Instructor: Thomas J. Goldsby, Ph.D.
Meeting Time: Monday & Wednesday; 3:00 – 4:30p.m.
Meeting Place: Gerlach Hall 355
Office Location: Fisher 536
Phone: 247-4261
E-mail: goldsby.2@osu.edu
Office Hours: Monday & Wednesday, 10:30 – 12:00 p.m.
Other times by appointment
Course website: A course site is located on the OSU Carmen system.

COURSE DESCRIPTION:
This case-based course will prepare students to make data-driven decisions on key logistics issues and then make these decisions actionable through a focus on appropriate solution methods needed to achieve firm financial goals.

COURSE OBJECTIVES AND SCOPE:
BUS M&L 7381 is designed to serve as a case-based analytical course for MBA and MBLE students. The material is designed to integrate the concepts throughout logistics and supply chain operations, as well as give students the opportunity to analyze and present case problems and their solutions. The specific objectives are to gain:

1. Experience in an evaluation of integrated logistics situations;
2. Experience in qualitative and quantitative analyses of logistics situations and presentation to a knowledgeable audience;
3. Experience working as a team to solve problems; and
4. Experience at critical evaluation of professional presentation.
PREREQUISITES:  BUS M&L 7380

READINGS:

Most readings and cases will be made available at the Carmen site. Otherwise, students will be directed to on-line sources (e.g., Ivey, HBS) for case materials.

LINKS Participant Manual:  Available (free!) on-line at:  

LINKS SIMULATION:

All students must register for the LINKS Supply Chain Management game by  
March 21 (5:00pm). This simulation costs $38/student (late payments add 25%). Registration can be facilitated on-line with credit card payment at:

http://www.links-simulations.com/PHP/PayForLINKS.php
Type in “Goldsby” as the course instructor.

Teams will be evaluated based on performance in the LINKS simulation game, with the first-place team in each industry receiving the full credit allocation. Teams will be awarded fewer points for the successive places based on relative performance. In addition, we will dedicate class time on April 25 to team presentations. Each presentation should last between 15 and 20 minutes, allowing up to five minutes for questions at the end. The presentation should include, but is not limited to, team strategy and tactics, performance review, and key lessons learned. While not all teams will have an opportunity to present, all teams should be prepared and will submit a hard copy of their presentation for grading purposes.

WRITTEN ASSIGNMENTS AND PRESENTATIONS:

This class is a seminar, which implies that meaningful dialogue among participants is essential to the effectiveness of class meetings. It is expected that everyone will have read all of the required readings in advance, and be prepared to discuss them.

TEAM ASSIGNMENTS:

Teams of four people will be formed early in the semester for the purpose of group work in cases and the LINKS simulation. For the assigned cases, each team will assume one of three possible roles and responsibilities:

1) Consultants: This team is responsible for writing up an analysis and solution to the case. The write-up will be a report of the case essentials (no more than six text pages -- double-spaced, 12-point font, 1-inch top, bottom and side margins). Tables and figures placed in the appendix to the case document do not count toward the six-page limit. The Consultant group may also provide the in-class presentation. The in-class presentation will illustrate important considerations, analyses and recommendations. The presentation should involve all members of the team. The use of tables, charts, pictures, and diagrams should be carefully considered in putting together both the presentation and the written report.
IMPORTANT NOTE: Two teams are given the “Consultant” assignment for each case. However, only one team will represent consultants (and present in class). The other team will fulfill the role of the management team (see below) that serves as the primary critic/advisor to the consultants. A COIN TOSS AT THE BEGINNING OF CLASS DETERMINES THE IN-CLASS ROLES TO BE FULFILLED BY THESE TWO TEAMS. THE WINNER OF THE COIN TOSSES MAY ELECT TO SERVE AS EITHER THE CONSULTANT TEAM OR MANAGEMENT TEAM.

2) **Management Team**: Two teams per case will be assigned to fulfill the role of upper-level management and executives who are answerable to the Board of Directors (which pursues the best interests of stockholders -- long-term profitability for the firm). These groups also write the Consultant paper but serve as the primary critique groups during the in-class presentation provided by the (other) consultants. The Management Team should be amply satisfied by the solution offered by consultants and voice concerns of the Board and stockholders when appropriate.

3) **Stakeholders**: The remaining teams for each case will serve as the observing stakeholders (all other interested parties) -- these will include employees, residents, interest groups, government officials, third parties, etc. On occasion, I may ask a particular group to represent the interests of a specific stakeholder group and ensure that their interests are satisfied during the case. The participatory responsibilities of this group include the formulation of four insightful questions that the presenting group should be responsible for answering in their presentation (not all questions will be asked during any one session, however). These questions must be e-mailed to me no later than 10:00 a.m. on the day of the case presentation. When I assign a specific viewpoint to a group, the questions should reflect these interests. Stakeholders are expected to voice approval/concern, when appropriate, during case presentations.

**NOTE**: For the cases, there is no formal graded component to the non-presenting in-class roles (Management Team critique, Stakeholder concern) though all will be considered in the participation component of the course grade.

### CASE ASSIGNMENTS

<table>
<thead>
<tr>
<th>Team</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
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<tbody>
<tr>
<td>1</td>
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<td>C/M</td>
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<td>C/M</td>
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<td>S</td>
<td>C/M</td>
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<tr>
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<td>C/M</td>
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<td>S</td>
<td>S</td>
<td>S</td>
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<tr>
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<td>C/M</td>
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<tr>
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<td>S</td>
<td>C/M</td>
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<tr>
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<td>S</td>
<td>S</td>
<td>C/M</td>
<td>S</td>
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<tr>
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<td>S</td>
<td>S</td>
<td>S</td>
<td>C/M</td>
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* C = Consultants; M = Management Team; S = Stakeholders
**GRADING CRITERIA**

<table>
<thead>
<tr>
<th>Components</th>
<th>Points</th>
<th>% of Total</th>
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<tr>
<td>Written Case Analysis</td>
<td>75</td>
<td>25%</td>
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<tr>
<td>Case Presentation</td>
<td>45</td>
<td>15%</td>
</tr>
<tr>
<td>Stakeholder participation</td>
<td>30</td>
<td>10%</td>
</tr>
<tr>
<td>LINKS performance</td>
<td>60</td>
<td>20%</td>
</tr>
<tr>
<td>LINKS presentation</td>
<td>60</td>
<td>20%</td>
</tr>
<tr>
<td>Class Participation*</td>
<td>30</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
<td><strong>100%</strong></td>
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*Class participation is based upon regular attendance, active participation, and contribution to team success on class projects. You will have an opportunity to evaluate your team member peers, as they will have an opportunity to evaluate you as well. These evaluations factor significantly in the class participation component of the grade.*

**Final Grade Scale**

- 276 – 300 points ….. A
- 270 – 275 …………. A-
- 264 – 269 …………. B+
- 246 – 263 …………. B
- 240 – 245 …………. B-
- 234 – 239 …………. C+
- 216 – 233 …………. C
- 210 – 215 …………. C-
- 204 – 209 …………. D+
- 186 – 203 …………. D
- 180 – 185 …………. D-
- 179 & below ……… E
COURSE SCHEDULE

We will cover the topics in the following order. Announcements will be made in class should the topics or order of topics change.

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Topic</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar. 2</td>
<td>W</td>
<td>Course Introduction</td>
<td>Gather course materials; start forming teams</td>
</tr>
<tr>
<td>7</td>
<td>M</td>
<td>LINKS Simulation: Introduction and Overview</td>
<td>Teams formed; Review LINKS Manual</td>
</tr>
<tr>
<td>9</td>
<td>W</td>
<td>Sample Case Discussion: SuperFast Computer</td>
<td>Be prepared to discuss case; LINKS Manual</td>
</tr>
<tr>
<td>14 – 18</td>
<td></td>
<td>SPRING BREAK</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>M</td>
<td>Guest Speaker: Art Van Bodegraven, VB &amp; Associates</td>
<td>Class Discussion</td>
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<tr>
<td>23</td>
<td>W</td>
<td>Contemporary Topic: Supply Chain Dominant Designs</td>
<td>Class Discussion</td>
</tr>
<tr>
<td>28</td>
<td>M</td>
<td>Case A</td>
<td>Case assignment</td>
</tr>
<tr>
<td>30</td>
<td>W</td>
<td>Case B</td>
<td>Case assignment</td>
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<tr>
<td>Apr. 4</td>
<td>M</td>
<td>Case C</td>
<td>Case assignment</td>
</tr>
<tr>
<td>6</td>
<td>W</td>
<td>Guest Speaker: Todd Erbe, Ecolab</td>
<td>Class Discussion</td>
</tr>
<tr>
<td>11</td>
<td>M</td>
<td>Prof. Michael Knemeyer: Sustainability &amp; Logistics</td>
<td>Class Discussion</td>
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<tr>
<td>13</td>
<td>W</td>
<td>Case D</td>
<td>Case assignment</td>
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<tr>
<td>18</td>
<td>M</td>
<td>Prof. Steve DeNunzio: Topic (TBA)</td>
<td>Class Discussion</td>
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<tr>
<td>20</td>
<td>W</td>
<td>Case E</td>
<td>Case assignment</td>
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<tr>
<td>25</td>
<td>M</td>
<td>LINKS Simulation Presentations</td>
<td>Present/Evaluate</td>
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LINKS Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Topic</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar. 21</td>
<td>M</td>
<td>Registration and payment must be complete</td>
<td>Registration complete, 5:00pm</td>
</tr>
<tr>
<td>Mar. 23</td>
<td>W</td>
<td>Strategy statement due (in-class)</td>
<td>Submit to Carmen folder by 5:00pm</td>
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<tr>
<td>Mar. 30</td>
<td>W</td>
<td>Round 1 (Month 4)</td>
<td>Decisions entered by 5:00 pm</td>
</tr>
<tr>
<td>Apr. 4</td>
<td>M</td>
<td>Round 2 (Month 5)</td>
<td>Decisions entered by 5:00 pm</td>
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<tr>
<td>Apr. 6</td>
<td>W</td>
<td>Round 3 (Month 6)</td>
<td>Decisions entered by 5:00 pm</td>
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<tr>
<td>Apr. 11</td>
<td>M</td>
<td>Round 4 (Month 7)</td>
<td>Decisions entered by 5:00 pm</td>
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<tr>
<td>Apr. 13</td>
<td>W</td>
<td>Round 5 (Month 8)</td>
<td>Decisions entered by 5:00 pm</td>
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<tr>
<td>Apr. 18</td>
<td>M</td>
<td>Round 6 (Month 9)</td>
<td>Decisions entered by 5:00 pm</td>
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<td>Apr. 25</td>
<td>M</td>
<td>Presentations</td>
<td>In-class</td>
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