“Boots on the ground” create the action in humanitarian action. Whether it be medicines, tents, blankets, pumps, textbooks, communications equipment or vehicles, materials and supplies must be in place for humanitarian response to take place. Humanitarian logistics is the management and execution of the activities needed to plan for and move relief materials and supplies, along with related funds and information, from suppliers to beneficiaries. Logistics activities include needs assessment, planning, procurement, transport, warehousing, distribution to beneficiaries, and reporting. Effective, timely logistics is critical to response to emergencies arising from armed conflicts, epidemics, famine, and natural disasters.

This course provides an overview of humanitarian logistics by introducing the challenging context in which it takes place, the organizations typically involved, the products and services needed, and the operational approaches taken and challenges encountered in meeting the needs. Issues covered include operational challenges, funding issues, coordination and strengthening local capacity. The course combines lectures, readings and teaching cases covering organizations such as IFRC, UNICEF and MSF.
COURSE GRADING & REQUIREMENTS

In this course, we will develop an understanding of humanitarian logistics through lecture, reading, and the case study method.

Course Grading Components (tentative)

Final grades are determined by the following course components:

• **Class Participation (30%)**
  Class participation consists of four main components: presence, promptness, preparation, and discussion participation. All class sessions will involve discussion, especially those centering on a case discussion. If you have thoroughly prepared, you should have no problems following and contributing to the discussion. Keep in mind that much of a leader’s communication is verbal, especially in operations settings. Therefore, developing your abilities to verbally state and support your positions is an important part of this class, in addition to listening and reflecting on the discourse.

• **Assignments (45%)**
  There will be three assignments, each weighted 15%. These are an important part of this course as they apply the concepts we learn in class. They will be framed in relation to actual humanitarian interventions. You are free to work with classmates on the assignments, in groups of two or three. Each collaborating group should submit only one assignment noting all collaborators’ names.

• **Take-Home Final Exam (25%)**
  This exam will be case based and will be completed individually.

Prerequisites

• **CORE-GP.1020 Managing Public Service Organizations (MPSO)**
  This is a core course and the gateway to the broader management curriculum.

• **Statistical Knowledge**
  o Normal distribution, mean, standard deviation.
  o Aggregating two or more normal distributions.

• **Excel Knowledge** (Minimum is NONCR-GP.0932 Excel Computer Module I or equivalent)
  o Consider taking NONCR-GP.0933Excel Computer Module II
COURSE READINGS

The required and optional readings for the class will come from the following sources:

1. **Required book** *(also on reserve at Bobst)*

2. **Course Packet**
   Available in digital format only. Inquire at the bookstore or at [www.XanEdu.com](http://www.XanEdu.com).

3. **NYU Classes**
   NYU Classes will be used to post readings and assignments throughout the semester. Students are encouraged to check it frequently. Many of the readings listed in this syllabus can be found online. In such cases, URLs are specified here and links can also be found on NYU Classes.

The specific readings are listed in the Detailed Course Outline at the end of this syllabus.

COURSE CALENDAR

<table>
<thead>
<tr>
<th>#</th>
<th>TOPICS</th>
<th>DATE</th>
<th>ASSIGNMENT DUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>1</td>
<td>IFRC RESPONSE TO HAITI EARTHQUAKE</td>
<td>1/6</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>INTRODUCTION</td>
<td>1/6</td>
</tr>
<tr>
<td>REFUGEE SUPPORT</td>
<td>3</td>
<td>“LOAD THE PLANE” EXERCISE</td>
<td>1/6</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>LOGISTICS FOR 1994 RWANDAN REFUGEE CRISIS</td>
<td>1/11</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>INTRODUCTION TO SCM</td>
<td>1/11</td>
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<tr>
<td></td>
<td>6</td>
<td>NEEDS ASSESSMENT</td>
<td>1/11</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>TO BE DETERMINED</td>
<td>1/11</td>
</tr>
<tr>
<td>MALNUTRITION</td>
<td>8</td>
<td>PLUMPY’NUT SUPPLY CHAIN FOR EAST AFRICA</td>
<td>1/18</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>“LOCAL SUPPLY” EXERCISE</td>
<td>1/18</td>
</tr>
<tr>
<td>CHOLERA</td>
<td>10</td>
<td>MSF SUPPLY CHAIN FOR CHOLERA</td>
<td>1/18</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>TO BE DETERMINED</td>
<td>1/18</td>
</tr>
<tr>
<td>BUILDING LOCAL CAPACITY</td>
<td>12</td>
<td>COORDINATION</td>
<td>2/15</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>GHANA SCHOOL FEEDING PROGRAM</td>
<td>2/15</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>TO BE DETERMINED</td>
<td>2/15</td>
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<tr>
<td></td>
<td>15</td>
<td>CONCLUSION &amp; WRAP UP</td>
<td>2/15</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>2/23 (due)</td>
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</tbody>
</table>
## Detailed Course Outline

### Session 1  Video – IFRC Response to Haiti Earthquake

<table>
<thead>
<tr>
<th>Date</th>
<th>January 6</th>
</tr>
</thead>
</table>
| Topics     | 1. Destruction and chaos after an earthquake  
            2. Reality on the ground for logisticians during the response  
            3. Challenges and obstacles |

### Session 2  Introduction

<table>
<thead>
<tr>
<th>Date</th>
<th>January 6</th>
</tr>
</thead>
</table>
| Topics     | 1. Course Overview  
            2. Immediate emergency response  
            3. Regional logistics strategy at IFRC |
| Preparation|  
            How to Prepare a Case Discussion Handout  
            “Can Heroes Be Efficient? Information Technology at the International Federation of the Red Cross,” by Laura Rock Kopczak, M. Eric Johnson, Tuck School of Business at Dartmouth, 2004 (Case #6-0021).  
| NYU Classes|  

### Session 3  “Load the Plane” Exercise

<table>
<thead>
<tr>
<th>Date</th>
<th>January 6</th>
</tr>
</thead>
</table>
| Topics     | 1. Allocation of freight to trucks/planes based on cubic volume and priorities  
            2. Creating a transport plan and timeline |
| Preparation|  
            No reading required. |
## Session 4  **Logistics for 1994 Rwandan Refugee Crisis**

**Date**  
January 11

**Topics**
1. Planning for receipt and movement of people and materials in country
2. Chaotic context and need to balance immediate tasks with improving the structure of the logistics operation

**NYU Classes**
- How to Prepare a Case Discussion Handout
- Prepare assignment #1: “The logistics of a Third-World relief operation,” by Andrew McClintock

**Optional**
- Cuny – Chapter 11

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### Assignment #1 is due by email January 11 before class

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## Session 5  **Introduction to Supply Chain Management**

**Date**  
January 11

**Topics**
1. Risks and challenges in the supply chain
2. Lead times
3. Cost-response time tradeoffs
4. Network analysis
5. Inventory location and sizing

**NYU Classes**

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## Session 6  **Needs Assessment**

**Date**  
January 11

**Topics**
1. Assessment of beneficiary needs and programmatic challenges
2. Forecasting material requirements
3. Assessment of logistics requirements and challenges

**Book**
- Read: Cuny, chapter 12
- Skim: Cuny, chapters 1-4

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## Session 7  **To Be Determined**

**Date**  
January 11

**Topics**
1. TBD

**Preparation**
- No reading required.
**Session 8  **  Plumpy’Nut Supply Chain for East Africa  
**Date**  
January 18

**Topics**  
1. Analysis and improvement of humanitarian supply chains  
2. Lead time and inventory analysis  
3. Production capacity and capacity utilization  
4. Evaluation of options to improve

**NYU Classes**  

**Assignment #2 is due by email January 18 before class**

**Session 9  **  “Local Supply” Exercise  
**Date**  
January 18

**Topics**  
1. Challenges in balancing cost effectiveness, availability, product quality and development goals  
2. Obstacles to making local supply work

**Preparation**  
- No reading required.

**Session 10  **  MSF Supply Chain for Cholera  
**Date**  
January 18

**Topics**  
1. Forecasting material requirements for emergencies  
2. Country vs. global forecasting  
3. Managing a complex product assortment  
4. Locating preparedness stock

**Preparation**  
- Book: Read: Cuny, chapter 5

**NYU Classes**  

**Session 11  **  To Be Determined  
**Date**  
January 18

**Topics**  
1. Performance measures (tentative)

**Preparation**  
- Book: No reading required.

**NYU Classes**  
### Session 12  Coordination

<table>
<thead>
<tr>
<th>Date</th>
<th>February 15</th>
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<tbody>
<tr>
<td><strong>Topics</strong></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Regional coordination</td>
</tr>
<tr>
<td>2.</td>
<td>Within agency coordination</td>
</tr>
<tr>
<td>3.</td>
<td>Logistics cluster coordination</td>
</tr>
<tr>
<td><strong>Preparation</strong></td>
<td>NYU Classes</td>
</tr>
</tbody>
</table>

### Session 13  Ghana School Feeding Program

<table>
<thead>
<tr>
<th>Date</th>
<th>February 15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Topics</strong></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Sustainability of programs and supply chains</td>
</tr>
<tr>
<td>2.</td>
<td>Creating local solutions</td>
</tr>
<tr>
<td>3.</td>
<td>Strengthening local markets</td>
</tr>
<tr>
<td><strong>Preparation</strong></td>
<td>NYU Classes</td>
</tr>
<tr>
<td></td>
<td>• Cuny, Chapters 6-10</td>
</tr>
<tr>
<td></td>
<td>• Prepare assignment #3: “Ghana School Feeding Program” (new case)</td>
</tr>
</tbody>
</table>

Assignment #3 is due by email February 15 before class.

### Session 14  To Be Determined

<table>
<thead>
<tr>
<th>Date</th>
<th>February 15</th>
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</thead>
<tbody>
<tr>
<td><strong>Topics</strong></td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Preparation</strong></td>
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<tr>
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<td>• No reading required.</td>
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</table>

### Session 15  Conclusion and Wrap-Up

<table>
<thead>
<tr>
<th>Date</th>
<th>February 15</th>
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</thead>
<tbody>
<tr>
<td><strong>Preparation</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• No reading required.</td>
</tr>
</tbody>
</table>

Take-Home Final Exam is Due on Sunday February 23 at 5pm