LEARNING ABROAD CENTER
UNIVERSITY OF MINNESOTA

In partnership with CAPA THE GLOBAL EDUCATION NETWORK and CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Transportation and Logistics Management

COURSE DETAILS

Course Designator and Number: BCLA 3048
Number of Credits: 3
Language of Instruction: English
Contact Hours: 45
Instructor: On-Site Faculty

COURSE DESCRIPTION

In today's global supply chains, manufactured products often travel across multiple countries and multiple states, using multiple modes of transportation, before reaching final customers. Along the way, these products are processed at a variety of inventory transfer points, and reconfigured and combined with other products with the goal of arriving intact at the right place and right time. Effectively managing these flows requires understanding the underlying economics of weight, volume, distance, and velocity. It requires taking an end-to-end view of the logistics and transportation network to understand how changes in one link impact others. It also requires openness to change, including adopting new network designs and other innovations that promise to improve processes in fundamental ways.

This course uses a combination of lectures, case discussions, interactive classroom activities, and guest speakers. Students are expected to have read any assigned readings and cases before the corresponding class session so they are prepared to actively take part in class discussion.

Course Objectives

The goal of this course is to provide the knowledge, skills, and tools for understanding these core elements of logistics and transportation systems. Students will gain an understanding of the dynamics of key logistics and transportation decisions, including the design of the distribution network, choice of transportation modes and routes, location and design of

distribution centers, and management of last mile logistics. Students will explore how these decisions are made by leading companies and how such decisions influence the performance dimensions of flexibility, speed, reliability, accessibility, and cost. Throughout the course, students will be exposed to best practices and gain an appreciation for the challenges that typical companies face in managing their logistics and transportation network, including how to innovate in light of competitive pressures and external shocks.

Learning Outcomes
Upon completion of the program, students will be able to:

1. Understand the core elements of logistics and transportation systems
2. Understand the dynamics of key logistics and transportation decisions
3. Design a distribution network
4. Choose transportation modes
5. Choose the routes, location, and design of distribution centers
6. Design a corporate structure for a logistics company and understand all of its areas
7. Understand the future challenges that new technologies pose

Developmental Outcomes
Students should demonstrate: responsibility and accountability, independence and interdependence, goal orientation, self-confidence, resilience, appreciation of differences, develops awareness of people and its community of practice.

Methodology

An important goal of this course is to be able to apply transportation and logistics concepts gained in the lectures and readings to contemporary situations and issues. You will have practice doing this through the weekly case discussions and more formally through three group-based case reports. You may work in groups of up to four people for these assignments. The write-ups should address a set of discussion questions posed for the associated case and be submitted via Canvas. Active class participation is vital for your own learning and for that of your classmates. Students are expected to come to class prepared to discuss the assigned readings, cases, and questions. The twelve in-class assignments and quizzes provide a means to test individual understanding of L&T concepts and practice applying these concepts to new situations. Students can drop the bottom two of their 12 scores for this element of their grade (i.e., final points will reflect a student's top 10 scores). There is no make-up for this element of the assessment (e.g., if a student is not in class, they cannot turn in the associated assignment later for points).

The final exam will provide an opportunity to synthesize what you have learned throughout the term. The exam format will include T/F, short-answer, and essay questions. It will be conducted on the last day of class. Course grades will be based on group-based case analysis reports (30%), in-class assignments and presentations (30%), and an individual final exam (40%).

Field Components
CAPA provides the unique opportunity to learn about the city through direct, guided experience. Participation in field activities for this course is required. Students will actively explore the global city in which they are currently living. Furthermore, they will have the chance to collect useful information that will be an invaluable resource for the essays/papers/projects assigned in this course. In this course, one field trip will provide some practical perspective: a visit to the Damm distribution center in the Logistical Activities Zone (ZAL) in El Prat.

Required Readings/Materials

- There are no required textbooks for this course. However, there will be required and recommended selections from books, journal articles, videos, audio recordings, and news sources. Course readings are listed session by session in the weekly schedule below.
- It is critical that students do the assigned readings before the class for which they are assigned, as they will be required to discuss and evaluate these ideas in the sessions. These class discussions will count toward the class participation grade. Note that lack of demonstration of having read materials will result in a zero grade for the class period.

Recommended Readings

- Goldsby, T.J., D. Ivengar, and S. Rao 2014. *The Definitive Guide to Transportation: Principles, Strategies, and Decisions for the Effective Flow of Goods and Services*
- Srinivasan, M., T. Stank, et al. 2013. *Global Supply Chains: Evaluating Regions on an EPIC Framework – Economy, Politics, Infrastructure, and Competence*
- Watson, M. , S. Hoormann, et al. 2012. *Supply Chain Network Design: Understanding the Optimization behind Supply Chain Design Projects*

Grading

Grading Rubric

Letter grade	Score or percentage	Description
A	93–100	Achievement that is outstanding relative to the level necessary to meet course requirements.
A-	90–92	Achievement that is significantly above the level necessary to meet course requirements.
B+	87–89	
B	83–86	
B-	80–82	Achievement that meets the course requirements in every respect.
C+	77–79	
C	73–76	
C-	70-72	Achievement that is worthy of credit even though it fails to meet fully the course requirements.
D+	67-69	
D	60-66	
F	0-59	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.

Summary of How Grades Are Weighted

Assignments	**Percentage of grade**
Class participation, small group discussion	10%
Oral presentations	20%
Case analysis reports	30%
Final exam Short questions (20%) Essay (20%)	40%
Overall grade	100%

Assessment Details

Participation and Oral Presentations

Students are expected to contribute to the class in all group assessment tasks and in-class sessions. For one session, students will be expected to provide a synthesis and critique of one of the session's corresponding reading/viewing materials.

Please review the following table as a guide to how students will be evaluated:

Grade	Discussion	Reading
A range	**Excellent:** consistent contributor; offers original analysis and comments; always has ideas on topics of the readings; takes care not to dominate discussion	Obviously has completed all readings; intelligently uses resultant understanding to formulate comments and questions for the discussion
B+	**Very Good:** frequent, willing, and able contributor; generally offers thoughtful comments based on the readings	Has done most of the readings; provides competent analysis of the readings and applies insights from class appropriately
B / B-	**Satisfactory:** frequent contributor; basic grasp of key concepts but little original insight; comments/questions are of a general nature	Displays familiarity with some readings and related concepts, but tends not to analyze them

C range	**Poor:** sporadic contributor; comments/questions betray lack of understanding of key concepts; often digresses in unhelpful ways	Displays familiarity with few readings; rarely demonstrates analytical thought
D / F	**Very Poor:** rarely speaks; merely quotes text or repeats own comments or those of others	Little to no apparent familiarity with assigned material or application to relevant discussion

Case Analysis Report
This is an opportunity for students to formally present their understanding of their learning in the context of real business cases.

Students will identify the problems (issues/risks, etc.) inherent in the case, reading to uncover the organization's history of success and failure in relation to the case, the communication processes that are occurring, and relevant current strengths and weaknesses of the organization or its activities that relate to the case. Students will also need to evaluate which tools would best apply to their assessment of the issues related to the case and finally make recommendations in a clear statement of what action should be taken to minimize, solve, or remove the problems being investigated.

Final Exam
The students will be required to pass a final exam in order to show their global understanding of the topics covered during the course. The course will be open book, closed neighbors, and it will consist of a series of short questions and an essay on a relevant topic.

COURSE CONTENT

Unit 1

- Introduction to course communications
- Origins and history of logistics and transportation services. Evolution: from logistics to supply chain management and how to compete through logistics
- Forecasting demand: qualitative and quantitative methods for demand forecasting/planning and the role of the demand planner. How stock policies influence cash flow

Unit 2

- Procurement logistics: purchasing and outsourcing. Purchasing management: distribution, inventory, and integral logistics. The creation of a pool of suppliers
- Warehouse logistics and warehouse design: location and staffing; handling, shelving, storing and picking systems; EAN coding, counting and inventory system. Identification: bar codes and radiofrequency. Packing and palletization

Unit 3

- Field trip: visit to the Damm distribution center in ZAL, Barcelona

Unit 4

- International freight transport: logistic platforms, vehicles, containment. Modalities: road, rail, maritime, intermodal. Infrastructure and logistic corridors. Fleet management and route planning. Reverse logistics
- Administration management: the agents of international trade. Documentation: licenses, certificates, offers, orders, invoices, INCOTERMS

Unit 5

- Guest Speaker Hans Tepper, Business Development Director, Alfil Logistics: “Business Development Models in Logistics”

Unit 6

- Customs, tax, and tariff management: Tariff classification and origin of goods, non-tariff barriers to import, customs destinations and customs clearance, special customs regimes, export taxation, taxation in intra-community trade

- Finance management: international payments and collections, documentary remittances. Financing: import financing policies, pre-financing and export financing policies, factoring, forfaiting and confirming. Financial insurance for exchange and interest rate and export credit insurance. Guarantees: ordinary guarantees and guarantees on first demand

Unit 7

- Oral presentations: cases 1 & 2
- Oral presentations: cases 3 & 4

Unit 8

- Legal management: International sale agreements, international intermediation contracts (agency, distribution, franchising), international competitions, joint ventures, branches and subsidiaries. International civil liability; dispute resolution systems. Responsibility in international transport. International transport insurance
- Pricing strategies and the structure of national and international markets. How companies face the effects of globalization

Unit 9

- Economy and international trade: commercial blocks, international relations, commerce policies and the rules of the game. Regionalisms and economic integrations. The new protectionism. How to work with WTO data
- Competitiveness and globalization: emerging economies. Foreign trade and economy of the European Union. Foreign trade in China, India, Latin America, Russia, Southeast Asia, Central and Eastern Europe, etc.

Unit 10

- Investigation of foreign markets and market selection for business. How to detect and exploit opportunities. Sources of information and analysis of foreign markets (WTO, OECD, World Economic Forum, etc.)
- Management and organization of the international company. Analysis of the environments. Strategies. The globalization of markets. Strategic alliances. Intercultural management. Market opening strategies. Expansion policies of the company
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Unit 11

- Strategies of internationalization and access to markets. Marketing mix. International multicultural environment. The impact of culture on business. Negotiating skills. Organizational behavior. The International Business Plan
- Logistics 4.0: uses of Big Data and technologies for e-commerce. Tomorrow and beyond: drones, IoT and new models for logistics

Unit 12

- Final exam

POLICIES

Attendance Policy

Students are expected to be on time and attend all classes while abroad. Many instructors assess both attendance and participation when assigning a final course grade. Attendance alone does not guarantee a positive participation grade; the student should be prepared for class and engage in class discussion. See the on-site syllabus for specific class requirements.

University of Minnesota Policies & 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. This information can be found on the Learning Abroad Center website.