"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, assignments and the case study method.

Course Grading Components

Final grades are determined by the following course components:

• **Class Participation (20%)**
  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 (60%)**
  The four assignments will each be 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 may work on the assignments individually or with classmates in groups of two. Each collaborating group should submit only one assignment noting both collaborators’ names.

• **Final exam (20%)**
  The final exam will cover all lectures, assignments and readings. It will be open book. There will be some time pressure.

Prerequisites

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

• **Statistical and Mathematical Knowledge**
  o Basic algebra
  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 - none**
2. **Course Packet - none**
3. **NYU Classes**
   
   NYU Classes will be used to post readings and assignments throughout the semester. Students are encouraged to check it frequently. The readings listed in this syllabus are posted on NYU Classes.

The specific readings are listed in the Detailed Course Outline below.

COURSE CALENDAR

<table>
<thead>
<tr>
<th>Session</th>
<th>Topics</th>
<th>Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IFRC RESPONSE TO HAITI EARTHQUAKE</td>
<td>MARCH 25</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>EMERGENCY RESPONSE</td>
<td>APRIL 1</td>
<td>ASSIGNMENT 1 DUE</td>
</tr>
<tr>
<td>3</td>
<td>PROCUREMENT</td>
<td>APRIL 8</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>LOGISTICS FOR 1991 RWANDAN REFUGEE CRISIS</td>
<td>APRIL 15</td>
<td>ASSIGNMENT 2 DUE</td>
</tr>
<tr>
<td>5</td>
<td>PLUMPY’NUT SUPPLY CHAIN FOR EAST AFRICA</td>
<td>APRIL 22</td>
<td>ASSIGNMENT 3 DUE</td>
</tr>
<tr>
<td>6</td>
<td>MSF SUPPLY CHAIN FOR CHOLERA</td>
<td>APRIL 29</td>
<td>ASSIGNMENT 4 DUE</td>
</tr>
<tr>
<td>7</td>
<td>PERFORMANCE MEASURES</td>
<td>MAY 6</td>
<td></td>
</tr>
</tbody>
</table>

| Final Exam | MAY 13 | Tentative |
## Detailed Course Outline

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

<table>
<thead>
<tr>
<th>Date</th>
<th>March 25</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Topics</strong></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Course Overview</td>
</tr>
<tr>
<td>2.</td>
<td>Destruction and chaos after an earthquake</td>
</tr>
<tr>
<td>3.</td>
<td>Reality on the ground for logisticians during the response</td>
</tr>
<tr>
<td>4.</td>
<td>Challenges and obstacles</td>
</tr>
</tbody>
</table>

**Preparation**

- How to Prepare a Case Discussion Handout

### Session 2  Preparedness and Emergency Response – WFP and IFRC

<table>
<thead>
<tr>
<th>Date</th>
<th>April 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Topics</strong></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Immediate emergency response</td>
</tr>
<tr>
<td>2.</td>
<td>Regional logistics strategy at IFRC</td>
</tr>
</tbody>
</table>

**Preparation**

- Prepare assignment #1: “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)*.

### Assignment #1 is due to NYU Classes April 1 before class

### Session 3  Procurement

<table>
<thead>
<tr>
<th>Date</th>
<th>April 8</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Topics</strong></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Assessment of beneficiary needs and programmatic challenges</td>
</tr>
<tr>
<td>2.</td>
<td>Forecasting material requirements</td>
</tr>
<tr>
<td>3.</td>
<td>Assessment of logistics requirements and challenges</td>
</tr>
</tbody>
</table>

**Preparation**

- WFP Field Operations Pocketbook, Chapter 8, “Procurement and Contracting”
**Session 4  Logistics for 1994 Rwandan Refugee Crisis**

<table>
<thead>
<tr>
<th>Date</th>
<th>April 15</th>
</tr>
</thead>
</table>
| 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 |
| Preparation|  
            | • Prepare assignment #2: “The logistics of a Third-World relief operation,” by Andrew McClintock  
            | • Skim: WFP Field Operations Pocketbook, Chapter 9, “Logistics” |

**Assignment #2 is due to NYU Classes April 15 before class**

**Session 5  Plumpy’Nut Supply Chain for East Africa**

<table>
<thead>
<tr>
<th>Date</th>
<th>April 22</th>
</tr>
</thead>
</table>
| 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 |
| Preparation|  
            | • Prepare Assignment #3: “UNICEF Plumpy’Nut Supply Chain,” by Jay Swaminathan, Teaching case (2009) |

**Assignment #3 is due to NYU Classes April 22 before class**
### Session 6  MSF Supply Chain for Cholera

**Date:** April 29  

**Topics:**
1. Forecasting material requirements for emergencies  
2. Country vs. global forecasting  
3. Locating preparedness stock

**Preparation**
- NYU Classes
  - Prepare assignment #4: Preparedness Stock for Addressing Cholera  

### Assignment #4 is due to NYU Classes April 29 before class

### Session 7  Performance Measures

**Date:** May 6  

**Topics:**
- Performance Measures

**Preparation**
- NYU Classes

### Take Home Final Exam – Due May 13