



## **Program Description**

### **Master of Science in Supply Chain Management And the Graduate Certificate in Supply Chain Management**

The Web-based Master of Science in Supply Chain Management (MS-SCM) is designed for high-performing managers and executives who have an established track record of success in one or more of the functions included in supply chain management. Participants gain advanced expertise needed to help their sponsoring firms progress to world class supply chain management status, with significant improvement in their firms' profitability.

This 36-unit program consists of two phases. Phase I of the program is the Graduate Certificate in Supply Chain Management (GC-SCM). Students have the option of completing Phase I only and receiving a Graduate Certificate in Supply Chain Management. Upon successful completion of Phase I (GPA 3.0 or higher), students may matriculate into Phase II and complete the MS-SCM.

The MS-SCM program is offered online in a lock-step, cohort-based format and requires 26 months for completion. There is a two month break between Phase I and II, which each require one year for completion. This break allows students time for reflection and rejuvenation. The delivery format employs a blended approach to learning, whereby students spend 11 days on campus per year and complete the remainder of the instruction via online learning. The regular online interaction makes it possible for students to interact with their instructors and fellow students in a user friendly manner.

Phase I encompasses an 18-unit curriculum that integrates the three legs of supply chain management: supply management, logistics, and operations. Phase II, which requires an additional 18 units, expands on these principles adding emphasis in law and ethics, leadership, organization change management, supplier development, global supply management, finance, and marketing. Both Phases are designed to blend proven concepts with contemporary best practices found in successful businesses and governments throughout the world.

## Program Learning Objectives

At the completion of this program, students who have mastered the curriculum will be able to:

### Phase I

- Demonstrate their understanding of the principles of world class supply chain management.
- Identify gaps between their organizations' processes and world class processes.
- Demonstrate teamwork and team leadership skills.
- Plan for and conduct negotiations successfully and ethically.
- Apply project management practices to "real world" problems.

### Phase II

- Demonstrate mastery of the principles of world class supply chain management.
- Demonstrate success as an ethical leader in supply chain management.
- Develop suppliers to be high performance contributors to their common supply chain.
- Be agents of successful, ethical change, through planning and implementation of a significant change.
- Be able to successfully deal with uncertainty in the management of supply chains.

## Distinguishing Features

### Integrative Project

The custom focused integrative project is the cornerstone of both Phases. The project in Phase I addresses a gap between best-in-class practices as developed in the course work and current practices at a sponsoring organization. The advanced integrative project in Phase II requires students to apply knowledge gained in coursework in leadership, change management, and ethics to a real world gap between world class practices and a sponsor's practices.

The sponsored project is the vehicle for applied learning and it provides the link between theoretical and applied learning. In addition to the learning resulting from successful project completion, sponsoring organizations receive a positive financial return on their tuition investment. Individuals who are not sponsored by their firms or who do not have internal executive level support for the integrative project are afforded an opportunity to either undertake a project at a nearby firm (usually a small business) or a master's thesis. The project director, together with the SCMI Director, facilitates these students in fulfilling the requirement of the Integrative Project course.

### Learning Portfolio

Many experiences in business and life in general are spontaneous and sudden, giving little time to learn from what has been experienced. The opportunity for retained learning increases when experiences are reflected upon and recorded. In addition to providing the student with a structured arena in which to draw insights from his or learning as well as a ordered yet flexible record of his or her learning, portfolio-based learning provides a student's employer with an easy-to-review compilation of the learning process, new skills and expertise gained through the program.

A portfolio is a collection of a student's learning, experiences and achievements during a period of educational activity. The portfolio for this program must be in an electronic file format. However, a portfolio can contain a wide variety of media including, but not exclusively: a log or diary, record of events, project reports, project research, audits and evaluations, case descriptions and analyses, papers students have read, observations and reflections, video extracts, audio files, photographs, programs/software/files, executive summaries.

## **Online Delivery**

All courses are web-based and delivered via WebCT, the web course management tool employed by the University of San Diego. Students have access to all the necessary course and program information 24/7. The syllabus, course content, online resources including the online USD library, discussion areas, assignment drop boxes, message center, and calendar are provided to students at least one week prior to the start of a course. Asynchronous discussions are preferred to live chats, allowing students to access the course at a time that is convenient for them. The regular interaction makes it impossible for students to remain anonymous. Students often make deeper connections with their online colleagues than in the brick-and-mortar classroom. Please visit our website for a course demonstration:

<http://www.sandiego.edu/scmi>

The online format allows organizations to sponsor participants from multiple locations and reduce time lost going to and from physical classes. The physical face-to-face benefit of education is not completely lost due to the three residence programs conducted on campus at the University of San Diego for each phase. The online format is designed specifically to meet the needs of working professionals and their organizations. The format also reflects the evolution in the workplace towards virtual teamwork and collaborative learning, which are critical to the success of the program-spanning project. The project is designed to provide a positive return on investment for sponsoring organizations. Qualified individuals not having direct tuition-reimbursement or corporate sponsorship also are welcome.

## **Course Requirements** (see pages 4 – 7 for descriptions)

### **Phase I (GC-SCM)**

- MSCM 551 Supply Management (3)
- MSCM 552 Operational Processes (3)
- MSCM 553 Logistics & Supply Chain Systems (3)
- MSCM 554 Strategic Cost Management (3)
- MSCM 555 International Negotiations (3)
- MSCM 558 Project Management Principles (2)
- MSCM 559 Integrative Project (1)

### **Phase II**

- MSCM 571 Leadership & Ethics for Supply Chain Managers (3)
- MSCM 572 World Class Supplier Development (2)
- MSCM 573 Organization Change Management (2)
- MSCM 574 Global Supply Management (1)
- MSCM 575 Law, Ethics & Contracts for Supply Chain Management (2)
- MSCM 576 Finance for Supply Chain Managers (1)
- MSCM 577 Marketing in a Supply Chain Management Context (1)
- MSCM 578 Value Network Management (3)
- MSCM 599 Advanced Integrative Project (3)

## On-Campus Sessions

### Phase I

**Residence I (Introduction).** This four-day introduction identifies the skills necessary for successful completion, explains how courses will be presented throughout the year and introduces the first two courses (Supply Management, Operational Processes) and the two year-long spanning courses (International Business Negotiations, Integrative Project). Topics include presentation design and delivery, IT proficiency, use of library databases, report writing, negotiation case analyses, active listening, team building, the active learning portfolio, demand management, logistics, working as a member of a group, use of simulations, self assessment inventories, and the use of WebCT technology.

**Residence II (Mid-Program Assessment).** This four-day session, which occurs approximately 6 months after the first residence session, provides an opportunity to address several issues: progress, challenges and lessons learned on the projects; face-to-face negotiations; and introduction of the remaining instructors and courses (Supply Chain Systems, Strategic Cost Management).

**Residence III (Conclusion).** This three-day session provides an opportunity for additional face-to-face negotiations, team presentations on projects, and a semi-formal dinner at which the certificates of completion are awarded.

### Phase II

**Residence I (Introduction).** This four-day program provides the opportunity to explain the overall program structure for the year, introduce the initial courses, and identify the skills necessary for successful completion. Topics include a refresher on the use of WebCT and the library databases, team building, and the active learning portfolio. Five of the program courses (Leadership & Ethics for Supply Chain Managers, World Class Supplier Development, Organization Change Management, Value Network Management and the Advanced Integrated Project) are introduced. A simulation in supply chain leadership is conducted.

**Residence II (Mid-Program Assessment).** This four-day session, which occurs approximately 6 months after the first residence session, provides an opportunity to address several issues: progress, challenges and lessons learned on the projects; lecture and presentations on developing and managing alliances (a component of the Value Network Management course); and introduction of the remaining instructors and courses.

**Residence III (Graduation).** This three-day session provides an opportunity for closure on the Value Network Management course, which requires the students to come prepared to negotiate time-lines, personnel requirements, and financial resource requirements with a team of faculty, who will be role playing senior executives. This final residence also provides an opportunity for the final team project presentations and a semi-formal dinner at which the certificates of completion of degree requirements are awarded. This assumes all work has been found satisfactory.

## Course Descriptions

### **MSCM 551 Supply Management (3 credits)**

Examines the challenges of integrating the members of an organization's supply management system. Such improvements reduce time-to-market and improve quality and the inflow of technology from the firm's supply base, thereby increasing market share and profitability. These improvements also result in reductions in the total cost of ownership for purchased materials, services, and equipment. Addresses supply management's role in: social responsibilities, buyer-supplier relationships, ethics, cross-functional teams, quality, price and cost analysis, methods of compensation, total cost of ownership, the development of requirements, acquisition of services and equipment, outsourcing, global sourcing, post-award activities, and legal issues.

### **MSCM 552 Operational Processes (3 credits)**

Examines operational processes of the supply chain from acquisition of materials through conversion to physical distribution of goods and services. Topics include workflow systems, inventory systems, quality systems, production systems, logistics systems, cost estimation, optimization, and continuous improvement. Common business processes and business skills addressed include: production planning, workflow scheduling, cost estimation, resource allocation, work methods design, inventory management, and continuous improvement methods.

### **MSCM 553 Logistics & Supply Chain Systems (3 credits)**

Provides an understanding of supply chain dynamics and analytical methods used to analyze, plan, and manage supply chain operations. Topics include: e-commerce, supply chain problems and issues, analytic techniques and applications used to address supply chain planning and management, and a comparative foundation of current industry applications, their benefits, and limitations.

### **MSCM 554 Strategic Cost Management (3 credits)**

Investigates the highly dynamic, timely, and little understood area of cost management in the supply chain. Promotes cost reduction as a critical tool in competitive business strategy redirecting emphasis from price to the total cost of ownership. Identifies costs throughout the supply chain system and methods of measuring costs and determining cost drivers. Develops written strategies on reducing/managing costs.

### **MSCM 555 International Negotiations (3 credits)**

Addresses the art and science of negotiation with the "science" learned through readings and the "art" learned through experience gained in simulated negotiations. These negotiations frequently are set in a foreign country, exposing participants to nuances of conducting business abroad. These mock or simulated negotiations are conducted both on-line and during the residence sessions held on campus.

### **MSCM 558 Project Management Principles (2 credits)**

The integrative project is a core element of the Graduate Certificate and the Master of Science in Supply Chain Management. The ability to apply project management knowledge, tools and principles to the effective execution of process improvement or system implementation projects is central to modern supply chain management. This course provides students with the foundational capabilities required to be effective project managers in a supply chain context. Topics addressed include team formation, team sponsorship, and team governance, developing charters, project management, quantifying financial impacts, and presentation skills.

### **MSCM 559 Integrative Project (1 credit)**

Each candidate identifies a sponsor-based supply management or supply chain-related project to complete during the certificate program. Projects are approved by management of the sponsoring organization and the Director, SCMI, and have the potential of contributing significantly to the sponsor's bottom line. The project may be conducted in a team environment if the project value exceeds the combined tuition of the team members.

**MSCM 571 Leadership & Ethics for Supply Chain Managers (3 credits)**

Addresses leadership to build collaboration in supply chains. Students will learn to: identify forces that support or destroy collaboration, discover ways of discerning the perceptions of others, uncover attribution errors, create an arsenal of ethical strategies, identify areas where new human alliances need to be created, and build a learning journal. Topics addressed include: foundations of ethical leadership, diversity and inclusion, comparative leadership and management, international cultural context of leadership, leadership in a team-based context, and leadership and the learning organization.

**MSCM 572 World Class Supplier Development (2 credits)**

Supplier development consists of the process and activities that a buying firm undertakes to improve a supplier's performance and capabilities to meet the buying firm's supply needs. Buying firms use a variety of activities to improve supplier performance including: assessing suppliers' operations, providing incentives to improve performance, instigating competition among suppliers, and working directly with suppliers, either through training or other activities. Topics addressed include: strategic perspectives, supplier development process, supplier development enablers, barriers to supplier development, and world-class supplier development.

**MSCM 573 Organization Change Management (2 credits)**

Supply chain management organizations support the overall objective of a smooth flow of quality products, services, and information to optimize end customer satisfaction. This course focuses on organizational change in relationships, structures, communications systems, and culture. Topics addressed include: business process reengineering, diagnosing change, managing change, change leadership, organizational and culture behaviors, organizing for change, and change implementation.

**MSCM 574 Global Supply Management (1 credit)**

World Class Supply Management<sup>SM</sup> requires active participation in the global marketplace. While many processes and practices are the same nationally and globally, many nuances exist when dealing with a global supply base. This course addresses these nuances, with a strong focus on cultural issues. Topics addressed include: global management perspectives, supply channels, direct suppliers, currency exchange and payment, socio-economic and political alliances, and cultural issues involving social justice.

**MSCM 575 Law, Ethics & Contracts for Supply Chain Management (2 credits)**

Ethics, diversity, and legal issues are of paramount concern to organizations that operate in today's global environment that pits supply chain against supply chain. Proactive companies recognize that striving for diversity and maintaining ethical policies and actions help enable world class supply chain management. Topics addressed include: diversity suppliers, protecting the physical environment, workplace values, ethics in business, contract formation, and the legal context of SCM.

**MSCM 576 Finance for Supply Chain Managers (1 credit)**

Supply Chain Managers require knowledge of finance to enable analysis of projects, justification for proactive investments, and estimation of supply chain costs. Topics addressed include: the motivators of finance professionals, time value of money, net present value, internal rate of return, working capital management, financing inventory, financing capital equipment, international finance, hedging, and options.

**MSCM 577 Marketing in a Supply Chain Management Context (1 credit)**

The course introduces marketing in the context of effective management of the firm's supply chain. Supply Chain Managers require knowledge of marketing in order to develop, evaluate, and implement effective supply chain strategies. Topics addressed include: the motivators of marketing professionals, the marketing environment, life cycle strategies, market segmentation, market intelligence, product design, branding, packaging and services, and international marketing.

**MSCM 578 Value Network Management (3 credits)**

This course begins by analyzing present day relations between customers and their suppliers at all levels. It then addresses the theories and mechanics involved in the development and management of buyer-supplier alliances. The third phase of the course addresses the complex nature of buyer-supplier networks, supply families, and virtual corporations. Students will learn about strategic sourcing, public sector sourcing, subcontract administration, developing and managing buyer-supplier alliances, and developing and managing networks, supply families, and virtual corporations.

**MSCM 599 Advanced Integrative Project (3 credits)**

The advanced integrative project is a sponsor-based, supply chain-based project. Projects are approved by management of the sponsoring organization and the Director of SCMI and have the potential of contributing significantly to the sponsors' bottom lines. The projects may be conducted in a team environment if the project value exceeds the combined tuition of the team members. Topics addressed include: team formation, developing charters, project management, quantifying financial impacts, and presentation skills.

## Admission Requirements

To provide flexibility to our prospective students, two application pathways are possible:

1. Apply to the Graduate Certificate in SCM program with the intention to matriculate into the MS-SCM or the MSGL. The intention to matriculate must be clarified in the Statement of Purpose at the time of application. A 3.0 GPA in the Graduate Certificate is required to matriculate. If a 3.0 is not attained, a satisfactory score on the GMAT is required for matriculation.
2. Apply to the MS-SCM program directly. A satisfactory score on the GMAT is required. Acceptance to the MS-SCM includes acceptance to the GC-SCM program, as it is the first year of the MS-SCM. We offer this as some companies will not reimburse their employees for a certificate program, but will reimburse for a Master's program.

Basic admission requirements include:

- Minimum two years work experience in a supply chain management related capacity within an organization
- Bachelor's degree from an accredited college or university
- Satisfactory GMAT Score (only applicable to option #2)
- Currently acting in a supply chain management related position
- Expected to continue to serve in a supply chain management related position within an organization throughout the program
- Additional screening related to the assessment of academic competence is typical of that found for entry into most business graduate degree programs

In addition, candidates will be expected to provide:

- College/University Transcripts – applicants must submit one official transcript in a sealed envelope from each college/university attended. This includes junior/community colleges, transfer units from study abroad programs, summer courses, and/or graduate work. Transcripts from any and all course you have taken since high school must be submitted.
- Two recommendations from the applicant's supervisor, a colleague, direct report or university professor (only one recommendation is required for option #1)
- Statement of Purpose – an essay explaining why the applicant is interested in the MS-SCM program and what the applicant will do with the skills developed
- A resume describing work experience to date

## International Students

International students who possess an L-1 (business) visa or a J-1 Short Term Scholar Visa may be admitted to the GC-SCM or the MS-SCM. This limitation is due to rules and regulations of the US Bureau of Citizenship and Immigration Services regarding online and distance education. International students may also apply to the on-campus MBA with a Supply Chain Management Emphasis. The TOEFL exam is also required. Please visit the [International Student Information](#) webpage for further information.