ISM 125/225: MOT II: Homework 1

Supply Chain Basics

Reading: C&M, SCM, Third Edition, Chapters 1, 2, 3; 16.1, 16.2

Problems (due Thursday, 13 Jan., 2011):

In general, the solution for each problem below should proceed in the following stages: (1) define the problem; (2) plan the treatment of the problem, i.e., the way in which you are going to structure your analyses in order to solve the problem, etc.; (3) execute the plan; (4) draw conclusions (e.g., “what was the point of the problem”, etc.).

1. SCM software vendors:
   • A. How large ($, % annual growth rate) is the SCM enterprise-software market?
   • B. Do a competitive analysis of the business landscape for SCM enterprise-software using Porter’s five (six) forces framework.
   • C. Then, characterize the competitive strategy of the major firms competing in this space.
   • D. If you were to enter this space, i.e., be a “new entrant”, what would your strategy be? Explain.

2. Supply chain strategy for digital camera manufacturers:
   • A. Do a competitive analysis of the business landscape for digital cameras using Porter’s five (six) forces framework.
   • B. Then, characterize the competitive strategy of the major players using the 2x2 grid of “strategic target” and “source of competitive advantage”.
   • C. What should the corresponding supply chain strategy of each player be in order to achieve the “right” fit with the player’s competitive strategy?
   • D. Develop a supply chain network for a digital camera.

3. The “world car” (for the Project Team and in-class discussion): Your firm has been asked to design a cheap affordable car for the whole world. How would you use the ideas/framework/tools from MOT I (ISM 105/205) and MOT II (125/225) to solve this problem. Each team should come to class with solution(s) for discussion in class on Tuesday.

4. D 1.2 (discussion problem 2 in Chapter 1)
5. D 1.5, 1.6

6. Advanced Excel skills: Define a “spread-sheet” problem of interest to you, and use it to first test/assess your current level of proficiency in Excel, and then improve your Excel skills.

Project Proposal (due Tuesday, 11 Jan 2010):
Prepare a 3-5 page project proposal for the design and management of the supply chain for the product that you developed in ISM 105/205. Then meet with the instructor on Tuesday, 1/13, to discuss your proposal. Be sure to include the following in your proposal:

• A preliminary time-phased project plan, including roles and responsibilities of each team-member. This plan will be revised over the course of the project.
• A preliminary specification of the supply chain network for your product (see problem 2D above).
• (Appendix) A thorough assessment of the team project work in ISM 125: What did the team do well? What were some of the challenges and bottlenecks to getting quality work done in a timely manner? In what concrete ways does the group plan to improve both the quality of the work, as well as the efficiency of execution of the work? Etc.