

Logistics Management: MKT 527

Time: TBD

Instructors: TBD

This course will meet 3 hours for twice a week

This course consists of three modules, each representing one-third of the student's final grade.

- Leadership
- Contract Law
- Logistics Management & Strategy (course capstone)

LOGISTICS MANAGEMENT SCHEDULE

(tentative and subject to change)

Leadership Module:

Week 1, Class 1, Date TBD

Welcome and overview; BN Prez: Leadership: A Synthesis

Guidelines, Lee Paper (**Paper is due two weeks after this module**)

Week 1, Class 2, Date TBD

Article review, Kotter;

Lecture and discussion (L&D), Yukl

Chapter 1: *The nature of Leadership*

Chapter 3: *Leader behaviors*

Week 2, Class 3, Date TBD

L&D, Yukl

Chapters 8 & 9: *Power and Influence*

Chapter 14: *Teams/work and Group Dynamics*

Week 2, Class 4, Date TBD

L&D, Yukl

Chapters 11, 12 & 13: *Theories of Leadership*

Week 3, Class 5, Date TBD

Examination distributed: Due in one week

L&D, Yukl

Chapter 18: *Leader Development*

Chapter 19: *Overview and Integration*

Contract Law Module:

Week 3, Class 6, Date TBD

Contract law

Week 4, Class 7, Date TBD

Contract law

Week 4, Class 8, Date TBD
Contract law

Week 5, Class 9, Date TBD
Contract law

Logistics Management & Strategy Module:

Week 5, Class 10, Date TBD
Lecture: On corporate strategy & policy, and case analysis

Week 6, Class 11, Date TBD
Case analysis

Week 6, Class 12, Date TBD
Case analysis

Week 7, Class 13, Date TBD
Case analysis

Week 7, Class 14, Date TBD
Case analysis

Week 8, Class 15, Date TBD
Program overview

**Leadership Module
Time TBD
Instructor: TBD**

Office: TBD

Office Hours: TBD

Phone: TBD

E-mail: TBD

Classroom: TBD

Course Material:

Yukl, Gary (1998), *Leadership in Organizations* (Fourth Ed.), Upper Saddle River, NJ: Prentice Hall.

Crocker, H.W. III (1999), *Robert E. Lee on Leadership*, Rocklin, CA; Prima Publishing.

Freeman, David. H. (2000), *Corps Business: The 30 Management Principles of the U.S. Marines*, New York: Harper Business.

Readings packets will be required. Minimally, it will include Kotter (*HBR* '90).

Course Objectives:

- To understand the leadership process.
- To exhibit leadership behaviors across a variety organizational settings.

Evaluation:

Examination:

Max possible score: 400 points

Weight: 40%

Paper, Lee book:

Max possible score: 600 points

Weight: 60%

Totals:

Max possible score: 1000 Points

Weight: 100%

Grading:

97% and above, A+

94-96, A

90-93, A-

87-89, B+

84-86, B

80-83, B-

77-79, C+

74-76, C

70-73, C-

60-69, D

Below 60, F

Examinations: There will be one examination. It will be a take home essay test. It will be distributed on the last night of the leadership module and will be due seven days later.

Paper: Robert E. Lee was an extraordinary man in every dimension of his life — as a businessman, as the commanding general of the Army of Northern Virginia, and as a scholar/administrator of what has become Washington and Lee University. You will read Crocker's book on Lee. You will then write a paper that links Lee's perspectives on leadership to contemporary organizations. I shall provide guidance on content and format. The paper will be due two weeks after the leadership module ends.

Readings: Please read **Corps Business** in its entirety before the leadership module begins. Be prepared to discuss its relevance to theory and its potential for application in a variety of contexts. Separately, the syllabus sets forth dates on which we will discuss selected articles.

DETAILED TOPIC LISTING **(Leadership Module)**

Kotter article

- Difference between leaders and managers
- Leader visions
- Leadership as a process
- Motivational techniques

Chapter 1: The Nature of Leadership

- Definitions and overview of leadership research
- Levels of analysis

Chapter 3: Effective Leader Behavior

- Ohio State studies
- Behavioral research
- Implications of task and relational behaviors

Chapters 8 & 9: Power and Influence

- Power types and sources
- Implications of positional and personal power
- How power is acquired and lost
- Influence types and tactics
- Guidelines for development and exercise of power

Chapter 14: Leadership in Teams

- Nature of self managed teams
- Cross functional teams
- Facilitating conditions
- Guidelines for team building

Chapters 11, 12, 13: Theories of Leadership

- Contingency theories
- Charismatic leadership
- Transformational leadership

Chapters 18 & 19: Leader Development and Overview

- Leadership training programs
- Design
- Techniques
- Developmental opportunities
- Summary of research findings
- Toward an integrative framework

Contract Law Module
Time TBD
Instructor: TBD

Office: XXX
Office Hours: XXX
Phone: XXX.
E-mail: XXX
Classroom: XXX

Textbook: Cross and Miller, West's Legal Environment of Business.

Module Description and Objectives: The module will provide a basic overview of commercial and contract law issues useful in conducting business transactions. To describe how general rules of law apply to organizations in the area of contracts.

Evaluation:

Exam (essay based)	50%
Contract law report	50%

DETAILED TOPIC LISTING
(Contract Law Module)

Contracts Part I

- Elements of contract law
- Types of contract law
- Agreement
- Consideration
- Capacity
- Legality
- Statute of Frauds
- Third party contracts

Contracts Part II

- Performance and discharge
- Breach of contract
- Remedies

Logistics Management & Strategy (Capstone) Module
Time TBD
Instructor: TBD

Office: XXX
Office Hours: XXX
Phone: XXX.
E-mail: XXX
Classroom: XXX

Case Reading Package: The specific cases selected will vary from semester to semester. Sample case that may be required include:

<u>Case</u>	<u>Case Subject Matter</u>
Barilla Spa (A)	The bullwhip effect, inter-organizational systems, centralized inventory decision-making in the channel.
P&G: Improving Consumer Value Through Process Design	Ordering systems, logistics performance measurement, centralized inventory decision-making, the impact of price.
Dell Online	Pull systems, e-commerce
Ford Motor Company: Supply Chain Strategy	Industrial purchasing, partner conflicts
Delivery Problems at Arrow Electronics (A)	Order management, cause analysis
Arrow Electronics	E-commerce, channel disintermediation
FedEx Corp.: Structural Transformation Through E-Business	Virtual supply chains, the role of information in supply chains.
Pioneer Hybrid International	Production planning, forecasting, assessments of safety stock, supply management in agribusiness firms

Module Description and Objective: The module objective is to reinforce what the student's have learned throughout the certificate program. This will be accomplished first by discussing the role, purpose, and scope of strategy and policy in general and of the connection of strategy to logistics and supply chain management and second through the analysis of logistics-related cases. Through cases analysis, students will also be exposed to decision-making in complex environments and situations.

Evaluation:

Participation and preparation: 70%
 Written case analysis (3 x 10%) 30%

Grading: 97 and Above, A+ (4.0); 94 to 96, A (4.0); 90 to 93, A- (3.7); 87 to 89, B+ (3.3); 84 to 86, B (3.0); 80 to 83, B- (2.7).