



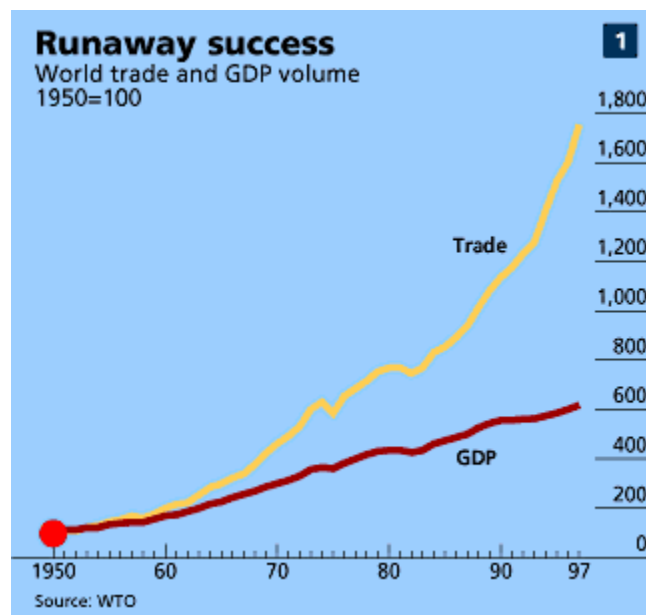
Syllabus

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International Logistics

There is little doubt that the global shopping mall is emerging. People who live *here* will buy goods produced *there*.

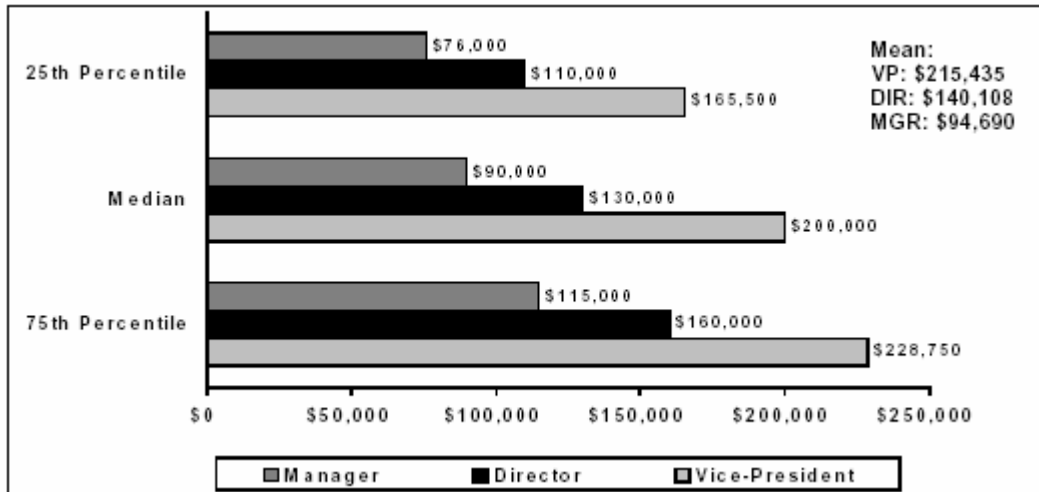
According to The Economist¹ global trade has grown 16-fold since 1950, far outstripping the growth in GDP. It is freer than at any time since before the First World War, and possibly freer than ever. The World Trade Organization is an increasingly popular club: its membership now stands at 132, with another 30-odd expected to join.



This cannot happen without people with knowledge, skills, and experience involved in making sure the *right* product gets to the *right* person at the *right* time at the *right* place, and at the *right* price and condition. International logistics is at the heart of what goes on in the world. And the ability to have an understanding of the world has never been more important than it is now.

Logistics provides attractive compensation according to The Ohio State University 2001 Survey of Career Patterns in Logistics.

¹ <http://www.economist.com/surveys/showsurvey.cfm?issue=19981003>



This course is about equipping you with knowledge and skills necessary for seeking and obtaining an important role in international logistics.

I have extensive international business experience gained through a 36-year career with IBM helping companies around the world improve their performance in logistics. I am affiliated with the *Council of Logistics Management*, the premier professional logistics organization in the world, and currently serve as the Program Chairperson for the New York/Connecticut chapter.

Objective

The purpose of this course is for you to develop skills in and knowledge of international logistics in the following areas:

1. Issues. Issues are essential points associated with the subject that need to be discussed, understood and analyzed, and resolved.
2. Players (i.e., companies, firms, associations, regulatory authorities) and their roles.
3. Physical flow, information flow and associated decisions, and financial flow.
4. Physical facilities and equipment.
5. Sources of information about the field of international logistics.

At the conclusion of this course you should:

1. Have skills and knowledge sufficient to discuss these topics at a high level with other interested parties (e.g., executives in international logistics firms).
2. Have sufficient knowledge to begin to consider whether a career in international logistics is of interest.

This course will aim to be contemporary. My responsibility is to lead a discussion relative to current issues in international logistics and for you to stay abreast of these current issues.

Here's how I stay current.

Morning Read on the Internet.

1. Corante, Technical News <http://www.corante.com/>
2. CLO Express, Web Resources for Logistics Executives <http://cloexpress.com/>
3. CNN <http://www.cnn.com/>
4. E-Commerce Times, 24 Hour E-Business News and Analysis <http://www.ecommercetimes.com/>

5. The Economist <http://www.economist.com/index.cfm>
6. RefDesk, The Single Best Source for Facts on the Net <http://www.refdesk.com/>
7. British Broadcasting Service <http://www.bbc.co.uk/worldservice/index.shtml>
8. Infoworld, Information Technology <http://www.infoworld.com/>
9. New York Times <http://www.nytimes.com/>
10. The Weather Channel <http://www.weather.com/>
11. Computer, World Information Technology <http://www.computerworld.com/>
12. Wall Street Journal <http://public.wsj.com/home.html>

Daily newspapers; New York Times, Wall Street Journal.

Weekly news magazines; Business Week, The Economist

Weekly trade journals; Journal of Commerce, Traffic World

Other business magazines; Harvard Business Review, Sloan Management Review

Other trade journals; American Shipper

Methodology

The approach to this course will take the form of a moderated discussion. The schedule for discussion topics follows (see Schedule on page 7) and may be adjusted by your interest and current developments in the field. Suggested readings for topics will be provided and you are expected to come prepared on these matters.

Guest speakers will be used as appropriate.

The ability to take clear, accurate, meaningful notes is an important skill in the business world. You are encouraged to use this course to develop this skill.

Along the way expect to discover tools and techniques that can help you analyze opportunities in international logistics and other areas.

Text

Stock, J. R. and D. M. Lambert (2001). Strategic Logistics Management (4th Edition), McGraw-Hill.

Grading

You will be graded on the basis of your demonstrated ability to single out key issues, think critically about them, and express cogent and complete fact-based arguments emphasizing analysis, conclusion and recommendation.

Ability is demonstrated in two ways, class participation (oral) and written examination, and both are equally important. Communication will be judged on the basis of content, and the logic and clarity of expression. Please see Some Further Words Regarding Communication on page 8 for additional advice on communication.

Each class, save the first, the midterm, and the final will include 15 minutes for a written examination of the material covered in the prior class. See The 15 Minutes on page 4.

Basis for Grading

Participation

Participation is a matter of making relevant comments and asking relevant questions that lead to a deeper understanding of the matter at hand. Participation means collegiality (i.e., shared power and authority vested among colleagues), attention to and consideration of the viewpoints of others.

0 points – not showing up for class.

1 point – showing up, but not participating.

2 points – occasional participation.

3 points – consistent participation.

Maximum points is 39 over 13 sessions.

Participation includes, in addition to class, related out-of-class opportunities (e.g., conferences), participation in Blackboard Discussion Groups and side conversations with me. Class size and cultural affinity for and against participation is taken into account.

No one will be failed in this portion of the course if, for whatever reason, they did not participate in an active fashion. However, you must show up in class to be given this consideration.

The 15 Minutes

The 15 Minutes is a written examination at the beginning of each session regarding the material covered to date. It is intended to reinforce the learning and serve as a useful guide to your strengths and weaknesses to this point.

0 points – examination, for whatever reason, is not handed in.

1 point – examination shows a minimum acceptable understanding of the material.

2 points – examination shows a reasonable understanding of the material; can participate meaningfully in a discussion of the material.

3 points – examination shows an excellent understanding of the material; can lead a discussion of the material.

Maximum points is 36 over 12 sessions. There are 15 sessions schedule for this class. There will be no 15 Minutes on the first, midterm, and final session.

You have the option of spending 15 minutes prior to class on this writing. The document may be submitted to me via e-mail (which is preferred) or in class. In any event, the exercise is due prior to the end of the class in which it is assigned. The last 15 minutes of a class period will be retained, if need be, for the completion of The 15 Minutes. The gods look with favor upon those who do not need this time.

Midterm

The midterm will comprise questions selected from those chapters in Stock and Lambert that have been assigned as reading. Questions can also come from other material presented in class and a guest speaker.

0 points – no answer.

1 point – answer shows a minimum acceptable understanding of the material.

2 points – answer shows a reasonable understanding of the material; can participate meaningfully in a discussion of the material.

3 points – answer shows an excellent understanding of the material, can lead a discussion of the material.

You can expect 12 questions on the midterm. Maximum points are 36.

Final

The final examination will pose 12 questions asking you to apply your knowledge, skills and abilities in international logistics to an analysis of the West Coast Dock Lockout and Strike occurring in the fall of 2002. These questions will ask for your view on such things as:

1. Main Players: Their Roles and Responsibilities
2. Pre-Event Issues
3. The Event
4. Post-Event Issues
5. Impact of the Event on International Logistics
6. Choices for Dealing with the Event
7. Future Prospects

You will need to gather data in preparation for the final examination. After the midterm I will be more precise about what I have in mind.

0 points – no answer.

1 point – answer shows a minimum acceptable understanding of the material.

2 points – answer shows a reasonable understanding of the material; can participate meaningfully in a discussion of the material.

3 points – answer shows an excellent understanding of the material; can lead a discussion of the material.

You can expect 12 questions on the final. Maximum points are 36.

Use of Textbooks and Notes

Stock and Lambert², the textbook required for the course, and your notes may be used during discussions and examinations. You are expected to do your own work and use your own material. Please see A Note on Integrity on page 10.

Exercise in Keeping Current

The Exercise in Keeping Current is intended to assure that you are keeping abreast of relevant and significant issues in the marketplace as they relate to the material under discussion. This is accomplished by reading newspapers, trade journals, business magazines, textbooks and websites (see Pertinent Websites on page 10 for suggestions and you may wish to reread my comments on how I stay current). Conversations with experts are also encouraged (i.e., build and nurture your network of contacts). This exercise results in the preparation of a booklet taking the following form:

- Cover page – your name and contact details
- Issue pages(s) – each page identifies the issue (e.g., Mismatch of Supply Chain Cycle Times) and references the relevant chapters in Stock and Lambert as well as the session of the class in which this issue was discussed. Write a brief paragraph or two as to how each attachment (see below) is related to the issue. This paragraph should include a reference sufficient for the reader to find the attachment.
- Issue attachments – attached to each issue page is a complete clipping, photocopy, or print from a web site related to the issue. Underline or highlight those passages in the attachment supporting the points made in the summary paragraph.

² Stock and Lambert, *Strategic Logistics Management (Fourth Edition)*, McGraw-Hill (2001) ISBN 0-25-613687-4. On reserve in the Baruch Library.

Key (i.e., relevant and significant) issues will be identified in class.

This booklet is to be handed in at the beginning of the final examination.

0 points – the booklet, for whatever reason, is not handed in.

12 points – a minimum number of issues are covered in a somewhat off-handed manner.

24 points – all the key issues are identified, but the attachments are few in number; a minimum number of key issues are identified, but the attachments are comprehensive and compelling.

36 points – all the key issues are covered by a set of comprehensive and compelling attachments.

Use at least five different sources.

Booklet Example

See the sample provided separately.

Grading Grid

BILC S3 Grading Grid

Date	Class #	Topic	Participation	The 15 Minutes	Midterm	Final	Exercise in Keeping Current
1/29/2003	Class 1.	Introduction to the Course, and to International Logistics					
2/5/2003	Class 2.	An Overview of Logistics from the Simple to the Complex – 1					
2/12/2003	No Class - Lincoln's Birthday						
2/19/2003	Class 3.	An Overview of Logistics from the Simple to the Complex – 2					
2/26/2003	Class 4.	An Overview of Logistics from the Simple to the Complex – 3					
3/5/2003	Class 5.	Financial Control of Logistics Performance; Financial Flow in the Logistics Channel					
3/12/2003	Class 6.	Security in Logistics					
3/19/2003	Class 7.	Mid-Term					
3/26/2003	Class 8.	Customer Service					
4/2/2003	Class 9.	Supply Chain Management					
4/9/2003	Class 10.	E-Business					
4/15/2003	Class 11.	Logistics Strategies					
4/23/2003	No Class - Spring Recess						
4/30/2003	Class 12.	Guest Speaker on the Impact of the 2001 West Coast ILVWU/PMA Actions on Logistics Strategies					
5/7/2003	Class 13.	Culture Change					
5/14/2003	Class 14.	Guest Speakers on Careers in Logistics					
5/21/2003	Class 15.	Final					
Earned Points							0
Maximum Points			39	36	36	36	36
							183

You can always check your grades in the Baruch Blackboard. Grades will be posted by 5PM NYC time on the Friday following the class.

Baruch Grading Schedule

Grade	Grade Point Equivalent	Percentage Equivalent
A	4.0	93.0-100.0
A-	3.7	90.0-92.9
B+	3.3	87.1-89.9
B	3.0	83.0-87.0
B-	2.7	80.0-82.9
C+	2.3	77.1-79.9
C	2.0	73.0-77.0
C-	1.7	70.0-72.9

Schedule

Date	Day	Class #	Topic	Preparatory Reading
1/29/2003	Wed	Class 1.	Introduction to the Course, and to International Logistics	None
2/5/2003	Wed	Class 2.	An Overview of Logistics from the Simple to the Complex – 1	Stock and Lambert Chapters 1 (Logistics' Role in the Economy and the Organization) and Chapter 5 (Financial Impact of Inventory). Scan Chapter 6 (Inventory Management).
2/12/2003	Wed	No Class - Lincoln's Birthday		
2/19/2003	Wed	Class 3.	An Overview of Logistics from the Simple to the Complex – 2	Read Stock and Lambert Chapter 8 (Transportation) pp. 312-335, 342-346, and Chapter 10 (Warehousing) pp. 390-405, 421-422, 426-429.
2/26/2003	Wed	Class 4.	An Overview of Logistics from the Simple to the Complex – 3	Stock and Lambert Chapter 13 (Global Logistics)
3/5/2003	Wed	Class 5.	Financial Control of Logistics Performance; Financial Flow in the Logistics Channel	Stock and Lambert Chapter 16 (Financial Control of Logistics Performance)
3/12/2003	Wed	Class 6.	Security in Logistics	"Supply Chain Management under the Threat of International Terrorism" by Prof. Yossi Sheffi of MIT. It's available on the Internet.
3/19/2003	Wed	Class 7.	Mid-Term	None
3/26/2003	Wed	Class 8.	Customer Service	Stock and Lambert Chapter 3 (Customer Service)
4/2/2003	Wed	Class 9.	Supply Chain Management	Stock and Lambert Chapter 2 (Supply Chain Management)
4/9/2003	Wed	Class 10.	E-Business	Stock and Lambert Chapter 4 (Order Processing and Information Systems)
4/15/2003	Tue	Class 11.	Logistics Strategies	Stock and Lambert Chapter 14 (Global Logistics Strategies)
4/23/2003	Wed	No Class - Spring Recess		
4/30/2003	Wed	Class 12.	Guest Speaker on the Impact of the 2001 West Coast ILWU/PMA Actions on Logistics Strategies	None
5/7/2003	Wed	Class 13.	Culture Change	Stock and Lambert Chapter 15 (Organizing for Effective Logistics)
5/14/2003	Wed	Class 14.	Guest Speakers on Careers in Logistics	None

5/21/2003	Wed	Class 15.	Final	
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Course Materials

Course material, in addition to the Stock and Lambert text, will be posted on the Baruch Blackboard and become finalized for Wednesday evening's class no later than 5PM NYC time on the immediately preceding Monday. Do not expect me to provide additional copies of any of this material.

Contacting Me

James Drogan

Cell Phone: 203-829-3172

E-mail: jmsdrgn@mindspring.com

I will be available one hour before each class somewhere, yet to be decided, on the Baruch campus.

I will stay after class if required.

Note: the last train leaves Grand Central at 12:17AM

Please send me an e-mail so that I may have your address in the event I need to communicate with you outside of class.

Some Further Words Regarding Communication

My preference is to receive all written communication via e-mail. This allows me an easy way to mark-up your document and return it to you prior to class – ease and speed, hallmarks of good logistics. I recognize this is not always possible and will, of course, accept handwritten documents.

The 15 Minutes:

1. Will center on a discussion of an issue³ within the context of the material presented and reading assigned to date in class, and your own experiences.
2. If submitted via e-mail aim to say what you want to say in a single page (8.5 x 11 inches) of size 10 font. If handwritten, aim to say what you want to say in two pages trying to leave some room for me to write comments.
3. The 15 Minutes should be a complete – statement of the issue (the beginning), facts and discussion (the middle), and conclusions and recommendations (the end).
4. Avoid restating information from the course material. Analyze the information. Identify a coherent framework that puts the issue in perspective.⁴
5. Do not spend effort on writing about that which is irrelevant to the issue.
6. Avoid generic terms. Be as specific as possible.
7. Be logical, develop consistent arguments.
8. Be creative. Creativity is the essence of effective strategic analysis.
9. Use your own words, not those of others.

The business world is in need of people who can quickly identify the core issue, reason about it in a logical and complete manner, and clearly state conclusions and recommendations. The 15 Minutes is, in part, designed to help you develop this skill. Content and clarity is important.

³ Issues are major, important topics or areas of consideration relative to subject under discussion.

⁴ Points 4-8 are based on Peter McAliney's Business Policy 5100 Case Analysis Guidelines.

“One communicates to gather information, participate in the discussion underlying thinking and decision, compel change during implementation, and contribute to the post-change activities of learning and insight.

This communication is based upon knowledge of:

1. The decisions that need to be made and why.
2. The manner of making these decisions and why.
3. The source of the data to support the decisions.

Communication must be useful and usable:

1. The grammar and syntax of the communication is easily understood.
2. The information communicated is relevant.
3. The medium of communication is acceptable.

Communication is active (speaking, writing, personal appearance, appearance of documents) and passive (listening, observing) and both are critical.

Communication arises from how one perceives and considers an opportunity. That is, it is affected by how one solves problems. The concepts of fact-based hypothesis-driven thinking come into play here.”⁵

Time Management

The business world will be at least as demanding of your time as are your teachers. Time is an unlimited resource, but you will not be able to give unlimited time to each of things you must, should and could do. Learn to manage so that the investment of your time maximizes the return you seek.

"Time is the coin of your life. It is the only coin you have, and only you can determine how it will be spent. Be careful lest you let other people spend it for you."

Carl Sandburg⁶

Prioritize the tasks that face you into the must-dos, should-dos, and could-dos. Allocate your time in the same sequence. You can't be all things to all people all the time. You need to learn to say no in a fashion that makes people want to come back.

Consider the following list from one of the most highly respected business books:⁷

1. Be Proactive
2. Begin with the End in Mind
3. Put First Things First
4. Think Win/Win
5. Seek First to Understand, Then to Be Understood
6. Synergize
7. Sharpen the Saw

I understand that International Logistics is one of many demands on your time. My aim is for you to not spend more than twice the class time in outside-class preparation. Some of you will, of course, spend less and others more.

⁵ James Drogan, *A Point of View On Teaching Content and Communication*, September 21,2002

⁶ <http://www.refdesk.com/December10,2002>

⁷ Covey, S. R. *The 7 Habits of Highly Effective People*, Simon & Schuster, Inc.

A Note on Integrity

The Baruch College principles, policies, and practices regarding academic honesty can be found at http://www.baruch.cuny.edu/academic/academic_honesty.html. I would like you to read these.

Integrity is a core value upon which acceptable business behavior is based. Integrity is about honesty, keeping one's commitments, and consideration of the rights and needs of others. In short, can your business partners rely upon you?

The lack of integrity in the academic community means you may fail a course, in business you may be passed over for a promotion; in the academic community you may be placed on probation, in business you may be placed on an improvement program; in the academic community you may be expelled, in the business community you may lose a job; and finally, in the business world, you may be sent to jail.

For an eloquent statement on integrity I would like you to read the Letter to Students re Academic Integrity (Bill Taylor) at http://www.baruch.cuny.edu/facultyhandbook/taylor_letter.htm.

You are expected to learn and practice the habits associated with high integrity. Do it now, do not defer or delay, or neglect it, for you may not pass this way again.

Pertinent Websites

AmericanShipper.com Home Page <http://www.americanshipper.com/>

Excellent insight on issues, people and companies, and the rules and regulations associated with international logistics.

CLOExpress- Logistics Resources <http://cloexpress.com/>

One of the best portals to many things in the world of logistics.

eyefortransport -Strategy & technology oriented freight conferences, news, editorials, features, case studies and white papers <http://www.eyefortransport.com/>

Sign-up for informative daily and weekly news summaries dropped into your e-mail.

SupplyChainBrain <http://www.supplychainbrain.com/>

Sign-up for informative weekly news summaries dropped into your e-mail.

Traffic World <http://www.trafficworld.com/>

Excellent insight on issues, people and companies, and the rules and regulations associated with transportation and logistics in North America.

