

Grading:

1. Term project (55 %)

Each participant is required to complete a term project. The project could be:

A term paper on a relevant topic. These include the expansion of topics covered in the course such as Private vs Public exchanges, Event management, outsourcing fulfilment by an online company or ASP. The topic might be one that is not covered in the course such as using e business in product development.

The analysis of how an industry or a specific company utilizes e business in the management of its supply chain processes.

The analysis of the business model of on line businesses which are essentially distribution businesses.

The analysis of the business strategy of a logistics service provider employing e business or providing e business services for supply chain management (eg software providers, transportation providers, contract manufacturer, consultants).

The decision on whether to outsourcing fulfillment for the internet based retailer.

Leveraging the postal service for fulfillment of on line orders

Case study of a market exchange such as Nistevo, Logistics.com, Clickgistics, Vasera, G logistics, Intra) or comparison of two exchanges.

Deliverable is a 10 -15 page (excluding exhibits, tables, figures, references, copies of most important articles or sources, and list of primary Web sites used) report turned in on Dec. 2nd, 2002. Late reports are penalized 10 % per day late. All pages should be 1.5 spaced, Times Roman, 12 pt. The report must be appropriately referenced.

Students are encouraged to work in teams appropriate to the size and scope of the term project selected. Examples:

A team could develop an **E business Fulfillment Business Plan** where the objective is to apply all concepts of fulfilment and supply chain management in one integrated application. A 3 person team could write a (approximately) 30 page technical report (excluding exhibits, tables, figures, references, copies of most important articles or sources, and list of primary Web sites used).

A team of two persons might examine the how a particular industry or firm uses E business.

There is no peer evaluation as all teams are voluntary.

Please avoid term paper topics more appropriate to BASM513, BAMA580 or BAIT513 although some overlap is unavoidable.

2. Class participation (10 %)

Every student should be prepared to be an active participant in each class. The student should be able to ask constructive questions, expand on a topic through examples or additional information, provide insights from his/her own work experience, respond to questions, propose solutions or explain an alternate point of view or approach. Marks are added for excellent class participation and contributions to the course web site.

Every student will be asked one time during the term to read and comment on a short article (Usually an optional reading) that is relevant to a specific day's topic. The student will be asked to comment or bring forth the ideas from the article into the class discussion.

3. Final exam (35%)

A final examination will be scheduled for the week of Nov. 25th (most likely to be held on Nov. 29th).

Administration

Please send an email to garland.chow@commerce.ubc.ca and include a telephone number. I will save your email address for contacting you.

Course website

It is appropriate in a course on e business that Internet technology be utilized. The course web site is http://www.commerce.ubc.ca/mba/course_resources/bat1512/index.cfm

The course web site will be up during the second week of class. All students that are officially registered will automatically receive access to the web site by typing in name and student id. Any student that does not have access to the web site, should email the instructor, who will forward it to the Web support services to permit access. A number of your readings and other resources will be downloaded from the course web site or directly from an external Web source.

OTHER RESOURCES FOR THIS COURSE

Need more background on supply chain management and logistics?

If you would like more background on supply chain management, review any good introductory or intermediate logistics or supply chain management text book.

Or try the following:

Supply Chain Management: What Does it involve? Douglas M. Lambert, access www.infochain.org, go to publications, go to Supply Chain and Logistics Journal, go to Fall 2001, Vol.4, No. 4., access article.

For more on the trends in logistics and supply chain management as well as numerous examples, see:

Top Supply Chain Trends in the Marketplace , A. Montgomery et al;
 Perspectives on Business Innovation, Spring 2002, Cap Gemini Ernst & Young (W);
 2001 Report - Trends in Logistics U of Tennessee, Excel Logistics and CGEY (W)

The following trade press books directly deal with supply chain and e business:

1. Bayles, Deborah (2001) E-Commerce Logistics & Fulfilment: Delivering the Goods (Prentice Hall PTR)
2. Kuglin, Fred A. and Barbara A. Rosenbaum (2001) The Supply Chain Network@Internet Speed, Amacon, ISBN 0-8144-0595-9.

Most e business text have a brief treatment on supply chain management. Some texts (from highest to lowest treatment of supply chain management) are:

3. Kalakota, Ravi and Andrew Whinston (1998) Frontiers of Electronic Commerce.
4. Schneider, Gary and James Perry (2000) Electronic Commerce, Course Technology-Thomson Learning.
5. Rayport, Jeffery and Bernard Jaworski (2001) e-Commerce, McGraw Hill.
6. Turban, Efraim et al (2000) Electronic Commerce: A Managerial Perspective, Prentice Hall.

A number of web sites provide very current and extensive information on e business and supply chain management. Some of these are:

www.supplychainbrain.com

www.eyefortransport.com

www.manufacturing.net

www.mmh.com

www.ascet.com

www.informs.org/ebiz/interfaces

When you find an excellent site or resource, please add it to the course web site in the discussion section.

Field Trips:

In order to enhance the learning experience, several field trips are planned during the month of November. You are required to attend at least one of these field trips in lieu of your Nov. 13th class.

Quick.com - scheduled for the week of Nov. 4th when the President is available. Exact time and day during the week to be determined. Quick.com is one of few successful on-line grocery companies. This should be your first choice.

London Drugs - Nov. 1, 1:30 - 3:30. LD is the western Canada's largest retailer. This field trip is led by Prof. Garland Chow for his C441 class (Advanced Business Logistics). BATL 512 students can register for this trip on a first come, first serve basis if they cannot attend the quick.com tour.

Guest Lectures:

Guest speakers are also invited to speak to the class to enhance the learning experience but such speakers cannot always meet our schedules so their appearance may not be synchronized with the topic at the time. A topic may be rescheduled, minimized or deleted in order to accommodate the guest speaker. The guest speakers for this class is:

David Rankin, Director of Supply Management and and Richard Kobayashi, Project Manager, UBC, Building a Foundation in E Procurement Nov. 8, 2002.

Class Schedule in Brief

Day	Topics
Oct 26	Course overview and requirements: Supply Chain management and role of E Business, Dell case study
Oct 26	E Procurement, GE Lighting case study
Nov 1	Portals and Exchanges - Optimization and Collaboration; Logistics.com, Nistevo and Avicon/NMS case studies
Nov 1	Order fulfilment, Case study: Cooking.com
Nov 8	E business models; E fulfilment problems and models. Grocery case studies: Grocery Gateway (Peapod, WebVan, Grocery Works)
Nov 8	Guest speakers: David Rankin and Richard Kobayashi, UBC Building a Foundation in E Procurement
Nov 15	Field Trip to Quick.com (note this class accounts for 2.5 hours) Observe business model of on line grocery delivery firm, observe application of logistics principles in design and execution of order fulfilment (e.g. applications of warehousing and transportation and information system principles.
Nov 22	Pull supply chains and Virtual networks; Case studies: CISCO, Ford and auto industry
Nov 29	Final examination
Dec 2 (Monday)	Term report or project due by 5:00 pm, HA461

Detailed Assignment Outline

(T - text; W - course web site; D - download; R - readings from package; H - handout)

Class 1 - Oct. 25, 2002

Topic: An Overview of Supply Chain Management and the Impacts (Opportunities) of E Business

Objectives: At the end of this class you should:

- " know the following dimensions of supply chain management (supply chain concepts from core): objectives, decisions, processes, participants, importance.
- " be aware of how a leading firm, Dell, has designed its supply chain to demonstrate these dimensions.
- " know the concepts of pull versus push supply chains, make to order, mass customization, quick response and postponement.
- " Understand how these concepts are applied in the Dell system.
- " Know at a general level what opportunities are enabled by the Internet in managing the supply chain.

Readings:

Executive summary, Chapter 1 (T);

Outline 1 - E Business and Supply Chain Management (R)

Outline 2 - Supply Chain Management Principles (R)

Dell case study ppt (R)

David Anderson and Hau Lee (2001) New Supply Chain Business Models - The Opportunities and Challenges (W)

Optional: D. Lambert Supply Chain Management: What Does it Involve? (Download from www.infochain.org, choose SCL Publications, Supply Chain and Logistics Journal, Fall 2001 issue).

J. Holmstrom, et al The other end of the supply chain download from www.mckinseyquarterly.com, Volume 2000, No. 1.

Food for thought:

Where is the push - pull boundary in the Dell supply chain?

What are the new supply chain models identified by Anderson and Lee? How are they enabled by the internet?

What recommendations would you make, using e business technology or strategies, to improve the supply chain process of a company that you are closely familiar with? How would the use of the internet impact that company's supply chain effectiveness and efficiency? (Note: You should be able to answer this question better at the end of the semester)

How can e business technologies enable a firm to move from a push to pull supply chain strategy (or alternatively move the push pull boundary upstream)? (Note: You should be able to answer this question better at the end of the semester)

Class 1 - Part 2 - Topic: E Procurement

Objectives: At the end of this class you should:

- " Know the difference between procurement operations and strategic sourcing.
- " Be able to apply the four quadrant approach to classifying purchased goods.
- " Know the benefits of e procurement.
- " Understand the different e procurement alternatives that a firm faces.
- " Identify the types of goods that can be sourced by various e procurement alternatives.

Readings:

Chapter 2, pp. 92 - 93, 177, 214 - 217 (T)

Outline 4 - Purchasing and Strategic Sourcing (R)

Price Waterhouse Coopers E-Procurement: Fastest Return on Your E-Commerce Investment (H)

Optional: Strategic Sourcing: Applications to Turn Direct Materials Procurement into a Competitive Advantage (Stephens SCM Sourcing) (W).

Assignment:

What are the benefits of e procurement?

What is MRO?

What is maverick spending?

Why are catalogues and how do they affect the nature of the e procurement site alternative?

Food for thought:

Why is e procurement one of the first e business initiatives taken in a company? .

What type of purchased goods are most likely to be source through the web? Why?

Compare and contrast the e procurement strategies of a company you are familiar with and GE Lighting. How are they different? How are they similar? Why do you think these differences exist?

Class 2 Part 1: Nov. 1, 2002

Topic: Portals and Exchanges: Optimization and Collaboration

Objectives: At the end of this class you should:

- " Know the basic terminology and types of market exchanges.
- " Understand the value proposition of each type of market exchange.
- " See how optimization and collaboration in the supply chain is enabled by portals and exchanges.
- " See how these principals are applied in the purchase and management of transportation services which can be bought and managed over the internet.
- " Know how market exchanges in transport have evolved into freight exchanges providing value added services.
- " How Transportation Management Systems work and their major functionalities.
- " Explain how companies are collaborating and optimizing across the supply chain
- " Understand the concepts of supply chain visibility and event management

Readings:

Chapter 3, skim Chapter 4, pp. 46 - 49, 121-122, 170 - 178, 202 - 222 (T)

Outline 6 - Freight and Logistics Market Exchanges: Opportunity and Challenge for the Transport Industry (R)

Logistics.com case study presentation (H)

Pompeo, L. and M. Goulmy (2001) Analyzing e-business in freight transport and logistics American Shipper (Sept.) pp. 64, 66, 68 ,70 (H).

Real World Integration of Trading Partners in Electronics Manufacturing (Avicon/NMS/SMTC case study) (R)

Achieving Global Inventory Visibility in Today s Extended Supply Chain (R)

Optional:

The Rise and Fall of the Trading Exchange Logility (2001); Monograph. (W)

Collaboration: The Key to Unlocking Your Competitive Advantage (W)

The Dating Game Logility (2001); Monograph. (W)

Download and read Murphy, J.V. (2001) Sourcing Strategic Materials Online Global Logistics & Supply Chain Strategies (Sept.) pp. 46, 48, 50, 52, 53, this article can be found at www.supplychainbrain.com. (D)

Private Marketplaces: Uncovering the Right Opportunity, Cap Gemini, Ernst & Young (W)

Bridge the Chasm Between Planning and Execution with Supply Chain Event Management (W).

Assignment:

What characterizes a private marketplace?

Why would a firm choose to use a private marketplace over a public marketplace site?

How is the ASP concept applied in freight exchanges?

There appears to be a trend for transport (freight and logistics) electronic market exchanges and electronic marketplaces to support process improvement in the supply chain (supply chain solution providers) in addition to simply providing a means for buying and selling. What is the basic problem with the traditional trading exchanges? How are the freight and logistics exchanges enabling integration, collaboration and optimization? Where do private exchanges fit into the picture?

Skim the case studies: Avicon-NMS-SMTC, Nistevo and identify at least one example in each case that demonstrates collaboration. How did technology enable the collaboration? What are the benefits of the collaboration?

Re Avicon case: How did e business technologies enable the electronics supply chain move from push to pull?

Is the information technology both a necessary and sufficient condition for success? If not, what are the other enablers?

How does commonality of components enable the supply chain to be more efficient?

How was demand planning improved in the electronics supply chain?

Food for thought:

Log on or collect information about a marketplace or electronic exchange that support electronic procurement or supports supply chain transactions. What are the characteristics of the marketplace with respect to private/public, supplier or buyer or neutral site, value proposition and how freight or delivery is made.

Some sites that I am familiar with:

www.freightmatrix.com

www.dat.com (Transcore)

www.nte.com

www.clicklogistics.com

Is information technology such as the Internet, sufficient for collaboration? Why or why not?

Class 2 - Part 2 - Order Fulfilment Strategy

Objectives: At the end of this class you should:

- " Know the differences in fulfilment requirements for on line versus traditional brick based business.
- " Know the fulfilment alternatives for on line businesses.
- " Understand some of the criteria and advantages and disadvantages for selection of the alternatives.
- " Know how one company choose it s fulfilment alternative and the reasons why.
- " Understand the importance of a Warehouse Management System in the fulfilment process.
- " Reviewed the business strategy or model of an on line company and understand the importance of fulfilment in that model.
- " How Warehouse Management Systems work and their major functionalities.

Readings:

Chapter 4 (especially pp. 113-121) and 8 (T)

Outline 5 - E Fulfillment (R)

Ricker, F.R. and R. Kalakota (1999) Order Fulfillment: the Hidden Key to E-commerce Success Supply Chain Management Review (Fall.) pp.60-69 (H)

Wohlwend, M. and D. Childs e-Fullment Cooking.com and Catalyst warehouse management systems (R).

Optional: Cooke, J.A. (2001) Pots of gold Logistics (Sept.) pp. 61, 63, 65 (H).

Mann, R.E. (1999) e-Fulfillment: The Critical Success Factor in e-Commerce Supply Chain Management Review Global Supplement (Fall.) pp. 21-24 (H).

Assignment:

What are the key logistics or supply chain processes that need to be managed in fulfilling on line orders?

What are the alternative fulfilment strategies available to online companies?

What are the significant differences between them?

Look up and familiarize yourself with www.cooking.com

What seem to be the success factors for cooking.com.

What does WMS stand for? How can it help an on line company fulfill orders effectively and efficiently?

Food for thought:

How is e fulfilment for an on line company different from a traditional bricks company?

What are the advantages that a click firm has with respect to logistics costs when compared to a brick firm? What are the disadvantages?

How do fulfilment strategies differ between different types of on line companies. As an example, how do the e fulfilment strategies differ between cooking.com and a local on line grocery company? (But you can pick any two)

What are the underlying factors that led to different fulfilment strategies between these two types of business?

Class 3, Part 1 - Nov. 8, 2002

Topic: Logistics and Supply Chain as the On-line Business Model: the Case of on Line Grocery Retailing

Objectives: At the end of this class you should:

- " Know the alternative business models of on line grocery business.
- " Understand the economics of the on line grocery business.
- " Understand why different companies chose it s fulfilment alternative and the reasons why.

Readings:

Claude Germain Grocery Gateway: Lessons from the Trenches (2001) (R)

Carneal, T (2001) Eyes Wide Shut? Food Logistics (Sept.) pp. 23-24, ; article. (H)

Optional:

Murphy, J.V. (2000) Webvan: Rewriting The Rules On Last Mile Delivery Global and Logistics & Supply Chain Strategies (Aug.) pp.38, 40, 42, 44, 45, 46, 47; article (H)

Kane, S (2000) Peapod s Virtual Supermarket Supply Chain Management Review (March/April.) pp. 44-50; article (H)

Assignment:

Access the web site of Grocery gateway and examine the:

- Ordering process and policy
- Delivery policy
- Business model (from corp. descriptions)

We are going to see quick.com. What questions would you seek to have answered during the tour?

Food for thought:

Evaluate the business model of GroceryGateway especially with respect to its fulfillment strategy. Compare and contrast the approach taken by GroceryGateway to that taken by WebVan or PeaPod or Grocery Works. What lessons can you learn from each of the others that might be (or have been) applied to GG?

Briefly summarize the business model of Grocerygateway or WebVan or PeaPod or Grocery Warehouse. Assume you have been asked to provide an analysis of [xxx] in order to determine whether to provide it with additional venture capital financing.

Provide a critique of [xxx] prospects for success with particular focus on it s ability to fulfill orders profitably. This should be based on your exposure to other on line grocery businesses as well as the application of your studies in business.

What are the four differentiation points as defined by Gws?

Guest speakers: David Rankin and Richard Kobayashi, UBC Building a Foundation in E

Procurement

Class 4, Week of Nov. 15, 2002

Field trip to Quick.com.

Review On line grocery notes to prepare questions for tour.

Access Quick.com web site and familiarize yourself with the ordering process.

Note that this field trip accounts for 2.5 hours of a class. 1 hour is made up in an earlier class.

Optional: Pethick, P.C. (2001) Pick Pack Pro: Grocery Gateway benefits from innovative fulfillment savvy Materials Management & Distribution (Oct.); download from www.mmdonline.com, search Archives, entering title of article.

Class 5, Nov. 22**Topic: Pull Supply Chain and Virtual Networks****Objectives:**

At the end of this class you should understand how the internet has enabled more companies to adopt pull supply chains and create virtual supply chains,

Readings:

Chapter 5, pp. 87 - 93 124-127, 156-158, 159-163, 179 - 182, 223 - 227.

Outline 8 From Coordination to Integration to Collaboration Part B (R)

Bowman, R.J. (2000) At Cisco Systems, The Internet Is Both Business And Business Model Global logistics & Supply Chain Strategies (May) (H)

The Future of the Networked Company (H)

Optional: E Logistics 2000 Re-Thinking the Supply Chain (W)

Assignment:

How does Ford seek to transform itself?

What role does the internet play?

How are the principles and benefits of a pull system demonstrated by this new system?

How is the virtual manufacturing model apply by Cisco?

Describe CISCO s virtual manufacturing model (or networked supply chain) and indicate how CISCO is a network orchestrator rather than an economic web operator .

What is the role of information technology in the networked company? Is it both a necessary and sufficient condition for success? If not, what are the other enablers?

Is there a future for the networked company?

How does the economic web and network orchestrator differ? How do these two concepts compare with the difference between public and private exchanges?