

COURSE GUIDE



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Global Supply Chain Management IBMS

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1 Course Description

In the 1980's companies discovered new technologies and strategies that allowed them to reduce costs and compete better in different markets. During the last years however it has become clear that many companies have reduced these costs as much as possible. Many of these companies have realized that working closely together with their suppliers and customers is the next step they need to take in order to increase profit and market share. You may find out in your future working field that more and more companies will look for opportunities to integrate their activities. Working closely together with other companies to reduce cost and / or improve customer value is an important aspect in supply chain management and hence the focus of this course. The international component is part of the supply chains we are going to consider, focussing from the supply of raw materials up until the finished products. In addition to the benefits of supply chain integration, sustainability seems to be an attractive avenue for many companies. Therefore, students are encouraged to investigate whether certain practices for supply chain management are sustainable or not.

The cases presented during this course contain mainly information on leading European and American companies operating in an international environment. As mentioned above, working closely together with other companies is increasingly important. Especially in highly competitive business environments. Because of globalization this happens often in an international context. In your future working environment you will most likely be involved in optimization of the supply chain for your company. This course will give you an overview of tools that can be used to organize an effective and efficient supply chain.

The main topics of this course are:

- **Supply Chain Management:**
What is supply chain management and what issues are involved with it?
How can risk and uncertainty that companies face about supply and demand be reduced?
- **Inventory management:**
Inventory is a large expense for companies. How can companies reduce their inventory levels and still be able to meet customer requirements?
- **Sharing information:**
With the help of new IT technologies it has become possible for companies to easily share information. Which advantages do they have in controlling the supply chain like reduction of the "Bull Whip Effect"?
- **Infrastructure and distribution:**
This part focuses on the "hard" side of logistics management. What options are there for companies in the field of transportation, warehousing and distribution?
- **Procurement:**
What are the advantages and disadvantages of outsourcing?
Should you make or buy and in case of buy; what form of supply contract is best to be used?
- **Alliances:**
Companies can work together in several ways. When is it valuable for companies to work closely together for a long term and in this way form a strategic partnership?
- **Marketing:**
An efficient supply chain is a good tool to create additional value for the customer. How can a supply chain achieve customer value? How is pricing used to influence supply chain optimization?

This course is given in period A-D and consists of:

- **Lectures:** during the lectures the focus will be on theory that you will need to understand to be able to answer the book questions.
- **Tutorials:** during the tutorials the focus is on discussing the book questions and the assignment of that week. Therefore, a pro-active attitude of the student is required in order to contribute to the class/group discussion.

An exact overview of the planning of the course content is presented below:

Week	Lecture (120 min)	Tutorial (120 min)
1	Chapter 1 + 10: Explanation course + Introduction <i>What is SCM?</i> <i>Risk</i>	Chapter 1: 6, 7, 8, 9, 10 Chapter 10: 2, 3 Assignment: Setting up groups and selecting a company
2	Chapter 2 + 6: Inventory + test Q week 1 <i>Inventory and forecasting</i> <i>Push and Pull</i>	Chapter 2: 2, 3, 4, 10 Chapter 6: 1, 3, 6 Assignment part one: Mother earth
3	Chapter: 5 + 14: Information + test Q week 2 <i>Bull whip effect</i> <i>Lead time reduction</i> <i>Supply chain IT (ERP and APS)</i>	Chapter 5: 2, 3, 4 Chapter 14: 1, 2, 3 Assignment part two: Process maturity chain companies
4	Chapter: 8 + 9: Partnerships + test Q week 3 <i>Alliances</i> <i>Procurement</i> <i>Outsourcing</i>	Chapter 8: 2, 3, 4 Chapter 9: 2, 3, 5, 6 Assignment part three: The ocean
5	Chapter 4 + 11: Partnerships 2 + test Q week 4 <i>Supply contracts</i> <i>4C</i> <i>Supply Chain Management</i> <i>Coordinated product design</i>	Chapter 4: 5 Chapter 11: 4, 6, 8, 10 Assignment part four: Supply Chain maturity
6	Chapter 3 + 7: Physical distribution + test Q week 5 <i>Network design</i> <i>Distribution strategies</i>	Chapter 3: 1, 2, 4, 5 Chapter 7: 1, 2, 3, 4 Assignment part five: From code of conduct to contracts
7	Chapter 12 Recap + exam preparation + test Q week 6	Chapter 12: 2, 3, 6 Recap and assignment Assignment part six: The perfect FIT: Safety & Sustainability

The cases in the book are great cases for you to study. All answers of the cases in the book are easily found on the internet. The questions accompanying the cases in the book **may** be discussed during class, however are expected to be part of self-study. The exam equals the level of these cases with the exception that calculation will not be asked at the level presented by these cases.

The advised cases to study for your exam are:

<i>Advised cases from the book to study for your exam</i>
Case chapter 1: Meditech <i>Problems with product introductions</i>
Case chapter 2: Sport Obermeyer <i>Consequences of bad forecasting.</i>
Case chapter 5: Barilla <i>How to reduce the Bull Whip Effect?</i>
Case chapter 9: Solectron <i>From contract manufacturer to Supply Chain Integrator</i>
Case chapter 11: Hewlett Packard <i>Effects of product design on the supply chain.</i>
Case chapter 3: H.C. Starck <i>How a good network design can help with reducing lead-time.</i>

2 Course Goals and Learning Objectives

The goal of this course is:

To understand and recognize the most important principles of supply chain management.

These principles are approaches utilized to efficiently integrate supply chain partners, so that products are produced and distributed at the right quantities to the right locations and at the right time, in order to minimize system wide costs and / or increase customer service. You will learn about the role of IT (ERP and APS systems) within supply chain management and the different forms of partnership companies can engage in with their suppliers and customers. Inventory management and logistics are other important topics. A link with marketing is also made so that the student obtains knowledge of the consequences of marketing decisions on supply chain management. By means of the cases you will get an idea how sustainability may influence the supply chain (e.g. cost reductions, waste elimination) and at the same time add to the protection of mother nature.

After successful completion of this course the student is able to apply the theory to concrete business situations. Also, the student is able to analyse and provide recommendations for improving supply chain practices.

Learning Objectives

After this course the student is able to:

- Explain what Supply Chain Management is.
- Identify the theory of supply chain management in a business situation.
- Apply the theory from Supply Chain Management to a business situation.
- Understand the principles of inventory management.
- Understand the importance of IT in supply chain management.
- Understands why it is of importance to control the supply chain as one entity instead of loose chains.
- Understand the difference between loose chains and integrated chains.
- Understand the advantages and disadvantages of strategic partnerships.
- Compare several forms of supply contracts so that the student can choose the best form.
- Compare the advantages and disadvantages of outsourcing in order to make a make or buy decision.
- Describe the relation between marketing and supply chain management.
- Recognize correct solutions bases on several business cases
- To motivate and uphold the given answers in discussions with other students.

3 Place in the Curriculum and Related Courses

This is a fourth year course, given in blocks A/B/C/D

Furthermore this course extends on the first year course Logistics and Information Management in which basic content on distribution, warehousing and supply chain management was provided. Where Logistics and Information Management was a broad course in which supply chain management was only mentioned briefly, this course presents in depth principles of supply chain management. This course is also related to Strategy and Marketing and Globalization Outsourcing. For some of the topics a basic understanding of statistics and finance is needed.

4 Study Burden

	Study burden hours
Lectures, 7 x 2 x 2 hours	28
Preparation cases: 7 cases x 6 hours	42
Individual preparation of homework for lectures, 7 x 3 hours	21
Study of theory, 7 x 3	21
Exam-preparation	28
Total	140 hrs = 5 EC

Be aware that the reservation in your agenda is 2,5 hours per lecture due to the fact that you will have a 15 minutes break and will stop 15 minutes prior to your next lesson.

5 Pre-requisites

Not applicable.

6 Exemption Possibilities

There are no exemptions possible.

7 Competencies

The competencies related to this course are specifically related to the competencies belonging to international supply chain management as defined by the National Platform IBMS. These are:

International Supply Chain Management

The ability to assess processes and decisions involved in developing international, i.e. export/import operations, focusing on supply chain management and to explain the meaning and application of key logistical concepts.

Task and Context

The IBMS student should be able to take into account the implications of the decisions: 'why' a company should internationalize, 'where' it should set up its international business, 'how' it should enter the international market (entry modes) and 'what' it should do on the international market (international marketing mix), he is able to make a consistent plan on 'how' it should structure and organize itself in order to be successful in an international environment.

Special attention is given to logistical aspects, focusing on key-questions on supply chain management including the possibilities of IT tooling, such as: customer relationship management applications, enterprise resource planning applications and database management and control. His role will be that of a controller, coordinator.

The National Platform IBMS has defined three levels in which international supply chain management must be addressed:

Level 1

- The ability to describe and understand how the company should structure itself when being involved in international business.
- The importance of logistical aspects and supply chain management.
- The possibilities of IT tooling for the marketing and sales performance in a company.

Level 2 • Apply the understanding gained in Level 1 in concrete business situations regarding international business operations.

Level 3 • The ability to assess international business operations and to advise management on the key issues of supply chain management.

Global Supply Chain management 1 in relation to above competences:

This course focuses on level 3.

It is not only relevant for the student to understand the importance of and knowing the techniques involved with supply chain management but the student will at the end of the course also be able to apply the theory to different business situations.

In the form of cases the student must also be able to give advice how to improve a supply chain. During this course this will be done by means of business cases concerning strategic decisions regarding supply chain management. The cases have taken place in reality at senior management level. The advice that the student will give is therefore related to level 3.

8 Didactic Forms

This course is given in periods A/B/C/D and has two contact moments each week:

- Lectures (all 4th year IBMS classes together)
- Tutorials (per class)

Attendance at lectures is not compulsory but it is highly recommended. Important details relevant to the subject, the exams and the assignments may be communicated during class. Failure to obtain this information due to lack of attendance, and any negative consequences resulting thereof, are the student's own responsibility.

Lectures

Each week the theory from two chapters will be discussed in class (see overview chapter 1). Only the chapters that are in class are part of the exam preparation! Attendance during the lecture is essential in order to be able to make the selected questions and cases. The selected questions are part of your exam preparation.

- **Content**
The chapters are part of your preparation for the lectures. A selection of the topics will be made by the teacher whereby students are encouraged to provide their insights and opinions.
- **Set up of the lectures**
All lectures will have a break of 15 minutes after approximately 50 minutes. You are expected to be back in time for the next part of the lecture! During the first lesson there are no preparations needed and the structure of the course will be explained for the lectures and tutorials.
- **Cases of the book**
During the lecture some of the cases presented in the book may be applied to theory. These cases are not part of the assignment because by now all answers are available on the internet. They do form a good test for yourself to check if you understand the topics in preparation for your exam. Be aware that these cases do not have one particular answer. It is the motivation of the answer which will decide if a solution is correct or not. Therefore practicing these cases in groups is a good form of exam preparation.

The lesson will end with a preparation for your assignment and will be based on Sustainability and Process Maturity. Both topics will need to be referred to the Global Supply Chain by the students themselves.

Tutorials

The tutorials focus on the answers of the book questions and the assignment.

- *Questions will be answered by the students:*
Prior to the tutorial you will need to study the theory presented during hearing lecture. Part of your preparation for the working lecture is answering the questions per chapter. Try to do this individually before you discuss with your group. With this approach you have the best preparation for your exam. Each group will need to hand in the answers on the questions via SharePoint BEFORE the tutorial starts. In short it's required to prepare the questions individually and answer/submit them as a group. Each group will be asked to present in class. Make sure that your work is present at the SharePoint site. The teacher will select the presenting groups. The selected questions are highly recommended for your exam preparation. The selected questions are:

Week	Selected questions
1	Chapter 1: 6, 7, 8, 9, 10 Chapter 10: 2, 3
2	Chapter 2: 2, 3, 4, 10 Chapter 6: 1, 3, 6
3	Chapter 5: 2, 3, 4 Chapter 14: 1, 2, 3
4	Chapter 8: 2, 3, 4 Chapter 9: 2, 3, 5, 6
5	Chapter 4: 5 Chapter 11: 4, 6, 8, 10
6	Chapter 3: 1, 2, 4, 5 Chapter 7: 1, 2, 3, 4
7	Chapter 12: 2, 3, 6 Recap and assignment

Assignment

After a short break the lesson continues with a discussion on the findings of your assignment that week. The topic (sustainability or process maturity) are brought together working on a selected company. You will select one producing company with an intercontinental supply chain. All parts of the assignment should be applied to the chosen company. Each student will need to add approximately half a page of literature study and desk research to the groups effort. Don't

forget to add a conclusion and a reflection on the content every week! The assignment consists of six parts that you will make in groups of 4 to 5 students. Within the group you will select one student who is responsible for uploading on SharePoint. This must be communicated with the teacher. Make sure you all share the files within the group once you have finished your week assignment!

The groups that are selected by the teacher will present their findings of the assignment. After two presentations a discussion will follow. One group will make notes of the discussion and will upload this at SharePoint for the class.

You will need to actively participate during the tutorials and defend your opinion. At the end of the course each student group has added six parts of the assignment to SharePoint. This approach requires the group to work closely together.

- **Group work**
You will make groups and select a company during the first tutorial. The teacher has to approve the company. Therefore the selection will be done in class the first week.

In short, every week you have to hand in your group work via the SharePoint site which includes the following:

- 1) A presentation of the Questions you and your group prepared for the lesson
- 2) A paper based on the assignment you have prepared which is written with a conclusion and a reflection on the content of the topic.

9 Assessment

Type of Assessment	Weighing	Min. Mark
Written exam	60%	5,5
Assignment: 6 parts	40%	5,5

Written exam

Examination will take place during the exam-period of period A.

Re-exam will take place in the exam period of period B.

Assignment

The assignment consists of six parts. The findings of the assignment must always be submitted (dropbox at SharePoint) before class takes place. At the end of the course each student group has added six parts of the assignment to SharePoint. The teacher will now grade your work by at random selecting one of the parts and grade this part. When the answers to the assignment are not handed in on time the grade 1 will be given for this part of the assignment.

A rubric on how the cases are marked is available at SharePoint. This rubric presents what is expected for the assignment. During the last week the 6 parts need to be tight together into a report by adding an index, an introduction and an overall conclusion & reflection. This total document will need to be send no later than Friday 16.00 hours of week seven of the period in which the course was taught. This is normally the last week in which lessons are given. The exact date will be announced at Sharepoint.

The re-exam of the assignment is in period B, like the re-sit of the exam. The re-sit entails making a new assignment based on a different company. This will be a company selected by the teacher. Doing a re-sit for the assignment is a lot of additional work, so it's strongly encouraged to adhere to the "first time right" principle!

The exam will constitute of open questions based on a case description. In total there will be 100 points to be scored. Obtaining 55 points or more is necessary to pass the exam with a sufficient grade.

10 Course Material and Literature

BOOK (Required)					
Title:	Designing and Managing the Supply Chain: Concepts Strategies and Case Studies				
Author(s):	Simchi-Levi and Kaminsky				
ISBN:	978-007-127097-7	Edition:	3rd	Publisher:	McGraw-Hill

This book is compulsory literature.

11 Course Evaluation

The lectures and the book will be evaluated during the course

Book evaluation:

At the end of the course the book will be evaluated at the end of the period.

Lectures evaluations

The lectures and tutorials will be evaluated at the end of the period.

Besides the teachers' evaluation in class a general evaluation will be held after the exam by means of the student evaluation forms.