

MGRS 494

Fall Semester 2002

Transportation Management

Instructor:	Prof Cheryl A. Harrity
Class Time:	Wednesday 09:00-11:45 AM
Classroom:	102 Business Building
Telephone:	TBA
Office:	313B Business Building
Office Hours:	Before and after class or by appointment (best by appointment)
Text:	Microsoft Access manual (see page 4 of Syllabus) Additional manuals as assigned Internet Research (see page 4 of Syllabus) Additional readings as assigned

Course Description:

MGRS 494 is designed to provide students with an understanding of strategic planning and operational elements of transportation management. This course will address the functional elements of transportation operations and its systems and the internal and external entities that drive the practices, processes and systems. Relationships between the transportation decision making and other organizational strategies will be carefully analyzed. Tools will be introduced and used to analyze a firm's critical mass (order history) and business parameters to develop strategies for cost effective and value added services (Business Plan).

Course Objectives:

1. To provide an understanding of the role and function of transportation management in the context of a competitive society and in relation to other functional areas of management responsibility.
2. To develop an understanding of the functional areas of transportation interrelationships in the logistics process.
3. To introduce process and system design concepts for planning of transportation management functions.
4. To examine the contribution that transportation is expected to make in customer satisfaction, e.g. "perfect orders" in the context of measurement systems and benchmarking.

The teaching method will be a combination of lecture, class discussion and project lead/working sessions.

Grading:

Midterm Exam	15%	October 23
Assignments	40%	Throughout term
Final Exam	20%	Presentations on Nov 27 and Dec 4
Cases and Participation	25%	Throughout term

Assignments:

Transportation Business Strategy

Each student individually or as part of a group (no more than 2) will be expected to develop a business strategy and its implementation plan for a 3PL ("Wolf Logistics Services") or a Manufacturer ("Wolf Manufacturing"). Each company's culture, critical mass (volume or order history) and business parameters will be considered in the plan. The project will cover the separate aspects of tactical and strategic operations, as well as how each aspect drives the other. Business information regarding each company will be released during the semester via e-mail and CD.

The strategy will include process design improvement for the key components of the transportation process; including integration to other functional areas (e.g. accounts payable, inventory, etc.). Associated "best practice" procedures need to be attached to the process. Development of requirements for a TMS (Transportation Management System) and its implementation roll-out plan will be required. The System needs to take into account the daily operation (dynamic planning) in the context of the Network Strategy (strategic planning). The system should include as much accountability as possible (i.e. programming and its limitations vs. procedural, reporting for patterns and inconsistencies). It is critical that best practice procedures be maintained by building them into the system functionality.

Other components of the Transportation Business Strategy will include the development of a strategic network, given network opportunities (critical mass, facility locations/cross-dock capability), and strategic partnership opportunities (building outside relationships). The Plan must utilize these network resources for optimal trade-offs between service and cost.

The realistic challenges of building a business Strategy will be experienced. Project groups will be "zapped" with e-mails relating to interdepartmental relationships, authority constraints, company culture, etc. expect e-mails to include professional but strong language due to the perception of the current transportation department's capabilities. The business plan must sell the rest of the Organization by demonstrating its effectiveness and execution ability. In other words, it has to promise obtainable improvement and it must work.

Strategy Design and Development Process

Tactical Aspects

- I Project Plan Schedule and Resources
- II Process Mapping
- III TMS Requirements

Concurrent Strategic Aspects

- IV Strategic Network
- V Business Development

Other assignments include but are not limited to:

Research and Presentation of Current Issue for class discussion (See Page 4 of Syllabus)

Modifications of class and prepared assignments may be made according to guest lecturer scheduling or as the project assignment evolves.

Graduate Students:

All graduate students need to make an appointment to see the instructor no later than September 11, 2002 for advanced assignments. Please arrange an appointment via e-mail.

Internet Addresses:

All students will be expected to obtain an Internet address and check their mailbox regularly for messages pertaining to this class. "Zapping" and Additional assignments will be periodically given over the Internet. Assignments for the following Monday will be given as late as midnight on Thursday. As soon as students know their Internet address they should send an email message with "494" in the subject field to Harrity@charter.net (This will be changed as soon as the instructor receives a University account. At that time students will be notified via e-mail)

Examinations:

Examinations will consist of essay questions and problems. Students will be expected to display detailed understanding of topics included in exam. Examination questions will be developed from class discussions and current issue assignments. Graduate students will be responsible for answering additional questions. Make-up examinations are not given unless advance approval is granted.

Final Grades:

Grades will not be posted but will be available on the Internet shortly after final exam week.

Class Conduct:

From the University of Nevada Course Catalog 2002-2003, p. 41. "Students may be dropped from class at any time for negligence or misconduct, upon recommendation of the instructor and with approval of the college dean. Students may also be dropped for non-attendance upon indication of the instructor."

Microsoft Access Manuals:

Online Training Solutions Inc., Microsoft Access Version 2002 Step by Step, *Microsoft Press*; ISBN: 0735612994; Bk&Cd-Rom edition (June 6, 2001), \$20.99

Michael R. Irwin, Cary N. Prague, Jennifer Reardon, Microsoft Access 2002 Bible Gold Edition, *John Wiley & Sons*; ISBN: 0764535730; Bk&Cd-Rom edition (November 2001) \$48.99

Alison Balter, Allison Balter's Mastering Access 2002 Desktop Development, *Sams*; ISBN: 0-672-32101, \$59.99

Helen Feddema, Microsoft Access Version 2002 Inside Out (With CD-ROM), *Microsoft Press*; ISBN: 0735612838; Book & Cd edition (December 19, 2001), \$31.49

Smith & Sussman, Beginning Access 2002 VBA, *Wrox*, ISBN: 1-861001-76-2, \$39.99

Anderson & Pierce, Troubleshooting Access 2002, *Microsoft Press*, ISBN: 0-7356-1488-1, \$19.99

Littwin, Getz, & Gunderlog, Access 2002 Desktop Developer's Handbook, *Sybex*, ISBN: 0-7821-4009-2, \$59.99

Books 24x7 – available on www.library.unr.edu.

Current Issue Assignments:

http://cassinfo.com/lnk_publications.html (Transportation Issues Only)

http://www.manufacturing.net/?layout=Magazines_V2 (Transportation Issues Only)

MGRS 494 Schedule

Tentative Class Schedule:

<u>Date</u>	<u>Topic</u>
Aug 28	Course Introduction <u>Lecture</u> - Basics of Transportation Management
Sept 4	Presentation of Current Issue/Class Discussion <u>Discussion</u> – Consolidated Freightways Bankruptcy <u>Assignment</u> – Teamster Master Freight Agreement (research for discussion 9/11)
Sept 11	Presentation of Current Issue/Class Discussion <u>Discussion</u> – Teamster Master Freight Agreement Benefits to Union and Effect on Management <u>Lecture</u> – Project Management <u>Interactive Work Session</u> - Phase I Business Strategy Development – Project Plan Schedule and Resources (Microsoft Project)
18	MISSED CLASS <u>Assignment</u> – Transportation Metrics and Benchmarking (research for discussion 9/25)
25	<u>DUE ON DISK</u> - Phase I Business Development - Project Plan Schedule and Resources Presentation of Current Issue/Class Discussion <u>Lecture</u> - Modes of Transportation – History/Differentiation/Economic Issues/Intermodal <u>Interactive Work Session</u> - Phase II Business Strategy Development – Determining best practices and mapping processes and procedures (Visio10)
Oct 2	Presentation of Current Issue/Class Discussion <u>Business Strategy Project Assignments</u> – Reveal assigned company profiles and general business parameters <u>Discussion</u> – West Coast ILWU Dockworker Lockout
9	<u>DUE ON DISK</u> - Phase II Business Strategy Development – Determining best practices and mapping processes and procedures (Visio10) Presentation of Current Issue/Class Discussion <u>Interactive Work Session</u> - Phase III Business Strategy Development – Determining TMS Requirements - Gap Analysis <u>Strategic Network Planning</u> – Business Plan (What do we want to be?)
16	Presentation of Current Issue/Class Discussion <u>Lecture</u> - Managing Private Fleets/DOT Compliance <u>Video</u> – Motor Carrier Safety – Hazard Perception <u>Strategic Network Planning</u> – Routing Strategies
23	Midterm Exam (Take Home-use all resources available)
30	Presentation of Current Issue/Class Discussion <u>Lecture</u> : Freight Forwarding and Brokerage International Transportation Part I-Overview, Terms and Documentation

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<u>Date</u>	<u>Topic</u>
Nov 6	<u>DUE ON DISK</u> - Phase III Business Strategy Development – Determining TMS Requirements - Gap Analysis Presentation of Current Issue/Class Discussion <u>WebEx Demonstration</u> – Roadnet <u>Business Strategy Project Assignments</u> – Project Elements for Final Presentation
13	Presentation of Current Issue/Class Discussion <u>Lecture</u> – International Part II - Carriers, Conferences <u>Strategic Network Planning</u> – Critical Mass Revealed Shipper/Carrier Network Strategies Business Development Strategies <u>Project Work Session/Updates/Clean-up help session</u>
20	No Class – Exchange for Field Trip on December 11
27	Presentation of Current Issue/Class Discussion Transportation Business Strategy Presentations (Final Exam)
Dec 4	Presentation of Current Issue/Class Discussion Transportation Business Strategy Presentations (Final Exam)
11	Field Trip – US Foodservice (class rescheduled for 6:00 PM <u>at site</u>)
12	Final Exam 9:45-11:45 (waived-will hold office hours)