

West Michigan Supply Chain Management Certificate Series



“The cross-functional focus of the program taught the skills of analysis and decision making essential for developing and managing competitive supply chains at both a regional and global level.”

*— Jim Ross, Vice President
Advanced Manufacturing Strategies
The Right Place, Inc.*

January 15–December 10, 2009

Steelcase University
Learning Center
Grand Rapids, Michigan

BROAD
GRADUATE SCHOOL
OF MANAGEMENT

MICHIGAN STATE
UNIVERSITY

Seminar Description

The program's structure is based upon the graduate-level Supply Chain Management concentration in The Eli Broad Graduate School of Management at Michigan State University. The Broad School's Supply Chain Management Program is consistently ranked as one of the best in the country.

The seminar will be offered in two fifteen-week modules: **Module One** delves into marketing and supply chain management concepts, and **Module Two** concentrates on supply chain management processes.

Program content will be delivered through lecture, readings, class discussion, and interactive simulations conducted by full-time Broad School faculty. Supply chain management case studies and applications will be liberally used throughout both modules.



A project will tie both modules together. It will be scoped/developed during the first module; data will be refined and analyzed in between modules; and results will be presented and reviewed at the conclusion of the second module. The project review criteria include:

1. The project represents a potential opportunity that is not currently under investigation by the firm;
2. The participant illustrates how the project will utilize topics, concepts, and tools within the scope of the Supply Chain Management Certificate Series; and
3. Successful completion of the project presents a potential opportunity for the company to reduce costs, increase revenues, increase quality and/or reduce cycle times.

The program objectives for the West Michigan Supply Chain Management (SCM) Certificate Series are to:

- Provide a thorough knowledge and understanding of world class supply chain management practices and their role in developing and maintaining competitive advantage;
- Provide experience in viewing supply chain situations from the perspective of suppliers to and customers of manufacturers and service providers;
- Provide an introduction to the tools and applications used in supply chain process evaluation and re-engineering;
- Provide experience and feedback in the use of both qualitative and quantitative data analysis; and
- Provide a knowledge baseline documenting supply chain management best practices.

Who Should Attend

Executives and Managers who must achieve enterprise success through logistics and supply chain management excellence in the highly competitive global environment. Participants will represent the functional areas of procurement, manufacturing, materials management, logistics and customer service and the major industrial and service segments in western Michigan.

Certificate Series Faculty

David Closs

is the John H. McConnell Chaired Professor of Business Administration in the Broad School at Michigan State University and is co-director of the certificate series. He has given extensive presentations discussing the application of information systems technology to logistics management and logistics strategy. Dr. Closs has published a variety of articles and co-authored a textbook on logistics management.

Donald Conlon

is Professor of Management in the Broad School at Michigan State University. His research examines the dynamics of intense workgroups, perceptions of fairness in organizations, negotiation and third-party dispute intervention, and individual decision making.

Bixby Cooper

is Associate Professor of Marketing in the Broad School at Michigan State University. Dr. Cooper is co-author of *Strategic Marketing Channel Management*. He has extensive publishing and consulting experience.

David Frayer

is Director of Executive Development Programs in the Broad School at Michigan State University. Dr. Frayer is co-author of *Best Practice Model for ECR Alliances* and has published articles on global procurement and logistics strategy.

Charles Kossen

was Vice-President of Novartis Consumer Health until his retirement in 2005. During his 30 year career with Gerber and Novartis, Mr. Kossen has held a broad range of logistics and supply chain positions, including responsibilities for customer service, warehousing, information technology, and supply chain strategy.

Regina McNally

is Assistant Professor of Marketing in the Broad School at Michigan State University. She brings extensive international industrial experience to the educational environment. Dr. McNally's research interests focus on the processes and outcomes of strategic firm decisions and investigate the factors which drive the choice of different alternatives and performance outcomes of such decisions.

Steven Melnyk

is Professor of Operations Management in the Broad School at Michigan State University. His research interests include supply chain management, process management and control, metrics/system measurement, and new product/process design. Dr. Melnyk is lead author of over 14 books and numerous articles.

Glenn Omura

is Associate Professor of Marketing in the Broad School at Michigan State University. Dr. Omura's research interests include competitive strategy, entrepreneurship and marketing.



Certificate Series Faculty, continued

Anthony Ross

is an Associate Professor of Supply Chain Management in the Broad School at Michigan State University and the Donald Gordon International Fellow, Graduate School of Business, University of Capetown, South Africa (recognized by the *Financial Times* as the top MBA program in Africa). Dr. Ross holds a BA in Computer Science from Our Lady of the Lake University, and MBA and Ph.D. degrees in Operations Management and Decision Sciences from Indiana University–Bloomington. He teaches in all areas of supply chain management and decision modeling and has lectured at universities and appeared before industry groups in Asia, Europe, Africa, and the Middle East.

Cheri Speier

is Associate Professor of Information Systems and Associate Dean for MBA and Master of Science Programs in the Broad School at Michigan State University. Dr. Speier's research interests include human resource issues associated with information systems, and individual and group acceptance and use of technology. Her work has been published in many academic and professional journals.

Morgan Swink

is Professor of Operations Management in the Broad School at Michigan State University. Dr. Swink worked in manufacturing and product development prior to joining academe. He delivers executive education presentations in project management, design of distribution networks and acquisition logistics.

Srinivas Talluri

is a Professor of Operations and Supply Chain Management in the Broad School at Michigan State University. His research interests are in the areas of purchasing and supply chain management and performance evaluation and business process improvement. He has about 50 journal publications and has extensively published in journals such as *Decision Sciences*, *International Journal of Production Research*, *European Journal of Operations Management*, and *IEEE Transactions on Engineering Management*. Dr. Talluri is a member of the Decision Sciences Institute and Production and Operations Management Society. He's been honored for outstanding institutional and scholarly contributions at Michigan State University.

Judith M. Whipple

is Associate Professor of Supply Chain Management in the Broad School at Michigan State University and co-director of the certificate series. Previously, she was an Assistant Professor at Western Michigan University in Food Marketing and Integrated Supply Management. Dr. Whipple's research focuses on alliances and supply chain integration. She has published various articles as well as presented at industry conferences and executive development programs.



Seminar Timing and Outline–Module 1

Marketing and Supply Chain Management Concepts

January 15–April 23, 2009 • Thursdays, 2:00–6:00 p.m.*

Jan. 15	Supply Chain Introduction Definition and scope Role of supply chain in competitive strategy Examples of supply chain success Project introduction	Mar. 5	Procurement II Supplier integration into product/process/service development Drivers/results and barriers Supplier integration process Purchasing evolution and future directions
Jan. 22	Strategic Market Thinking Marketing problem solving Market analysis Marketing orientation and process Planning marketing programs	Mar. 12	The Electronic Marketplace Electronic marketplaces Logistics impact of customer relationship management systems (CRM)
Jan. 29	Market Segmentation, Targeting and Positioning Levels of segmentation Bases for segmentation Differentiating and positioning the market offering	Mar. 19	Manufacturing I Comparison of manufacturing strategies Make-to-stock Configure-to-order and Make-to order Lean versus flexible manufacturing Rationalizing production scheduling with logistics
Feb. 5	New Product Development The need for firms to innovate A general overview of the new product development process The importance and difficulty of choosing projects and several methods to choose A brief overview of the role of the supply chain in new product development	Mar. 26	Manufacturing II Design for manufacturability Design for flexibility
Feb. 12	Customer Decision Making; Marketing Case Discussion Analyzing buyer behavior Product life cycle strategies SWOT analysis	Apr. 9	Value Analysis Develop alternatives that will improve product value Evaluate subjective choices for best outcomes Understand the systematic value engineering/value analysis approach Possess a greater awareness of value concepts
Feb. 19	Customer Service, Channels of Distribution Customer service, satisfaction and success Customer gap analysis Customer focused supply chain design Customer service level matrix Distribution channel alternatives	Apr. 16 and 23	Project Presentations I and II
Feb. 26	Procurement I Procurement strategy Integrating procurement with supply chain strategy New product/process/service development Customer order fulfillment After-sale service/support		

* A few of these dates are subject to change to Tuesdays or Wednesdays with notification at the beginning of each module.

Seminar Timing and Outline–Module 2

Supply Chain Management Processes

August 27–December 10, 2009 • Thursdays, 2:00–6:00 p.m.*

Aug. 27	Inventory Management and Planning Technology Inventory management techniques, setting inventory parameters Tactical information interchange Inventory cost and service tradeoffs Supply chain information technology architecture Enterprise resource planning and scheduling Radio Frequency Identification	Oct. 15	Supply Chain Globalization Introduction to globalization Domestic versus international logistics: managing the global supply chain Global logistics: related issues (transportation options, ports, packaging, government, risk and security) Global logistics: highlights and trends (logistical infrastructure development, global logistics expenditures)
Sept. 3	Developing Environmentally Friendly Supply Chains Understanding the notion of value and waste (both strategic and generic) Relating waste to processes Waste as a residual Metrics and waste Identifying waste within the supply chain	Oct. 22	Negotiation Common mistakes in negotiation Integrative versus distributive negotiations The role of planning in negotiation Awareness of dirty tricks in negotiations
Sept. 10	Risk Management and Sustainability Defining supply chain risk Addressing sources of risk Understanding supply chain security and defense issues Instituting a sustainable supply chain	Oct. 29	Supply Chain Costing Activity based costing Management strategic profit model Cooper processing case
Sept. 17	Transportation Management Changing transportation environment Lane design and operation Integrated transportation decision framework Mode/carrier selection Transportation management system (TMS)	Nov. 5	Performance Measurement Developing a balanced scorecard Functional measurement Process metrics
Sept. 24	Warehousing and Material Handling Changing role of warehousing General warehousing alternatives Cost elements Facility size, layout and design Labor competencies and measurements Materials handling equipment Warehouse management systems (WMS)	Nov. 12	Project Management Factors driving project success Project selection and portfolio management Design and organization of project teams Planning tools Project monitoring and control
Oct. 1	SCODE Simulation of global supply chain operations Understand the impact of uncertainty in the supply chain	Nov. 19	Relationship Management and Outsourcing Rationale for outsourcing Relationship development process Managing long-term relationships Elements of successful relationships Relationship examples
Oct. 8	Supply Chain Process Integration Systems analysis Manufacturing/distribution integration Facility network integration Total cost system integration	Dec. 3 and 10	Project Presentations I and II

* A few of these dates are subject to change to Tuesdays or Wednesdays with notification at the beginning of each module.

Seminar Particulars

To apply or for additional information contact us . . .

By Phone

or E-mail Kathy Stopa, Program Coordinator,
at 800/356-5705 or stopa@msu.edu

By Fax

Please fax your completed application form to:
517/353-0796

By Mail

Please mail your completed application form
and payment to:
Executive Development Programs
Michigan State University
The James B. Henry Center for
Executive Development
3535 Forest Road
Lansing, MI 48910

By Web: www.bus.msu.edu/execed/

Fee

The fee, which includes instruction, all educational materials (including the text, *Supply Chain Logistics Management* by Donald Bowersox, David Closs and Bixby Cooper), refreshments, web support, and certificate of completion for the series, is \$2,347.50 **per module** (or \$4,695.00 for the series). Fees can be paid by check made payable to Michigan State University or credit card, and **are due at least 10 days prior to the start of each module.**

Confirmation

Following review and approval of your application, you will receive confirmation of your enrollment in the certificate series.

Cancellation Policy

Substitution of participants can be made at any time prior to the certificate series start. Cancellations within 30 business days prior to the start of the program are limited to emergency situations; cancellations within 10 working days prior to the program start are subject to a \$500 processing fee.

Location

The program will be held at the Steelcase University Learning Center, which is located at 901 44th Street, SE in Grand Rapids, Michigan 49508. For questions the day of the program, please call the Steelcase University Learning Center receptionist at 616/475-2900.

Discounts are available for significant advanced commitment of participants — please contact Kathy Stopa at 800/356-5705 for details.

This program is being generously supported by the following organizations:



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For more detailed information on all programs, faculty and facility, please visit our web site at www.bus.msu.edu/execed/

Application Form

West Michigan Supply Chain Management Certificate Series

(Please check one)

Module One: January 15–April 23, 2009

Module Two: August 27–December 10, 2009

Both Modules: January 15–December 10, 2009

\$2,347.50 tuition **per module**; \$4,695 tuition **for both modules**

includes instruction, materials, web support, refreshments, certificate of completion

First Name _____ Initial _____ Last Name _____

First Name or Nickname Preferred on Badge _____

Title or Position _____

Company _____

Address _____

City _____ State _____ Zip _____

Telephone _____

Fax _____

E-mail Address _____ WWW: _____

Nature of Business _____

Duties & Responsibilities _____

Please list colleges and/or universities attended, giving dates and degrees earned

Application subject to review and approval.

Payment Information (please use only one method of payment)

Check

American Express

Visa

MasterCard

Send Invoice

Credit Card # _____ Exp. Date _____

Cardholder Name _____

Cardholder Signature _____

Please send this form with your check payable to Michigan State University or your credit card or payment information to:

Executive Development Programs

Michigan State University

The James B. Henry Center for Executive Development

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Lansing, MI 48910