

MGT 4360

GLOBAL OPERATIONS AND SUPPLY CHAINS

Fall 2026 (MW 3:30-4:45 pm) – COB 224

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COURSE SYNOPSIS

Today, it is not uncommon to see a company develop a product in one country, manufacture or outsource it in a different country, and sell it to a third country. In addition, new products could be introduced in several countries almost simultaneously, and suppliers with special expertise and technology could collaborate with manufacturers in different countries to create global products.

While globalization promises enormous strategic benefits by coordinating operations located in different countries, it is imperative for managers to develop a global perspective and be able to understand the intricacies of the global marketplace. Managing manufacturing and supply chain operations across cultural, economic, and political boundaries is a formidable challenge, because of which many globalization efforts often fall far short of their promise.

To pursue a global operations strategy, companies are realizing that they need to coordinate their global operations and supply chain activities and develop an effective linkage with their business/competitive strategy. This linkage is essential in effectively utilizing their global resources, coordinating the manufacturing and supply chains and leveraging technology to create and maintain a competitive advantage in the global marketplace.

This course will cover a broad array of supply chain concepts, contemporary issues, and cutting-edge topics to assist you, as business leaders and professionals in operations and supply chain management, in making better business decisions. The course focuses on several important concepts: supply chain strategy; emerging supply chain issues; supply chains innovation and transformation; new technologies and platforms.

This course is designed to present cutting-edge issues critical to operations and supply chains. Specifically, its objectives are to comprehensively understand:

1. The strategic thinking needed for successful management of global operations.
2. The role of global operations in creating sustainable competitive advantage for organizations.
3. The viability of transferring supply chain and operations to different market environments.
4. The linkage between managing the global supply chain and other functional areas of the firm.
5. The key technological and management issues related to global supply chains.

COURSE MATERIAL

Coursepack of case studies from the Harvard Business Publishing website – required to download.

Coursepack Link: *Will be provided by instructor*

Canvas – articles/readings and other class material.

Any material distributed in class.

PERFORMANCE EVALUATION

This is an active learning class - the emphasis in this class is on fostering creative and insightful thinking, as well as learning from each other through active participation in a discussion-oriented format. To accomplish the course objectives most effectively, your overall grade for this course will be based on the components below. Please note that, in general, your grades are not based on your effort/input (how hard or how many hours you studied), mainly because I cannot observe this – they are primary based on the quality of your output and class engagement.

Class participation/engagement – Individual	30%
Presentations/discussion of Case Studies – Team	25%
Written Case Analysis – Team	25%
Final Project – Team	10%
Final – Individual	10%

CLASS FORMAT

This class will employ both the case and lecture/discussion method of learning. I will be the discussion moderator for the beginning of class and will give a discussion-oriented lecture related to the topic for that day or week, including discussion/analysis of the assigned readings. The second half of each class week is assigned for team case presentations and article discussions. We will try to build a complete analysis of the issues and problems presented in the cases and readings, *as a class*.

CLASS PARTICIPATION

The success of this course also depends on your (student) contributions. Given the readings/case discussion format of this class, class performance is a **very important component** of your overall grade. Please note that coming prepared to class with the cases and readings is essential for class performance. Your class performance points will be based on the scale below. Please remember that it is not the frequency (quantity) of your participation or making safe comments (repetition of case facts) that is most important, but how you offer your insights for clearer understanding of the topic or business situation being addressed, and generally whether you are putting sufficient time and energy into the course. Please note that I will also cold call on individuals if needed.

0-3: Disengaged or negative behavior

4-5: Present, but minimal participation (present in body but not in mind)

6-8: Average participation (attentive but not engaged)

9-10: High value participation (attentive, engaged and insightful)

Class Performance may also be determined by virtual class exercises.

CASE ANALYSIS: WRITTEN REPORTS AND PRESENTATIONS

Each team will be required to turn in written reports of their analysis of each case. The case questions for each case will be posted on Canvas at least one week prior to the case date. In addition, each case will be assigned to a team for an oral presentation/discussion. I.E. your team

will lead the discussion you will present your analysis of the case (facilitate class discussion) based on the given case questions (approx. 30 minutes).

For both the written reports and the oral presentations, focus primarily on the case questions provided. All members of the team should be involved in analyzing the cases and during the presentation (I will ask for team member evaluations at the end of the semester). Please read all assigned readings for that week before attempting to analyze the case, *i.e., draw from the lessons in the lectures and readings to help in your analysis of the cases.*

Guidelines for case analysis: Case written reports should be typed on 8 1/2 x 11 paper, single or double spaced, with normal margins. Course template will be available on Canvas. The *maximum* page limit for the written report is 2 pages. *Generally, it is required to answer the case questions directly in written reports.* Also, using the bullet point approach for the written reports is highly desirable. *Reports are to be uploaded to Canvas before the class on the case discussion date.*

Use the available pages wisely and forego summarization of the case facts that are obvious and already known. The following guidelines will be used to evaluate the case reports:

- Understanding of the decision situation
- Completeness, depth, and accuracy of analysis and recommendations
- Ability to utilize concepts from readings and class discussions in the analysis

Guidelines for case presentations: Assigned teams will submit slides used for presentations to Canvas. Assigned teams will lead the discussion in the classroom (30 minutes). Clarity and organization of the slides and presentation are critical elements of success. The following guidelines will be used to evaluate the case presentations:

- Understanding of the decision situation
- Completeness, depth, and accuracy of analysis and recommendations
- Ability to utilize concepts from readings and class discussions in the analysis
- Effective leading of discussion, coordination, and stimulating class discussion/interest

FINAL TEAM PROJECT

Each group will be required to perform a small research project, entailing the OPERATIONAL competitive/strategic analysis of a specific company and how it uses global operations and supply chain capability for gaining and sustaining competitive advantage. This could be a combination of studying the actual organizations (performed by you), library/Internet based research, and using any other sources of information. I'll give more information about this in class. Final reports should be typed on 8 1/2 x 11 paper, single or double spaced, with normal margins. Course template will be available on Canvas. The *maximum* page limit for the written report is 5 pages.

FINAL

The final at the end of the semester will be online and a combination of multiple choice/true false/fill in the blank. The exam will cover content from cases/readings. Exam is open book/notes and will be limited to 60 minutes from the start time. You will get the full-time window (TBA) to complete the exam, but it must be completed by the end of the exam period. This means you will need to start at least 60 minutes from the end of the exam period.

CLASS ENVIRONMENT & ETIQUETTE

Given the discussion-oriented nature of this class, it is important to have a proper class environment to create a positive learning experience for all, including showing proper respect for

your fellow classmates and instructor. Please be mindful of the following to avoid substantial penalties in your grade – these behaviors are distracting, inconsiderate, and unprofessional (will have a zero-tolerance policy):

- *Turn off your mobile phones and other electronic devices and put them away.*
- *Do not use Laptop computers during class. Notetaking devices are allowed.*
- *Do not engage in side conversations with others during lectures or discussions.*
- *Do not work on anything other than the class material being discussed.*
- *Arrive to class on time, and refrain from eating, sleeping, & going to restroom during class.*

HONOR CODE

Group case presentations and written analysis must be performed in collaboration within your group only. Use of any notes or material from any other course in which any of the cases might have been discussed, including discussions with a former student or consulting a previous case report, *is strictly prohibited and will be considered a violation of the Georgia Tech Honor Code.*

AI POLICY

Georgia Tech recognizes the transformative role of artificial intelligence (AI) in fulfilling its mission to develop leaders who advance technology and improve the human condition. In alignment with this mission, the Institute is deeply committed to supporting its community members in the ethical, responsible, and secure use of AI tools across academic and research contexts.

For this course, I expect responsible use of AI tools, while acknowledging important considerations, including information security and data privacy, copyright and academic integrity. Do not enter classified or confidential data, including non-public research data, into publicly available generative AI tools. Students and teams are fully responsible for the quality and authenticity of any AI-generated material appearing in their submission documents. Finally, students must cite their use of these AI tools appropriately. Not doing so violates the honor code.

FREE RIDING

Free riding is benefiting from something without expending effort toward it. In this class, it would take the form of a student being part of a group but not committing to and performing substantial parts of the group assignments. All of an individual's group grades are subject to change (lowering) if it is determined that individual has been free riding. It is your responsibility to do your share of group work over the course of the semester and your responsibility to speak up in team meetings if you feel you are short.

ACCOMMODATIONS

If you are a student with learning needs that require special accommodation, contact the Office of Disability Services (404-894-2563) as soon as possible to make an appointment to discuss your special needs and to obtain an accommodations letter. Please also e-mail me as soon as possible in order to set up a time to discuss your learning needs.

DATE TENTATIVE COURSE SCHEDULE

Week 1: Introduction to Global Operations

24-Aug Introduction to the course & subject
26-Aug 3 Readings on: Global Operations

Week 2: Global Operations Strategy

Industry Context: Automobiles
31-Aug 3 Readings on: Global Operations Strategy
2-Sep Case Study

Week 3: Global Manufacturing

Industry Context: Semiconductors
7-Sep NO CLASS (Labor Day)
9-Sep 3 Readings on: Offshoring and Onshoring

Week 4: Global Supply Chains

Industry Context: Apparel
14-Sep 3 Readings on: Global Supply Chains
16-Sep Case Study

Week 5: Managing Compliance

Industry Context: Packaging
21-Sep 3 Readings on: Operational Compliance
23-Sep Case Study

Week 6: Supply Chain Transparency

Industry Context: Fashion
28-Sep 3 Readings on: SC Transparency
30-Sep Case Study

Week 7: Fall Break

5-Oct NO CLASS (Fall Break)
7-Oct NO CLASS (Fall Break)

Week 8: Supply Chain Disruptions

Industry Context: Pharmaceuticals
12-Oct 3 Readings on: SC Disruptions
14-Oct Case Study

Week 9: Understanding Supply Networks

Industry Context: Electronics

19-Oct 3 Readings on: SC Networks

21-Oct Case Study

Week 10: Supply Chain Risk

Context: Food & Beverage

26-Oct 3 Readings on: SC Risk

28-Oct Case Study

Week 11: Supply Chain Digitization

Industry: Retail

2-Nov 3 Readings on: SC Digitization

4-Nov Case Study

Week 12: Platform Integration

Industry: E-commerce

9-Nov 3 Readings on: SC Platforms

11-Nov Case Study

Week 13: Sustainable Operations

Industry Context: Climate Action

16-Nov 3 Readings on: Sustainable Operations

18-Nov Case Study

Week 14: Circular Supply Chains

Industry: Packaging

23-Nov Case Study

25-Nov NO CLASS (Thanksgiving)

Week 15: Final Projects

30-Nov Class Presentations

2-Dec Class Presentations

Week 16: Final Exam

7-Dec Final Exam