Managing Global Supply Chains

COURSE DESIGNATOR LNDN 3228
NUMBER OF CREDITS 3
LANGUAGE OF INSTRUCTION English

COURSE DESCRIPTION
Supply chain management (SCM) is becoming more and more important for businesses as the scope to outsource globally increases. Companies now have to deal with emerging countries just beginning to compete in global markets. A supply chain is the network of entities from the raw material supplier at one end, going through the plants, warehouses and distribution centres, to retailers, and sometimes the final customer, at the other end.

Supply chain management is the integrated management of the flow and storage of materials, information and funds between the entities comprising the supply chain. The main objective of the supply chain is to create and enhance value as the product, in its intermediate or final form, progresses through the network. Supply chain management is by its very nature an international (global) discipline.

The focus of this course will be on key issues within operations that are of relevance in a firm’s ability to remain competitive in a global economy. Examples of companies collaborating across the globe will be used in the teaching and learning of SCM. We focus mainly on the operational and tactical aspects of managing the network of multiple facilities, but we will also investigate their strategic implications. Factors such as legal, ethical, operational, venture risk and reliability will be considered in addition to specialized topics in supply chain management within a global environment such as:

- Outsourcing and offshoring
- Role of information technology in operations
- Designing and managing global supply chains
- Managing inventory and global logistics
- Sustainability in supply chains and supply chain management

Students undertaking this course in London will be encouraged to take a regional perspective on topics. European countries play a leading role in global supply chains as providers and consumers given their relatively high levels of consumption and technology skills. This has led to increasing specialization and capability expansion. The course will draw on case studies from the United Kingdom, Europe and neighboring regions and look at emerging trends at a regional and individual country level in relation to the key drivers of successful supply chain management. In addition, the course will examine the structure of the European industry and its decline of manufacturing capability and offshoring to lower cost Eastern European countries. The UK is a member of the European Union but is outside the Euro zone common currency area. The course will examine the role of the UK in Europe and the related impact on supply chains. Europe’s current and future position, not only in regional and global supply chains, but also global value chains will be assessed in the light of these trends.

COURSE OBJECTIVES
The aim of this course is to equip students with an understanding and foundational knowledge of the analytical frameworks, tools, and methodologies for developing, implementing, and evaluating effective strategies and tactics for managing operations as a key driver of an organization’s success in the global economy. In addition, students will develop an understanding of the dynamics and opportunities in the European Union for global companies.

LEARNING OUTCOMES
Following completion of this course, students should be able to:

- Explain how analytical methods and tools are used to design supply chain networks, create global supply chain business processes to manage the networks, embed continuous improvement in global supply chain operations;
• Demonstrate an understanding and appreciation of the drivers and metrics for supply chains;
• Discuss and evaluate key decision criteria for sourcing and outsourcing in the supply chain;
• Demonstrate an understanding of the use of technology in managing the supply chain;
• Develop a strategy for sustainability in the supply chain.

COURSE PREREQUISITES
There are no prerequisites. Students from a variety of backgrounds and interests are encouraged to take this class.

METHODOLOGY
Classes will be conducted in blended learning mode, that is a mix of classroom, online and experiential learning. Class time will be dedicated to developing an understanding of the core content drawing on the textbook and supplementary readings, and application through group presentation and discussion to case studies. Online learning will focus on development of the final research paper and weekly online quizzes (non-cumulative). Experiential learning will comprise field classes and individual self-directed learning (under the guidance of your Faculty) exploring live examples of key supply chain issues and their solutions through visits to local businesses and/or guest speakers.

REQUIRED READING AND RESOURCES
The following text is required for the course:
It is essential that all students have access to the above textbook.

Other useful sources:
Alliance for Supply Chain Innovation
Supply Chain Asia Magazine
http://www.supplychainasia.org/
Supply Chain Management Review
http://www.manufacturing.net/scm/index.asp
Supply Chain Management Journal
http://www.oberon.emeraldinsight.com/vl=761024/cl=49/nw=1/rpsv/scm.htm
Stanford University Global Supply Chain Forum. Research white papers
http://www.stanford.edu/group/ssf/Welcome/
Supply Chain Management Forum
http://www.supplychain-forum.com
Supply Chain Council
http://www.supply-chain.org
World Bank Logistics Performance Index
http://lpi.worldbank.org/
Related academic journal titles useful for Research Papers
Californian Management Review
European journal of purchasing and supply management
Harvard Business Review
International Journal of Operations and Production Management
International Journal Of Physical Distribution And Logistics Management
International Journal of Quality and Reliability Management
International Journal of Service Industry Management
Journal Of Industrial Technology
Journal of Operations management
Journal of Operations Research
Journal of Purchasing and Supply Management
Journal of Quality Management
Management Science
Operations Management Review
Production and Inventory Management Journal (APICS)
MYEDUCATION REQUIREMENT
Students are encouraged to participate in events/activities from the CAPA London MyEDUCATION calendar to broaden understanding of this subject in the context of the UK and Europe. Students will be asked to draw on these experiences in one or more learning activities within this course. In addition the course includes field classes, which also count towards MyED.

GRADING
CAPA PROGRAM AND INSTRUCTOR POLICY
The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic course depends upon the absolute integrity of the work done by the student, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work and class behavior. This means to gain full attendance you must attend all classes, you must not be late (unless with a valid reason) and you must be respectful of the professor and of other students by not talking/whispering in class when others are talking or presenting. Persistent lateness or lack of attention in class, i.e., reading materials other than the work assigned, may result in a low or zero grade for participation, and possible referral to the CAO. No electronic equipment will be used in class, including laptops, phones, ipods, cell phones, etc, unless you have written permission from the Chief Academic Officer prior to the course. If you are caught using any electronic equipment, you may receive a zero grade for participation.

Plagiarism will be dealt with very seriously, and will be referred to the Chief Academic Officer in London. You may receive an F for the course. If all work is not submitted by the end of the program, you will receive an F for the course.

CLASS PARTICIPATION AND ATTENDANCE
Attendance at all classes is mandated by CAPA; students who miss a class without permission from CAPA’s Chief Academic Officer will have their grade for the course lowered. Informed participation is expected in every class, so students must have read the full assignment carefully before coming and be ready to discuss it if called upon. At any meeting there may be a brief, pass-fail two-minute quiz on some utterly obvious fact in the assigned reading. Students will also be asked to complete informal in-class writing assignments on a regular basis, which will require them to demonstrate their familiarity with the assigned materials. Students who repeatedly demonstrate unsatisfactory performance on these quizzes and exercises will be penalized in the participation grade.

CRITERIA FOR GRADING AND GRADING STANDARDS

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<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Description</th>
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<tr>
<td>A</td>
<td>93+</td>
<td>Achievement that is outstanding relative to the level necessary to meet course requirements.</td>
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<tr>
<td>A-</td>
<td>90-92</td>
<td>Achievement that is significantly above the level necessary to meet course requirements.</td>
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<tr>
<td>B+</td>
<td>87-89</td>
<td>Achievement that is significantly above the level necessary to meet course requirements.</td>
</tr>
<tr>
<td>B</td>
<td>83-86</td>
<td>Achievement that meets the course requirements in every respect.</td>
</tr>
<tr>
<td>B-</td>
<td>80-82</td>
<td>Achievement that is worthy of credit even though it fails to meet fully the course requirements.</td>
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<tr>
<td>C+</td>
<td>77-79</td>
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<tr>
<td>C</td>
<td>73-76</td>
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<tr>
<td>C-</td>
<td>70-72</td>
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<tr>
<td>D+</td>
<td>67-69</td>
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<tr>
<td>D</td>
<td>60-66</td>
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<tr>
<td>F</td>
<td>&lt;59</td>
<td>Represents failure (or no credit) and signifies that the work was either (1) completed but at a level of achievement that is not worthy of credit or (2) was not completed and there was no agreement between the instructor and the student that the student would be awarded an I.</td>
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GRADING FOR ASSIGNMENTS

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<th>Assignment</th>
<th>Percentage</th>
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<tr>
<td>In class case study presentations (2 per group)</td>
<td>30%</td>
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<tr>
<td>SCHEDULE AND ASSIGNMENTS</td>
<td>Course Topics</td>
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| **Week 1**               | Introduction to Supply Chain Management  
Introductions, student interests, relevant prior coursework & experience  
Course map, format, required work and assessments  
Definition, importance, processes, and examples of supply chains  
Careers in SCM  
Reading:  
Chapter 1: Understanding the Supply Chain  
| **Week 2**               | Strategy and product/service alignment  
Competitive and supply chain strategies align with product/service objectives  
Drivers and metrics including financial, facilities, inventory, transportation, information, sourcing, and pricing  
Reading:  
Chapter 2: Supply Chain Performance – Achieving Strategic Fit and Scope  
Chapter 3: Supply Chain Drivers and Metrics  
| **Week 3**               | Network design  
The role of network design in the supply chain  
Making design decisions – theory and practice  
Facility location and capacity allocation  
Reading:  
Chapter 5: Network Design in the Supply Chain  
| **Week 4**               | Offshoring, onshoring, reshoring  
Globalization impacts  
Making the decision: cost, risk  
Onshoring vs. offshoring and uncertainty – theory and practice  
Reading: |
| Week 5 | Sales and operations planning  
| Managing supply and demand  
| Predictable variability  
| Planning in practice  
| End-to-end supply chain co-ordination  
| Reading:  
| Chapter 9: Sales and Operations Planning – Planning Supply and Demand in a Supply Chain  
| Chapter 10: Co-ordination in a Supply Chain  

| Week 6 | Inventory management and economies of scale  
| Cycle inventory and related costs  
| Promotion and discounting effects and strategies  
| Managerial levers to balance costs  
| Pricing and revenue management under conditions of limited capacity and inventory  
| Reading:  
| Chapter 11: Managing Economies of Scale in a Supply Chain: Cycle Inventory  
| Chapter 16: Pricing and Revenue Management in a Supply Chain  
| Case study: Coles Supermarket, small suppliers, and the Australian Competition and Consumer Commission (ACCC). |

| Week 7 | Inventory management and uncertainty  
| Safety inventory and appropriate level  
| Dealing with supply uncertainty  
| Aggregation vs. distribution  
| Replenishment policies  
| Reading:  
| Chapter 12: Managing Uncertainty in a Supply Chain: Safety Inventory |

| Week 8 | Product availability  
| Determining the optimal level of product availability  
| Improving supply chain profitability through optimal services levels  
| Allocation of limited supply capacity  
| Reading:  
| Chapter 13: Determining the Optimal Level of Product Availability |
**Week 9**

- Transportation
  - Modes of transportation and performance characteristics
  - Infrastructure and Government policies
  - Designing the transport network
- Role of IT
- Risk management
- Decisions in practice

Reading:
Chapter 14: Transportation in a Supply Chain

**Week 10**

- Sourcing
  - Role of sourcing (procurement) in the supply chain
  - Outsourcing decisions and factors affecting
  - Managing supplier performance and total cost
  - Managing risk
- The sourcing process – auctions and negotiations

Reading:
Chapter 15: Sourcing Decisions in a Supply Chain


**Week 11**

- Information technology in the supply chain
  - Role of IT
  - Functions: customer relationship management, internal supply chain management, supplier relationship management, transaction management, risk management
  - Looking to the future

Reading:
Chapter 17: Information Technology in a Supply Chain


**Week 12**

- Sustainability and Corporate Social Responsibility (CSR) in the supply chain
  - Role of sustainability and key metrics
  - Closed loop supply chains
  - CSR in the supply chain

Reading:
Chapter 18: Sustainability and the Supply Chain

ASSESSMENT 1: IN CLASS CASE STUDY PRESENTATIONS (2 PER GROUP) 15% X 2 = 30%, SESSIONS 2-11

The case study presentations will be done in small groups and each group will present twice per semester. The case studies will be identified by your Faculty at the start of the semester. The group presentation (20 minutes) will analyse the case, make specific recommendations on the course of action that you would recommend to the firm(s). As you write the brief you are writing an argument to be evaluated by your superiors – your career, your standing in the company as well as the outcome of the case’s impact to the company is at STAKE. The presentation should be accompanied by a 500 word briefing paper submitted to your Faculty at the end of the presentation. The grading of the briefs will be based upon the quality of the analysis and argument made. In preparing your presentation, and writing the brief, assume you are a consulting company that has been called in by the management to analyse a business situation and make appropriate recommendations.

ASSESSMENT 2: MIDTERM TEST/PAPER – 20% - SESSIONS 1-6

There will be a midterm test or paper covering the material through session 6. This may be a take-home or in-class assessment.

ASSESSMENT 3: RESEARCH PAPER - 40% - DUE SESSION 12

The research paper is a 3000 (+/- 10%) word essay due in Session 12. Select any one of the topics that we will be covering in this course. Bear in mind that these topics/chapters are rather broad and you will need to narrow down your research topic significantly. You should identify a small aspect of the theoretical or methodological discussion that interests you and focus sharply on it. In other words, you should not be providing a general overview of the chapter(s).

ASSESSMENT 4: CLASS PARTICIPATION 10%

Each week, your Lecturer will look for lively discussion and debate in class. You are expected to read the appropriate material listed in the class schedule before each class. This is a mark for participation, NOT attendance (which is compulsory). The online component of your weekly session will comprise a weekly mandatory quiz, which must be completed prior to the next class, and a set progress deliverable for your final research paper.

LOCALIZED CONTEXT

The students are required to identify relevant research paper topics within the localized context of the UK and/or the European Union to benefit from their presence in London, the leading global financial centre. These research paper topics should be discussed with the lecturer in advance. Preparatory work would include developing good reading sources such at the Financial Times, the Economist and the New York Times and similar high quality local journals to gain a better understanding of the localised context.

The next step is to identify a case study or identify an accessible data set that fits your selected topic. You may choose current or recent global supply chain issues or events or alternatively examine an event/s from the perspective of recent history and forecasted trends.

The final step will be to provide a thorough analysis. How does the case study or evidence fit into the theoretical or methodological discussion? Are the facts consistent with the theory? Explain why (or why not). What lessons did you learn from this project? This analysis will carry the highest weight for this assignment.

To obtain an ‘A’ grade, the submission will have to meet three requirements: (1) theoretical / methodological discussion; (2) good presentation of case study / data set; and (3) thorough analysis. Any submissions that do not meet all the criteria will be downgraded.

You will provide 2 status updates (online) through the term on the progress you have made to date on your projects. This will enable the lecturer to provide you with the necessary guidance and feedback. It is important that you are well prepared for these status updates and demonstrate appropriate progress.

ATTENDANCE POLICY

Regular attendance and punctuality are mandatory in order to earn full marks. The final grade will take into consideration preparation required for class (i.e. readings) and participation in class discussions. If you miss any meetings without an excused absence from the on-site director, your final grade will be dropped accordingly. In the case of absences, it is the student’s responsibility to find out what information was given in class including any announcements made.
UNIVERSITY OF MINNESOTA POLICIES AND PROCEDURES

Academic integrity is essential to a positive teaching and learning environment. All students enrolled in University courses are expected to complete coursework responsibilities with fairness and honesty. Failure to do so by seeking unfair advantage over others or misrepresenting someone else’s work as your own, can result in disciplinary action. The University Student Conduct Code defines scholastic dishonesty as follows:

SCHOLASTIC DISHONESTY

Scholastic dishonesty means plagiarizing; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; altering forging, or misusing a University academic record; or fabricating or falsifying data, research procedures, or data analysis.

Within this course, a student responsible for scholastic dishonesty can be assigned a penalty up to and including an “F” or “N” for the course. If you have any questions regarding the expectations for a specific assignment or exam, ask.

STUDENT CONDUCT

The University of Minnesota has specific policies concerning student conduct and student needs. This information can be found on the Learning Abroad Center website.