COURSE SYLLABUS

Course Description and Approach: According to James Brian Quinn of Dartmouth College, “Outsourcing is one of the greatest organizational and industry structure shifts of the 21st century.” According to the most recent Deloitte survey flexibility, be it outsourcing or insourcing, is the key going forward. Virtually every Fortune 1,000 company in this country, and an increasing number of companies throughout the world, outsource some significant portion of their business in such areas as business processes, legal, accounting, manufacturing, customer services, IT, administrative services, security, logistics, security, supply chain, HR and many others.

Whether an organization is a proponent or an opponent of the sourcing trend, it needs to know how to make sound decisions about its global sourcing strategy. This course covers topics to help individuals and organizations (buyers, sellers and advisors) manage global sourcing of any services, including sourcing strategies, developing the business case for sourcing, managing in a multi-cultural and multi-vendor environment, selection, managing and governance of the service provider, sourcing models and sourcing project life cycle stages, relationship models, role of standards and certification, and managing globally dispersed and virtual teams. The course uses a combination of lectures, case studies, team project activities, review of current events, industry expert guest lectures, term papers and class participation.

Course Learning Objectives: The course learning objectives are to:
• Analyze major strategic sourcing and outsourcing definitions, trends, opportunities, issues, constraints, legal and contract considerations.
• Review the strategic sourcing business case process and contents, identify build versus buy criteria and discuss alternative sourcing models.
• Describe the outsourcing end-to-end life cycle process, stages, key deliverables & go no-go criteria and identify why and what organization’s outsource.
• Describe the vendor selection, evaluation, contract negotiations, management and performance measurement techniques and considerations as well as develop an exit strategy from the customer and service provider perspective.
• Develop managerial competence in the management and governance of sourcing initiatives.
• Learn how to manage the outsourcing relationship and various engagement models.
• Review current and emerging company best practice case studies, lessons learned and CSFs.
• Review regulatory and legal issues and laws affecting sourcing
• Exam alternatives for exit strategies

**Required Course Textbook and Materials:**

2. Handouts must be downloaded from Canvas

**Supplementary Books, Articles and White Papers:**

Where to Find Good Material and References:

Refer to the Course Text Book (Read # 1 – Appendix I – Resource Guide) for excellent sources of information on sourcing before you begin to Google away.

The UB book distribution system is for you to order the books on line at http://www.bridgeportbookstore.com or at the UB Bookstore on the main campus.

Course Requirements:

1. **Class Attendance, Participation and Punctuality:** On time attendance at each class session is expected. Only if you are here when I take attendance are you marked present. Class lectures complement, and do not duplicate, textbook information. A significant portion of your learning will accrue through the constructive and respectful exchange of each other’s ideas. You must be actively engaged in these discussions to improve your product development skills. Your grade depends on this.

   Be certain that your travel arrangements do NOT conflict with any of your team or individual presentations.

2. **Plagiarism:** It is the student’s responsibility to familiarize himself or herself with and adhere to the standards set forth in the policies on cheating and plagiarism as defined in Chapters 2 and 5 of the Key to UB http://www.bridgeport.edu/pages/2623.asp or the appropriate graduate program handbook.

   Cheating is unacceptable. If I catch you cheating, you will receive a zero grade for that assignment. The second offense will result in an “F” for the course.
Cheating means using the work of others as your own. Copying homework, copying sections from the Internet, talking or looking around during exams and allowing others to look at your exam papers are examples of cheating. No electronic devices will be used during tests. Read my “Homework and the Internet” on Canvas.

**No Group project or Individual Paper can be on a similar subject to one previously done by student, or others. NO RECYCLING!!**

3. **Preparation, Deadlines and Late Policy:** Homework is due at the start of class. You must use Canvas. No excuses will be accepted. **Do not email me late homework assignments.**

4. **Homework:** The syllabus identifies both the oral and written homework assignments. Each written assignment must be submitted on Canvas and two pages long. Print an extra copy so you can refer to it during class discussions. Check Canvas before you begin, often I update the assignment or the questions from the book. Read my “Do homework that will earn you Great Grades” on Canvas.


6. **Case Analysis** – All students are required to read and submit written cases. Students must be prepared to discuss all cases in class. Each case study will require you to:
   - Answer the questions associated with the case (sometimes on Canvas)
   - Identify key issues, problems or opportunities
   - Summarize the facts and describe alternative solutions
   - Make recommendations for a concrete plan of action (what you would do with a clear rationale showing why you prefer the recommended plan of action)
   - In an effort to keep this class up to date and fresh I will include new and different case studies as this class develops. Make sure you check Canvas before you start your homework.

   *Read my “Instructions Regarding Case Studies” on Canvas.*

Harvard Business Review cases will be available online. Once the class number has been established, I will make available the access info

6. **Team Project and Presentation:** During the first class session, teams will be formed. Each team will be responsible for providing a vendor’s competency for
providing outsourcing services and an analysis of the home country of the vendor in terms of outsourcing industry characteristics and attractiveness and other factors that must be considered (see below). The team will orally present this report to the class and give a hardcopy of the PowerPoint presentation to the instructor on the day when the students are scheduled to make the oral presentation. All teams should bring a USB memory stick to class with their presentations on them.

**YOU MAY NOT USE ANY STUDENTS HOME COUNTRY, CHINA OR INDIA!**

Two presentations are required for this project. **Part 1** will outline the countries capabilities. Based on the feedback from the instructor and the class participants on this first presentation, the final presentation (**Part 2**) may use revised material presented in the first presentation (**Part 1**) plus the addition of new material.

**Part 1**(the first presentation) must address Sections 2 – 4 below. **Part 2** (the final presentation) must cover all the Sections 1 - 10 listed below. All data must be supported by facts and sources that are clearly referenced on each slide, where they are used.

The final Presentation must be 25 – 30 minutes.

Required sections are:

1. Executive Summary

2. Current Status of the Outsourcing Industry in Country “X” – size, growth, types of outsourcing services provided, key service providers, major customers served, number of locations, etc.

3. Current Outsourcing Environment in Country “X” – including the geographic, size and growth trends, population, education system, government vision and policy, technology infrastructure, country risk assessment (e.g. economy, work force, education system, infrastructure status, environmental conditions, government attitude towards outsourcing industry, regulations, etc.

4. Description and quantification of the following outsourcing services in that country, including the industry market segment size and growth trends and examples of key customers in at least 4 market segments:
   a. Information Technology
   b. Business Process Outsourcing (by type such as HR, Accounting, etc.)
   c. Engineering/R and D
   d. Manufacturing
   e. Architecture
   f. Legal
   g. Call Center
   h. Medical/Health care
   i. Food Services
   j. Other
5. Brief Description of 3 Top Service Providers in the Country – name, services provided, size, growth, competitive differentiators, value proposition(s) of service provider, etc.

6. Detailed Analysis of One Service Provider – products, services, marketing, financials, operations, alliances, distribution, vision, branding, positioning, sales/marketing cycle, key challenges, key opportunities, contracting, future of service provider, critical success factors, etc.

7. Discuss a successful outsourcing deal (describe the customer and the work performed for the customer) conducted by the service provider chosen for 6 (Customer case study).

8. Discuss a failed outsourcing deal conducted by either the company chosen in 6 or another service provider you identified in your research.

9. The major problems, opportunities and competition faced by the country relative to outsourcing.

10. Lessons Learned by the Team Members.

Note: See Appendices A and B in textbook (See # 1 in Required Course Text and Materials).

Between the two presentations your group must schedule a meeting with the instructor to review your plan. This can be scheduled at your discretion, immediately after the first presentation, to review what your group should be working on, or another time before the final presentation to review your work.

Appropriate and adequate citation must be included.

Any missing components may result in loss of grade.

7. Written Term Paper & Suggested Topics* - Each student will prepare a written term paper (14 -16 pages) and present an oral summary of it during the last few class session. You may select from the suggested term paper topics listed in the syllabus or submit your own topic for approval by the instructor. The written report should contain a **table of contents, be well written, typed and page numbered, be supported by research, contain references and be consistent with graduation from an MBA/TM program.** Each student is required to orally summarize his/her term paper in up to 8 minutes using notes, and a few PowerPoint slides. You may not read the slides

Suggested topics for a term paper include (you must include several real world examples &/or cases in each paper): each student will adopt a different topic.

**You may submit your topic to me by email at any time. I will advise if already adopted**

- Transition Planning and Checklist of Outsourcing from a Customer and Service Provider Perspective
• Compare 2 companies Business Process Outsourcing Cases
• Compare 2 companies IT Outsourcing Case
• Compare 2 companies Call Center Outsourcing
• Knowledge Management and Outsourcing
• Compare 2 companies Manufacturing Outsourcing
• The Human Side of Outsourcing
• Case Studies of Failed Outsourcing Deals
• Case Studies of Successful Outsourcing Deals
• In-sourcing versus Outsourcing
• Intellectual Property and Outsourcing
• Onshore versus Offshore with an Example Case of Each
• Managing the Sourcing Life Cycle
• eSCM – The New Standard for Outsourcing
• Outsourcing Certification – types, value, etc.
• The Trade-offs Between Various Sourcing Contracting Models
• Innovation through Global Outsourcing – 3 Case Studies of Companies
• Managing Distributed and/or Virtual Teams – Overcoming Distance, Time, Language and Cultural Differences
• Outsourcing Governance and Key Metrics
• Conducting a Due Diligence Audit on Prospective Vendors
• Legal Issues, Regulations and Concerns in Outsourcing - Comparison of Two Countries
• The Good, the Bad and the Ugly of Outsourcing in Two (2) Countries – A Comparison
• The Importance of Good Project Management in Outsourcing
• Other (with approval by instructor)

*All research, papers must include two or more company examples or case studies.*

8. **Review (Exam)** - There will be a review (exam) of the course to be decided at the discretion of the instructor. If I see students’ progress (homework, participation, news articles) is good-great the review will be done online at your leisure. There will be an exam if I need to see how well students comprehend the material. The review (exam) will include book as well as material covered in class presentations and lectures.

9. **Course Grading:**

   Class Participation, Attendance & Current Events (News) 15%
   Case Analysis and Homework 25%
   Team Project & Presentation 30%
   Written Term Paper & Oral Summary 30%

   100%
<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>94.9 – 100%</td>
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<tr>
<td>A-</td>
<td>90 – 94.8%</td>
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<td>B+</td>
<td>87 – 89.9%</td>
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<td>B</td>
<td>83 – 86.9%</td>
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<td>B-</td>
<td>80 – 82.9%</td>
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<td>C+</td>
<td>77 – 79.9%</td>
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<td>C</td>
<td>73 – 76.9%</td>
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<td>C-</td>
<td>70 – 72.9%</td>
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<td>D+</td>
<td>67 – 69.9%</td>
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<td>D</td>
<td>63 – 66.9%</td>
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<td>D-</td>
<td>60 – 62.9%</td>
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<td>F</td>
<td>Below 60%</td>
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Assignments will be given letter grades. At the end of the course, a letter grade will be given based on the weighted average of all the assignments. I use the Canvas grade system.
# Criteria for the Evaluation of an Assignment

<table>
<thead>
<tr>
<th>Grade Criteria</th>
<th>C Poor</th>
<th>B Adequate</th>
<th>A Exemplary</th>
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<tbody>
<tr>
<td>Content</td>
<td>It was unclear as to how the content related to the field being considered.</td>
<td>The content was generally relevant, but was somewhat unclear or confusing at times.</td>
<td>The content was clear and useful. The writer gave specific answers relevant to the topic.</td>
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<td>Organization</td>
<td>The presentation was poorly organized. It was hard to follow the sequence of ideas.</td>
<td>The writer’s organization was clear and logically sequenced.</td>
<td>The writer’s organization was clear and logically sequenced. The writer clearly answered the questions.</td>
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<td>Critical Analysis</td>
<td>The writer did little more than restate facts and other people’s (authors’) opinions.</td>
<td>The writer was able to reflect on the topic. A Thoughtful assessment was included.</td>
<td>The writer was thought provoking and showed strong insight in applying class materials to the case or topic.</td>
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<td>Spelling and Grammar</td>
<td>The paper was poorly written – making it difficult to determine the writers points. Grammatical and spelling errors were present. The text did not follow rules for technical writing.</td>
<td>Although most of the paper was well written, a more than a few grammar, spelling, and/or technical errors were present.</td>
<td>Spelling and grammar rules were followed. Technical writing rules were followed.</td>
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If at any time during the semester you have a concern for your grade progress, please contact me to set up an appointment for review. My objective is to achieve a fair grade. That is a building process based on your performance as evidenced by the aforementioned factors **PLUS** your efforts, accomplishments, and improvements towards the course objectives.
## TCMG 534 - Strategic Sourcing and Outsourcing – Spring, 2016 Schedule of Assignments

<table>
<thead>
<tr>
<th>Module</th>
<th>Date</th>
<th>Topic</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>1</td>
<td>1/21/15</td>
<td>Overview of Strategic Sourcing and Outsourcing</td>
<td>Read Text – Chpts. 1; Read Handout # 2 – Module 1; Form Project Teams</td>
</tr>
<tr>
<td>2</td>
<td>1/28</td>
<td>Developing a Sourcing Strategy</td>
<td>Read Text – Chpts. 1, 2; Read Handouts # 2 – Module 2; # 13; Written Homework Case – Lolima (Peru); News (Bring in &amp; review a News article on a relevant topic)</td>
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<td>3</td>
<td>2/4</td>
<td>Strategic Sourcing Life Cycle and the “How To” of a Sourcing Engagement</td>
<td>Read Text – Chpt. 3; Read Handout # 2 - Module 3; # 14 and Appendix E in Text; Written Homework Case - Sheen Software (China) : News Article</td>
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<td>4</td>
<td>2/11</td>
<td>Sourcing Governance, Performance Management, Risk Management and Controls</td>
<td>Read Text– Chpt. 4; Read Handouts # 2 – Module 4; # 15; Written Homework Case – Tecnovate (India +): News Article</td>
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<tr>
<td>5</td>
<td>2/18</td>
<td>Japan’s approach to sourcing, The Keiretsu; History, the past (70’s-90’s, today, &amp; the future.</td>
<td>Readings; Articles on Canvas; Written Homework Case – Harvard Business Review Case: News Article</td>
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<tr>
<td>6</td>
<td>2/25</td>
<td>Foundation of Strategic Sourcing Review Prior 4 Weeks</td>
<td>Written Homework Question on canvas: News Article</td>
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<td>7</td>
<td>3/3</td>
<td>Legal, Regulatory and Contracting Issues and Consideration; Managing Organizational Change and Transformation</td>
<td>Read Text – Chpt.5 &amp; 6; Read Handout # 3 – Module 6; # 16; Written Homework Deloitte case on canvas: News Article</td>
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<td>8</td>
<td>3/10</td>
<td>Part 1 Team Presentations</td>
<td>Parts 2-4</td>
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<td>9</td>
<td>3/17</td>
<td>Spring Break</td>
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<td>Module</td>
<td>Date</td>
<td>Topic</td>
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<td>10</td>
<td>3/24</td>
<td>Relationship Management Between Customer and Service Provider</td>
<td>Read Text– Chpt. 7; Read Handout # 3 – Module 7; Written Homework Case - Thomas Medical Systems (B) (Germany) News Article</td>
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<td>Group 1 Team Project Presentations 2 Presentations</td>
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<td>11</td>
<td>3/31</td>
<td>Transition Planning and Implementation; Knowing What the End Game Is (From the Beginning); Group 2 Team Project Presentations 2 Presentations</td>
<td>Read Text– Chpt. 8 &amp;9; Read Handout # 3 – Module 8; # 10; Written Homework HBR Case on canvas : News Article</td>
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<tr>
<td>12</td>
<td>4/7</td>
<td>New Business Development and Account Management for Service Providers;–Group 3 Team Project Presentations 2 Presentations</td>
<td>Read Text – Chpt. 10; Read Handout # 3 – Module 10; Written Homework Case – XperTrans – C&amp;C BPO</td>
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<tr>
<td>13</td>
<td>4/14</td>
<td>The Future of Sourcing, Careers, Lessons Learned and Critical Success Factors; Group 4 Team Project Presentations 2 Presentations;</td>
<td>Read Text; Chpts. 11, 12; Read Handout # 3 – Modules 11 &amp; 12; Written Homework Case – Bancolombia</td>
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<td>14</td>
<td>4/21</td>
<td>Individ. Term Papers Oral Summaries (Written Due 4/29)</td>
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<td>15</td>
<td>4/28</td>
<td>Individ. Term Papers Due Oral Summaries (Written Due 5/2)</td>
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