

# West Michigan Supply Chain Management Certificate Series



**January 12 - December 7, 2006**

Steelcase University  
Learning Center  
Grand Rapids, Michigan



## 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.

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;
- 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.



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.

### 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 segments in western Michigan.

## Certificate Series Faculty

### Kenneth Boyer

is Associate Professor of Marketing and Supply Chain Management in the Broad School at Michigan State University. His research interests focus on the strategic management of operations, electronic commerce and the effective use of advanced manufacturing technologies. Dr. Boyer is co-author of *Extending the Supply Chain: How Cutting-Edge Companies Bridge the Critical Last Mile into Customers' Homes*.

### David Closs

is the John H. McConnell Chaired Professor of Business Administration in the Broad School at Michigan State University and is director of the certificate series. He has given extensive presentations discussing 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.

### Daniel Lynch

is Assistant Professor of Supply Chain Management in the Broad School at Michigan State University. Dr. Lynch's professional managerial experience includes retail management, shipping department operations and transportation administration.



## Certificate Series Faculty, continued

### **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 investigates 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 or 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.

### **Alexandre Rodrigues**

is Assistant Professor of Marketing and Supply Chain Management in the Broad School at Michigan State University. His research interests include analyzing the impact of supply chain planning and operational

initiatives on logistical performance with primary interests in global logistics strategy and inventory strategy/deployment.

### **Cheri Speier**

is Associate Professor of Information Systems 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 Associate 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.

### **George Zsidisin**

is Assistant Professor of Marketing and Supply Chain Management in the Broad School at Michigan State University. Prior to joining MSU, he worked in acquisition and logistics for the US Army. He has received several research grants and awards for his research on supply risk and supply continuity.



# Seminar Timing and Outline – Module 1

## Marketing and Supply Chain Management Concepts

January 12–May 4, 2006 • Thursdays, 2:00 - 6:00 p.m.\*

Jan. 12	<b>Supply Chain Introduction</b> Definition and scope Role of supply chain in competitive strategy Examples of supply chain success Project introduction	Mar. 9	<b>Forecasting and Order Management</b> Components and objectives Process Techniques Implementation and evaluation Performance cycle Supply chain responsiveness
Jan. 19	<b>Strategic Market Thinking</b> Marketing problem solving Market analysis Marketing orientation and process Planning marketing programs	Mar. 16	<b>Procurement I</b> Procurement strategy Integrating procurement with supply chain strategy New product/process/service development Customer order fulfillment After-sale service/support
Jan. 26	<b>Market Segmentation</b> Levels of segmentation Bases for segmentation Differentiating and positioning the market offering	Mar. 23	<b>Procurement II</b> Supplier integration into product/process/service development Drivers/objectives/results and barriers Supplier integration process Relationship development Purchasing evolution and future directions
Feb. 2	<b>Customer Decision Making</b> Analyzing buyer behavior Product life cycle strategies SWOT analysis	Mar. 30	<b>Assessing Supply Chain Risk</b> Supply risk defined Sources of supply risk Assessing supply risk Managing supply risk
Feb. 16	<b>New Product Development</b> 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	Apr. 6	<b>Manufacturing I</b> Comparison of manufacturing strategies Make-to-stock Configure-to-order Make-to-order Lean vs. flexible manufacturing Rationalizing production scheduling with logistics
Feb. 23	<b>Customer Service, Channels Of Distribution</b> Customer service, satisfaction and success Customer gap analysis Customer focused supply chain design Customer service level matrix Distribution channel alternatives	Apr. 13	<b>Manufacturing II</b> Design for manufacturability Design for flexibility
Mar. 2	<b>Electronic Marketplace</b> Electronic marketplaces Logistics impact of customer relationship management systems (CRM)	Apr. 27	<b>Project Presentations I</b>
		May 4	<b>Project Presentations II</b>

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



# Seminar Timing and Outline - Module 2

## Supply Chain Management Processes

August 24–December 7, 2006 • Thursdays, 2:00 - 6:00 p.m.\*

- Aug. 24 **Inventory Management**  
Inventory carrying cost  
Inventory management techniques  
Tactical information interchange  
Cycle time speed and variability  
Setting inventory parameters  
Inventory cost & service tradeoffs
- Aug. 31 **Transportation Management**  
Changing transportation environment  
Lane design and operation  
Integrated transportation decision framework  
Mode/carrier selection  
Transportation management systems (TMS)
- Sept. 7 **Supply Chain Security**  
Understanding supply chain security for consumer and brand protection  
Need for incident management  
Developing a supply chain security competency  
Instituting supply chain security initiatives
- Sept. 14 **Warehousing and Material Handling**  
Changing role of warehousing  
General warehousing alternatives  
Cost elements  
Facility size, layout and design  
Labor competencies and measurement  
Materials handling equipment  
Warehouse management systems (WMS)
- Sept. 21 **Waste Management - A Lean Approach**  
Introduce the seven major forms of waste  
Understand that waste is a symptom, not a cause  
Understand the various processes that give rise to waste  
Effectively develop and implement successful waste
- Sept. 28 **Manufacturing Customization and the Last Mile Supply Chain**  
Review basic supply chains in existence today  
Identify strengths and weaknesses of prevailing models  
Understand mass customization and identify opportunities for implementing  
Examine ways in which consumer value can be created through Last Mile Supply Chains
- Oct. 5 **Supply Chain Process Integration**  
Systems analysis  
Manufacturing/distribution integration  
Facility network integration  
Total cost system integration
- Oct. 12 **Supply Chain Technology**  
Supply chain information technology architecture  
Order fulfillment; forecasting  
Enterprise resource planning  
Advanced planning and scheduling  
Radio Frequency Identification
- Oct. 19 **Negotiation**  
Common mistakes in negotiation  
Integrative versus distributive negotiations  
The role of planning in negotiation  
Awareness of dirty tricks in negotiation
- Oct. 26 **Supply Chain Costing**  
Activity based costing and management  
Strategic profit model  
Cooper processing case
- Nov. 2 **Performance Measurement**  
Developing a balanced scorecard  
Functional measurement  
Process metrics
- Nov. 9 **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)
- Nov. 16 **Relationship Management and Outsourcing**  
Rationale for outsourcing  
Relationship development process  
Managing long-term relationships  
Elements of successful relationships  
Relationship examples
- Nov. 30 **Project Presentations I**
- Dec. 7 **Project Presentations II**

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

# Seminar Particulars

Application must be received by December 9, 2005.

## 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/](http://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 \$2,147.50 **per module** (or \$4,295 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 44<sup>th</sup> 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:



**Steelcase®**



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

# Application Form

## West Michigan Supply Chain Management Certificate Series

(Please check one)

- Module One: January 12 – May 4, 2006                       Module Two: August 24 – December 7, 2006  
 Both Modules: January 12 – December 7, 2006

\$2,147.50 tuition **per module**; \$4,295 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  
3535 Forest Road  
Lansing, MI 48910