



LNDN BUSN 3380

Managing Global Supply Chains

CAPA LONDON PROGRAM

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

Localised Context

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 neighbouring 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

currently 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 Aims

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.

-

Requirements and Prerequisites

Students must be business majors or minors. The course emphasizes this academic area from a global perspective. Students with a high degree of motivation and desire to learn about the international and global aspects of business will benefit from this course.

Learning Outcomes

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

1. a) 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;
2. b) Demonstrate understanding of political, economic and social factors impacting supply chain management in organizations;
3. c) Demonstrate an understanding and appreciation of the drivers and metrics for supply chains;
4. d) Discuss and evaluate key decision criteria for sourcing and outsourcing in the supply chain;
5. e) Demonstrate an understanding of the use of technology in managing the supply chain;
6. f) Develop a strategy for sustainability in the supply chain and demonstrate an appreciation of key sustainability issues in urban logistics and supply chain management.

Developmental Outcomes

Students should demonstrate: responsibility & accountability, independence & interdependence, goal orientation, self-confidence, resilience, appreciation of differences.

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 use of a supply chain game, 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.

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. You will actively explore the Global City in which you are currently living. Furthermore, you will have the chance to collect useful information that will be an invaluable resource for the essays/papers/projects assigned in this course.

The assigned field component(s) are:

Students will need to visit a variety of retail outlets in London in weekly exercises relating organizational strategy and supply chain management and pricing/promotions and supply chain management. Other optional field trips in students' own time will also be recommended.

Students are also strongly encouraged to participate in **co-curricular** program activities, among which the following are suggested:

Trips to London Markets (Borough and Camden). Walking tours in London.

One public lecture of interest may be booked at <https://www.westminster.ac.uk/news-and-events/events/westminster-talks/201516-talks/kirit-patel-mbe-the-secrets-of-a-successful-entrepreneur>

Further Public lectures of interest will be communicated to students during the course.

Mid-Term Exam

The mid-term exam consists of a one hour ten minutes paper consisting of:

1. a) Multiple choice questions (50) based on what we have covered in class and homework
2. b) Two short answer questions based on what we have covered in class and homework

Other elements of assessment are detailed in the Grade Breakdown and Assessment of Learning Outcomes table below.

Assessment/Grading Policy

Descriptor	Alpha	UK	US	GPA
Excellent	A	75+	93+	4.0
	A-	70-74	90-92	3.7

Good	B+	66-69	87-89	3.3
	B	63-65	83-86	3.0
	B-	60-62	80-82	2.7
Average	C+		77-79	
	C	56-59	73-76	2.3
		53-55		2.0
Below Average / Poor	C-	50-52	70-72	1.7
	D+	46-49	67-69	1.3
	D	40-45	60-66	0.7 1.0
Fail	F	<40	<60	0

Grade Breakdown and Assessment of Learning Outcomes

Assessment Task	Grade %	Learning Outcomes	Due Date
Class participation/Small group discussion	10%	a, b, c, d, e, f	Weekly
Oral Presentation 1 X 15-20 min. group presentation	15%	c, d, e, f	Weekly from Week 3
Mid-term exam	25%	a, c, d	Week 7
Research Paper	50%	b, c, d, e, f	Week 14
	100%		

Assignments

Students must complete all required components for this course by the established deadlines. Failure to do so will result in a reduction of the course grade and may result in a Fail for the course.

Assessment 1: In class case study presentations (1 per group) 15%

Sessions 1-13

The case study presentation will be done in small groups and each group will present once in the 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 brief 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 – 25% - Sessions 1-6

There will be a midterm test or paper covering the material through session 6. Details are above.

Assessment 3: Research Paper - 50% - due Session 14

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).

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 as 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 through Class Participation (10% of the course marks).

Dress Code

Not applicable

Course Materials

All course material will be held on CANVAS.

-

Required Readings:

The following text is required for the course:

Chopra, S., Meindl, P. (2013). *Supply Chain Management – Strategy, Planning, and Operation*. Pearson: London

Recommended Reading(s):

Other useful sources:

Alliance for Supply Chain Innovation

<http://www.asci.com.au/>

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/scforum/Welcome/>

Supply Chain Management Forum

<http://www.supplychain-forum.com>

Supply Chain Council

<http://www.supply-chain.org>

World Bank Logistics Performance Index

<http://ipi.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)

Sloan Management Review

The Quality Management Journal

UK Specific resources will be given in course material.

Weekly Course Schedule

-

The framework below indicates sessions at CAPA. The schedule may be revised as the term progresses to incorporate field trips and guest speakers. Weekly class slides and relevant additional readings will be posted online. The students are expected to complete all weekly readings (textbook and additional) prior to the weekly session. Weekly chapter references are from the required textbook.

Suggested case studies for group presentations are indicated. Students may choose an alternative in consultation with Faculty.

Week 1

Topic: 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

Baldwin, R. (2012). Global Supply Chains: From Past, to Present, to Future. Fung Global Institute.

<http://www.asiaglobalinstitute.hku.hk/en/global-supply-chains-from-past-to-present-to-future/>

and also by the same author <http://www.asiaglobalinstitute.hku.hk/en/global-supply-chains-why-they-emerged-why-they-matter-and-where-they-are-going-3/>

Week 2

Topic: 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

“The end of cheap China – What do soaring Chinese wages mean for global manufacturing?”
The Economist, March 10, 2012 from <http://www.economist.com/node/21549956>

Metrics Case <http://supplychaininsights.com/supply-chain-metrics-that-matter-the-cash-to-cash-cycle/> (Links to an external site.)

Week 3

Topic: Offshoring, onshoring, reshoring

Globalization impacts

Making the decision: cost, risk

Onshoring vs. offshoring and uncertainty – theory and practice

Reading:

Chapter 6: Designing Global Supply Chain Networks

Case studies

KPMG, (2014). Production's coming home: what companies need to know about reshoring. from

<https://home.kpmg.com/xx/en/home/insights/2014/01/productions-coming-home.html>

Pacific Brands offshoring. "Time to re-evaluate Chinese manufacturing? PacBrands fails to deliver". Crikey.com. Retrieved 4th Sept 2015 from

http://www.crikey.com.au/2011/03/17/time-to-re-evaluate-chinese-manufacturing-pacbrands-fails-to-deliver/?wpmp_switcher=mobile

Economist 2013 Offshoring Special Report Retrieved 25th November 2015 from

<http://www.economist.com/news/special-report/21569572-after-decades-sending-work-across-world-companies-are-rethinking-their-offshoring>

Week 4

Topic: 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

Carsten, P., (2013). Alibaba to transform China's 'e-economy' with \$500 billion marketplace. Reuters. from <http://www.reuters.com/article/2013/10/13/us-alibaba-retail-idUSBRE99C0BP20131013>

Case study: NBN Co. - Accenture, 2012. Accenture helps NBN Co build supply chain solution for multi-billion dollar broadband network in record time. from

https://www.accenture.com/ke-en/~/_media/Accenture/Conversion-Assets/DotCom/Documents/Global/PDF/Operations_1/Accenture-Supply-Chain-Management-Solution-Designed-for-NBN-Co.pdf

Supporting Theory Resource:

Francas, D. and Simon, Z.(2011) Strategic Network Design, Camelot Management Consultants from http://www.camelot-mc.com/fileadmin/user_upload/Flyer/camelot-strategic-network-design-focus-topic-paper.pdf

Week 5

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

Choose from: APEC Human Resources Development Working Group - CSR in the

Supply Chain Case Studies at

http://hrd.apec.org/index.php/Corporate_Social_Responsibility_in_the_Global_Su

[pply_Chain](http://hrd.apec.org/index.php/Corporate_Social_Responsibility_in_the_Global_Supply_Chain)

Case study: Apple in China. "When the jobs inspector calls – working conditions in factories." *The Economist*, March 31, 2012

Case study: Huawei Supply Chain <http://www.huawei.com/en/abouthuawei/sustainability/win-win-development/sustainable-supply-chain/>

Case Studies: "GSK begins to make inroads into supply chain emissions" *The Guardian* 30th April 2015

Retrieved 25th November 2015 from <http://www.theguardian.com/sustainable-business/2015/apr/30/gsk-begins-to-make-inroads-on-supply-chain-emissions>

Plambeck, E. and Denend, L. (2011) "The Greening of Walmart's Supply Chain" *Supply Chain Management Review* September-October 2011 Retrieved 25th November 2015 from

<http://www.gsb.stanford.edu/sites/gsb/files/publication-pdf/greening-walmart-supply-chain-revisited.pdf>

Week 6

Topic: 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

Followed by the **MID TERM TEST**

Reading:

Chapter 15: Sourcing Decisions in a Supply Chain

Case study: Toyota safety recalls 2010. “The machine that ran too hot” – The Economist February 24, 2010.

<http://www.economist.com/node/15581072>

Week 7

MID TERM BREAK

Week 8

Field trip briefing followed by:

Topic: Sales and operations planning

Managing supply and demand

Predictable variability

Planning in practice

End-to-end supply chain co-ordination

Introduction to the Supply Chain Game for the Second half of the semester

Reading:

Chapter 9: Sales and Operations Planning – Planning Supply and Demand in a

Supply Chain

Chapter 10: Co-ordination in a Supply Chain

Case study: The mobile device supply chain – Apple and Samsung. Gharibjanian,

V., 2014. Billions Served (In Secret): How their mobile supply chains give Apple and Samsung an edge. Endeavour Partners. Retrieved 4th September from

<http://endeavourpartners.net/billions-served-in-secret-how-their-mobile-supply-chains-give-apple-and-samsung-an-edge/>

Week 9

Topic: Guest speaker - Supply chain management in the Pharmaceuticals/BioTechnology Industries

Dr. Nigel Sansom

and

Field Trip – joining instructions to be issued

Week 10

Field Trip

Week 11

Topic: 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

Topic: 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

Topic: 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).

<http://www.accc.gov.au/media-release/accc-takes-action-against-coles-for-alleged-unconscionable-conduct-towards-its-suppliers>

Week 12**Topic: 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

World Bank, 2014. Connecting to Compete – Trade Logistics in the Global Economy. International Bank for Reconstruction and Development/World Bank Group, Washington. Retrieved 1st Feb 2015 from

http://ipi.worldbank.org/sites/default/files/LPI_Report_2014.pdf

Case study: India and the domestic food supply chain. "The journey of an Indian onion – Lord of the Rings". The Economist, December 14, 2013

<http://www.economist.com/news/business/21591650-walmart-carrefour-and-tesco-have-been-knocking-indias-door-without-much-luck-route>

Week 13

Topic: World Class Sales and Operations Planning (Webinar or local delivery)

Class presentations to consolidate learning

Topic: 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

Romanenko, A., Artamonov, A., (2014). Using analytics to make powerful business decisions. Analytics Magazine May/June 2014, p.34-44. Retrieved 27 May 2014 from

http://www.atkearney.com/documents/10192/4542810/2014_AnalyticsforPowerfulBusinessDecisions.pdf/e2bb5b4e-cbb3-4414-afd7-b66ab12d482d

Week 14

This session is for final individual consultations on submission of the final assessment.

Attendance, Participation & Student Responsibilities

Attendance: CAPA has a mandatory attendance policy. Attendance is taken at the beginning of every class. Unauthorized absence from class will result in a reduction of the final grade and potentially a failure for the course.

Missing classes for medical reasons: If you need to miss a class for medical reasons or for a family emergency, **you must send an e-mail** to let the Associate Director of Academic Affairs (ADAA) know at least one hour in advance of your class or meeting at the following e-

mail: excused.absence@capa.org. Note that calling the CAPA Centre (0207 370 7389) is acceptable only if you do not temporarily have access to the internet. An e-mail is still required as quickly as you can get access to the internet again. You will need to provide evidence of the reason for your absence. Unexcused absences will result in a grade reduction. In the event of a missed class or field trip, it is your responsibility to contact your instructor and make up any missed assignments.

-

Class Participation: Students are expected to participate actively and critically in class discussions, and the participation portion of the class will be graded accordingly. Students must read assignments BEFORE the class, and come in on time.

Participation is a vital part of your grade: students are expected to participate orally in seminars and in online forums and discussions in a critical and evaluative manner; to interact with the faculty and fellow students with respect and tolerance; and to actively engage in discussion. Derogatory or inflammatory comments about the cultures, perspectives or attitudes of others in the class will not be tolerated.

-

Academic Integrity: A high level of responsibility and academic honesty is expected. 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 demonstrates a high standard of individual honor in his or her scholastic work and class behavior. Plagiarism and cheating will result in dismissal from the program. See the Handbook of CAPA Academic Policies for more information and resources on plagiarism.

Use of electronic equipment in class: All devices such as laptops, i-pods, i-pads, netbooks, notebooks and tablets, smartphones, cell phones, etc. are **NOT** allowed unless you have express permission from the faculty or you have been instructed to do so. If you require an accommodation to use any type of electronic equipment, inform the Associate Director of Academic Affairs at the beginning of Term.

-

Use of Electronic Translators: In Language courses students are NOT allowed to use electronic translators for writing texts in the target language: those submitting compositions and texts of whatever kind translated in such a fashion will receive a final F grade for the course.

Late Submission: Late submission of papers, projects, journal entries, pieces of homework and portfolios is only permitted with prior approval. A request must be made to the relevant Faculty member no later than two days prior to the due date. Late submission without prior approval will result in a full alpha grade penalty. In either case, work cannot be submitted after feedback has been provided to the rest of the class on the relevant assessment or one week after the due date whichever comes first, after which point a grade of F will be given for the assessment.

Behaviour during Examinations: During examinations, you must do your own work. Unless specifically instructed by the lecturer or instructor, talking during an exam is not permitted, nor may you compare papers, copy from others, or collaborate in any way. Any failure to abide by examination rules will result in failure of the exam, and may lead to failure of the course and disciplinary action.