Unit 3 assignment, you are to research and write about the company that you have selected from the above list and respond to the following questions. You can research your responses in your textbook, in the Capella library, on the Internet, and please include at least one reference from *The Wall Street Journal*:

- Describe their business model and explain their supply chain strategy.
- Discuss the global challenges that they face in their supply chain.
- Discuss the importance of aggregate planning to their supply chain and their partners.
- What role does demand forecasting play in their supply chain strategy?
- Explain how pricing promotions are used to change demand.

Submit your answer in a Microsoft Word document in 800–1000 words. All written assignments should follow APA rules for attributing sources.

Course Resources

---

[APA Style and Format.](#)

## u03d1 - Sony Marketing

After reading Chapter 7 on Demand Forecasting in a Supply Chain and reviewing the case study, Sony Marketing (Japan) Inc., discuss your views on the role that demand forecasting plays in Sony's supply chain strategy. Tell us the factors that make a demand forecasting strategy necessary, and how Sony is able to be more responsive to its customers due to this SCM strategy.

### Response Guidelines

Respond to the posts of at least two learners. If possible, use the following guidelines to create your responses:

- Compare and contrast your posting with theirs. How did their posts influence your thinking?
- What suggestions can you make to strengthen their posting?
- How did their posting aid in your understanding of the topic?
- Include any additional points that would be constructive and supportive for your peers.

In addition, try to select peers who have not received feedback yet.

Course Resources

---

Undergraduate Discussion Participation Scoring Guide

---

[Sony Marketing \(Japan\) Inc.\[PDF\]](#)

## u03d2 - Trends Changing Supply Chain Management

After reading the Hitachi Consulting White Paper titled, Six Key Trends Changing Supply Chain Management Today, from your perspective choose the two most important trends from the list of six; explain each trend and why you feel it has the most impact on supply chain management today. Be sure to include a real life example of a company that has been impacted by each of the two trends that you have selected.

### Response Guidelines

Respond to the posts of at least two learners. If possible, use the following guidelines to create your responses:

- Compare and contrast your posting with theirs. How did their posts influence your thinking?
- What suggestions can you make to strengthen their posting?
- How did their posting aid in your understanding of the topic?
- Include any additional points that would be constructive and supportive for your peers.

In addition, try to select peers who have not received feedback yet.

Course Resources

---

Undergraduate Discussion Participation Scoring Guide

---

[Six Key Trends Changing Supply Chain Management Today\[PDF\]](#).

## Unit 4 >> Inventory and Transportation Management

### Introduction

Supply Chain managers coordinate all of the activities in the supply chain process into a seamless network. The transportation function of the supply chain focuses on the movement and delivery of goods and services in the supply chain network from suppliers to manufacturers to the ultimate consumers. Decisions must be made as to which mode of transportation is used to move products along with the type of warehousing systems will be used. Many companies are choosing to outsource their supply chain to companies like UPS who we will be examining in this unit. We also will learn about the inventory systems of Internet technology giant, NewEgg.com.

#### Reference

Chopra, S. (2019). *Supply chain management: Strategy, planning and operation* (7th ed.). Boston, MA: Pearson.

### Learning Activities

#### u04s1 - Studies

### Readings

Use your *Supply Chain Management: Strategy, Planning, and Operation* text to complete the following:

- Read Chapter 11, "Managing Economies of Scale in a Supply Chain."
- Read Chapter 12, "Managing Uncertainty in a Supply Chain."
- Read Chapter 13, "Linking Product Availability to Profits."
- Read Chapter 14, "Transportation in a Supply Chain."

Use the Internet to complete the following:

- View NewEgg's 2009 video, [NewEgg.com Order Fulfillment](#) | Transcript. Use this video to complete the first discussion activity, NewEgg.com Order Fulfillment.
- This video and article is used to complete the second discussion activity, How UPS Works:
  - [How UPS Works](#). (Closed captioning is provided at the link.)
  - ["UPS and the Art of Sorting a Million Package Day."](#)

### Multimedia

- Click **Launch Presentation** and review the terms or concepts listed in the Unit 4 tab of the interactive media, *Supply Management Terminology and Concepts*. Refer to this study aid often and as needed.

#### Course Resources

---

Supply Chain Management Terminology and Concepts

#### u04a1 - SCM Case Analysis: Transportation and Warehousing

In Units 3, 4, and 5, we continue to develop our course project. In Unit 3, you selected one company from the list below and wrote a paper about their supply chain strategy and their use of forecasting and planning to develop their strategy.

- L. L. Bean.
- Amazon.com
- Starbucks.
- Apple.
- Walmart.

For your Unit 4 assignment, imagine that you must prepare a PowerPoint presentation to explain your company's (selected from the above list) transportation and warehousing strategy to potential investors and lenders. You can research your responses in your textbook, in the Capella library, and on the Internet:

When creating your presentation, include the following information:

- Slide 1: List the presentation title, the company name, the date, and your name.
- Slide 2: Describe the overall transportation objectives of the company.
- Slide 3: Describe and evaluate the modes of transportation that they use to move products from factory to customers.
- Slide 4: Identify the locations of the factories, and warehouses.
- Slide 5-6: Evaluate the advantages and disadvantages of the locations for the organization's factories and warehouses.
- Slide 7: Analyze the economic and political factors that can impact their transportation and warehousing network.
- Slide 8: Describe how technology is used for managing the organization's transportation and warehousing network.
- Slide 9: Make recommendations for improving the organization's transportation and warehousing network.
- Slide 10: List of references using APA format. Include at least three resources one of which may be your textbook.

Use MS PowerPoint to develop a presentation that covers the above elements; if necessary, you may use additional slides. Provide your information as a bulleted list on the slides and insert explanations where applicable. Use the notes section in MS PowerPoint to add additional information and clarity to your presentation.

Provide a minimum of three references (one may be your textbook) that you used in formulating your responses. Verify that you have included all of the required sections in your presentation. Check for proper use of mechanics and apply APA standards to citation of sources.

Refer to the grading rubric for insight into grading criteria for this assignment.

Course Resources

---

[APA Style and Format](#)

#### **u04d1 - NewEgg.com Order Fulfillment**

Watch the video, NewEgg.com Order Fulfillment, and discuss the importance of their warehouse order and inventory management system, and its impact on customer satisfaction. Discuss how their warehouse system helps them reduce costs but also maintain speed and accuracy in handling each customer order.

Read the Discussion Participation Scoring Guide to learn how the instructor will evaluate your discussion participation in this discussion topic.

### **Response Guidelines**

Respond to the posts of at least two learners. If possible, use the following guidelines to create your responses:

- Compare and contrast your posting with theirs. How did their posts influence your thinking?
- What suggestions can you make to strengthen their posting?
- How did their posting aid in your understanding of the topic?
- Include any additional points that would be constructive and supportive for your peers.

In addition, try to select peers who have not received feedback yet.

Course Resources

---

[Undergraduate Discussion Participation Scoring Guide](#)

---

[NewEgg Order Fulfillment | Transcript](#)

#### **u04d2 - How UPS Works**

Watch the video on How UPS Works and read the CNET.com article, UPS and the art of sorting a million packages a day, and then discuss the advantages and disadvantages of their central cross dock Worldport facility in Louisville, Kentucky.

Discuss in your post, the impact that cross docking has on inventory costs, material handling costs and transportation costs, and how it also impacts customer satisfaction.

Read the Discussion Participation Scoring Guide to learn how the instructor will evaluate your discussion participation in this discussion topic.

## Response Guidelines

Respond to the posts of at least two learners. If possible, use the following guidelines to create your responses:

- Compare and contrast your posting with theirs. How did their posts influence your thinking?
- What suggestions can you make to strengthen their posting?
- How did their posting aid in your understanding of the topic?
- Include any additional points that would be constructive and supportive for your peers.

In addition, try to select peers who have not received feedback yet.

### Course Resources

---

Undergraduate Discussion Participation Scoring Guide

---

[How UPS Works](#)

---

[UPS and the Art of Sorting Nearly a Million Packages a Day](#)

---

## Unit 5 >> Information Technology and Profitability in Supply Chain Management

### Introduction

We begin our final unit by reviewing the need for coordination in the supply chain and the impact of coordination on supply chain performance. The information management system measures the success of each supply chain partner and allows the members to improve as they develop trust and closer working relationships. The innovation and changes produced in supply chains, both in response to market changes or from the drive to improve efficiency, effectively customize its structure, and improve its performance.

Meeting customer demands and high efficiencies are the goals of the majority of supply chains. In this unit, we will examine the successful company IKEA, and learn about their efforts to develop sustainable long term supply chain solutions.

### Reference

Chopra, S. (2019). *Supply chain management: Strategy, planning and operation* (7th ed.). Boston, MA: Pearson.

### Learning Activities

#### u05s1 - Studies

## Readings

Use your *Supply Chain Management: Strategy, Planning, and Operation* text to complete the following:

- Read Chapter 15, "Sourcing Decisions in a Supply Chain."
- Read Chapter 16, "Pricing and Revenue Management in a Supply Chain."
- Read Chapter 17, "Sustainability and the Supply Chain."

Use the Internet to view the video and to complete the article readings. These resources are used to prepare your posting for the first discussion activity, IKEA and Sustainable Supply Chain Management.

- View Howard's 2013 video, [Let's Go All-In on Selling Sustainability](#) (Transcript provided at the link.)
- Read Kinnander's 2011 article, "[IKEA's Challenge to the Wooden Shipping Pallet](#)."
- Read the content on the home page of the [Sustainable Supply Chain Foundation](#).

## Multimedia

- Click **Launch Presentation** and review the terms or concepts listed in the Unit 5 tab of the interactive media, *Supply Management Terminology and Concepts*. Refer to this study aid often and as needed.

Course Resources

---

### Supply Chain Management Terminology and Concepts

#### u05a1 - SCM Case Analysis: Information Technology

In Units 3, 4, and 5, we continue to develop our course project. In Unit 3, you selected one company from the list below and wrote a paper about their supply chain strategy and their use of forecasting and planning to develop their strategy. In Unit 4, you prepared a PowerPoint presentation to explain your company's transportation and warehousing strategy to potential investors and lenders.

- L. L. Bean.
- Amazon.com
- Starbucks.
- Apple.
- Walmart.

For your Unit 5 assignment, you are to research and write about your company's Information Management System and respond to the following questions. You can research your responses in your textbook, in the Capella library, and on the Internet:

1. Describe their information management system (IMS).
2. Does their IMS give them a competitive advantage over their competition?
3. How does the IMS help coordinate between supply chain partners?
4. Explain how the IMS helps monitor orders and inventory levels, and satisfy customers.
5. Explain why managing information is equally or more important to the company than moving products.

Submit your answer in a Microsoft Word document in 800–1000 words. All written assignments should follow APA style and formatting guidelines for attributing sources.

Course Resources

---

#### APA Style and Format.

#### u05d1 - IKEA and Sustainable Supply Chain Management

Companies such as IKEA are taking the lead in developing a sustainable supply chain. Watch the video, Let's Go All-In on Selling Sustainability, then read both the content on the home page of the Sustainable Supply Chain Foundation and the Business Week article, IKEA's Challenge to the Wooden Shipping Pallet on one IKEA sustainable supply chain initiative, and then in your discussion post, explain the importance of developing a sustainable supply chain. In addition, describe three initiatives that IKEA is doing to make its supply chain sustainable.

## Response Guidelines

Respond to the posts of at least two learners. If possible, use the following guidelines to create your responses:

- Compare and contrast your posting with theirs. How did their posts influence your thinking?
- What suggestions can you make to strengthen their posting?
- How did their posting aid in your understanding of the topic?
- Include any additional points that would be constructive and supportive for your peers.

In addition, try to select peers who have not received feedback yet.

#### Course Resources

---

[Undergraduate Discussion Participation Scoring Guide](#)

---

[Let's Go All-In on Selling Sustainability](#)

---

[Sustainable Supply Chain Foundation](#)

---

[IKEA's Challenge to the Wooden Shipping Pallet](#)

#### **u05d2 - Course Reflection**

Reflect on the concepts you have learned during this course. Identify (at least) five concepts you consider particularly important and useful, and discuss why you selected each. Read the Discussion Participation Scoring Guide to learn how the instructor will evaluate your discussion participation in this topic.

### **Response Guidelines**

Response to other learners is optional.

#### Course Resources

---

[Undergraduate Discussion Participation Scoring Guide](#)