



University of
New Haven

Supply Chain Management

SECTION I: Course Overview

Course Code: SCM360DUB

Subject Area(s): Supply Chain Management

Prerequisites: See Below

Language of Instruction: English

Total Contact Hours: 45

Recommended Credits: 3

COURSE DESCRIPTION

How, where, and why consumers buy has radically shifted in the last two decades. This course will examine the commercial strategies required to get the right *product* to the right *place* at the right *time* at the right *price*. The overarching scope of this course will be exemplified by considering how and where consumers of the past purchased and consumed holidays, books, or music and comparing it to how and where consumers of today buy and consume them.

The course will take a dual focus on the two strategic pillars of Supply Chain Management & Logistics: Business to Consumer models and Business to Business models. Students will examine various management and economic cornerstones along with models of the Supply Chain and Logistics industry. Particular focus will be given to lean management, outsourcing, just-in-time (JIT), centralized purchasing, stockouts, relationship management, protectionism, and the free movement of goods. These topics will be considered in the context of how supply can be adversely affected by national economic policies such as Regional Economic Integration, 'Brexit,' and a tightening of US trade practices. With the increased globalization of business, the course will also examine different international and cultural approaches to supply chain management.

This course will consider the ecological dimensions of Supply Chain Management—such as the excessive use of plastics as the packaging of choice, the pollution factor, and the “carbon-footprint” of long-haul product distribution—as well as the economic impact caused by oil shortages and erratic fuel price fluctuations. The course will conclude with a look to the future—Amazon Prime, Amazon Fresh, and the advent of drone delivery—and the negative cultural and economic effects that changing “retail demographics” have on existing business communities and traditional independent “mom & pop” retailers and suppliers.

LEARNING OBJECTIVES

Upon successful completion of this course, students will be able to:

- Analyze the strategic concepts and models of supply chain management within the context of modern organizations.
- Evaluate strategic options and their corresponding implementation strategies in the supply chain and wider operational contexts.
- Explain the complexities of the procurement process in the supply of goods and the resulting commercial relationships that emerge and exist between supplier and buyer.
- Assess the obligations, risks, and limitations posed by the environment on efficient and sustainable ecological supply chain management.
- Appraise the dynamic nature of transport and operational environments with relation to future trends in national and international logistics.

PREREQUISITES

Prior to enrollment, this course requires you to have completed either one 200-level course **or** two 100-level courses in any of the following subject areas: Business, Management, **or** (Services) Marketing.

ADDITIONAL COURSE FEES

This course requires payment of an additional fee to cover active learning components that are above and beyond typical course costs, such as site visits, entrance fees and other expenses. Please see the Course Overview online for further information.

SECTION II: Instructor & Course Details

INSTRUCTOR DETAILS

Name:	TBA
Contact Information:	TBA
Term:	SEMESTER

ATTENDANCE POLICY

This class will meet twice weekly for 90 minutes each session for a total of 25 class sessions. All students are expected to arrive on time and prepared for the day's class session.

CEA enforces a mandatory attendance policy. You are therefore expected to attend all regularly scheduled class sessions, including any field trips, site visits, guest lectures, etc. that are assigned by the instructor. The table below shows the number of class sessions you may miss before receiving a grade penalty.

ALLOWED ABSENCES – SEMESTERS		
Courses Meeting X day(s) Per Week	Allowed Absence(s)	Automatic Failing Grade at X th absence
Courses meeting 2 days per week	2 Absences	8 th Absence

The instructor reserves the right to make changes or modifications to this syllabus as needed

For every additional absence beyond the allowed number, your final course grade will drop down to the subsequent letter grade (ex: A+ to A). As a student, you should understand that the grade penalties will apply if you are marked absent due to tardiness or leaving class early. In the table below, you will find the grade penalty associated with each excessive absence up to and including automatic course failure.

ATTENDANCE DOCKING PENALTIES								
Absence	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th
Penalty	No Penalty	No Penalty	0.5 Grade Docked	1 Grade Docked	1.5 Grades Docked	2 Grades Docked	2.5 Grades Docked	Automatic Failure
HIGHEST POSSIBLE GRADE AFTER ATTENDANCE PENALTIES								
Grade	A+	A+	A	A-	B+	B	B-	F

CEA does not distinguish between excused and unexcused absences. As such, no documentation is required for missing class. Similarly, excessive absences, and the grade penalty associated with each, will not be excused even if you are able to provide documentation that shows the absence was beyond your control. You should therefore only miss class when truly needed as illness or other unavoidable factors may force you to miss a class session later on in the term.

GRADING & ASSESSMENT

The instructor will assess your progress towards the above-listed learning objectives by using the forms of assessment below. Each of these assessments is weighted and will count towards your final grade. The following section (Assessment Overview) will provide further details for each.

Class Participation	10%
Paper: Industry Trends	10%
Case Study	20%
Group Project: Presentation	20%
Group Project: Written Strategy Document	20%
Final Exam	20%

The instructor will calculate your course grades using the CEA Grading Scale shown below. As a CEA student, you should understand that credit transfer decisions—including earned grades for courses taken abroad—are ultimately made by your home institution.

CEA GRADING SCALE			
Letter Grade	Numerical Grade	Percentage Range	Quality Points
A+	9.70 – 10.0	97.0 – 100%	4.00
A	9.40 – 9.69	94.0 – 96.9%	4.00
A-	9.00 – 9.39	90.0 – 93.9%	3.70
B+	8.70 – 8.99	87.0 – 89.9%	3.30
B	8.40 – 8.69	84.0 – 86.9%	3.00
B-	8.00 – 8.39	80.0 – 83.9%	2.70

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C+	7.70 – 7.99	77.0 – 79.9%	2.30
C	7.40 – 7.69	74.0 – 76.9%	2.00
C-	7.00 – 7.39	70.0 – 73.9%	1.70
D	6.00 – 6.99	60.0 – 69.9%	1.00
F	0.00 – 5.99	0.00 – 59.9%	0.00
W	Withdrawal	N/A	0.00
INC	Incomplete	N/A	0.00

ASSESSMENT OVERVIEW

This section provides a brief description of each form of assessment listed above. Your course instructor will provide further details and instructions during class time.

Class Participation (10%): Student participation is mandatory for all courses taken at a CEA Study Center. The instructor will use the rubric below when determining your participation grade. All students should understand that attendance and punctuality are expected and will not count positively toward the participation grade.

CLASS PARTICIPATION GRADING RUBRIC	
Student Participation Level	Grade
You make major & original contributions that spark discussion, offering critical comments clearly based on readings, research, & theoretical course topics.	A+ (10.0 – 9.70)
You make significant contributions that demonstrate insight as well as knowledge of required readings & independent research.	A/A- (9.69 – 9.00)
You participate voluntarily and make useful contributions that are usually based upon some reflection and familiarity with required readings.	B+/B (8.99 – 8.40)
You make voluntary but infrequent comments that generally reiterate the basic points of the required readings.	B-/C+ (8.39 – 7.70)
You make limited comments only when prompted and do not initiate debate or show a clear awareness of the importance of the readings.	C/C- (7.69 – 7.00)
You very rarely make comments and resist engagement with the subject. You are not prepared for class and/or discussion of course readings.	D (6.99 – 6.00)
You make irrelevant and tangential comments disruptive to class discussion. You are consistently unprepared for class and/or discussion of the course readings.	F (5.99 – 0.00)

Paper: Industry Trends (10%): You will be given freedom to explore and express your knowledge in a fully referenced paper on “Industry Trends”. You may choose to focus on a title loosely based around: a) The Past: trends in SCM until now or b) The Future: trends in SCM and what it holds. The exact titles and specification (word count, etc.) will be distributed in class.

Case Study (20%): An industry standard case study will be distributed and discussed in class. It will focus on an international company entering a new market (E.g. USA to Ireland) and detail their intention to search for

a local partner to either supply to, or source from. Your task, in the form of an individual presentation to the class, will be to assume the role of a local supply chain consultant and point out specific procurement and relationship management complexities to them.

Group Project (20% Presentation + 20% Written Strategy Document):

- Oral: You will receive an industry case study that focuses on several SCM issues. As a team, you must react to a scenario in the case and make your analysis and proposals in the form of a structured role play where your professor is your client.
- Written: Following the role-play meeting, your client—the professor—will ask you to formulate your oral proposals into an industry standard document/report.

Final Exam (20%): The final exam will cover all material studied during the course, including: theory, worksheets, case studies, guest speakers and visits, and final projects. The format will be as follows:

- Section A) direct questions with short paragraph style answers
- Section B) an essay style, discursive answer in response to an industry scenario

EXPERIENTIAL LEARNING ACTIVITIES (AICAP)

CEA courses are designed to include a variety of experiential learning activities that will take you out of the classroom and allow you to explore your local, host city. These activities may include field studies, guest lectures and/or activities offered through our Academically Integrated Cultural Activities Program (AICAP). The following experiential learning activities are recommended for this course:

- **Field Study/Guest Speaker:** The course will include a guest speaker session as well as a field study visit to a large retail distribution center. You will also participate in an interactive city walking tour.

REQUIRED READINGS

Reading assignments for this course will come from the required text(s) and/or the selected reading(s) listed below. All required readings—whether assigned from the text or assigned as a selected reading—must be completed according to the due date assigned by the course instructor.

- I. REQUIRED TEXT(S):** You may purchase the required text(s) prior to departure or upon program arrival. The required text(s) are listed below:

Christopher, Martin, (2016). “Logistics & Supply Chain Management”, 5th Ed., FT Publishing, (Pearson), New York, USA

Lysons & Farrington, (2016). “Procurement & Supply Chain Management”, 9th ed., Pearson, New York, USA

- II. SELECTED READING(S):** The selected readings for this course are listed below. You will not need to purchase these readings; the instructor will provide these selected readings to you in class (either in paper or electronic format).

Chopra, Sunil & Meindl (2015). “Supply Chain Management: Strategy, Planning, and Operation”, Global Edition, Pearson, Essex, UK

Mangan, John & Chandra, L. Lalwani, (2016). “Global Logistics and Supply Chain Management”, 3rd Ed., Wiley, West Sussex, UK

McKeller, J.M., (2014). “Supply Chain Management Demystified”, McGraw Hill, New York, USA

O Hara, Michael, Dublin; DHL & Michigan State University: “Supply Chain Management in the Boardroom: 5 Levers to boost Chemical Company’s Bottom Line”
http://www.dhl.com/en/logistics/industry_sector_solutions/chemical_logistics/chemicalboardroom_white_paper.html

Thomke, Stefan (2012). “Mumbai’s Models of Service Excellence”. *Boston: Harvard Business Review*, PP 1-7

Wisner, Tan, Leong, (2017). “Principles of Supply Chain Management: A Balanced Approach”, 5th Ed., Cengage. Ohio, USA

ADDITIONAL RESOURCES

In order to ensure your success abroad, CEA has provided the academic resources listed below. In addition to these resources, each CEA Study Center provides students with a physical library and study areas for group work. The Academic Affairs Office at each CEA Study Center also compiles a bank of detailed information regarding libraries, documentation centers, research institutes, and archival materials located in the host city.

- **UNH Online Library:** As a CEA student, you will be given access to the online library of CEA’s School of Record, the University of New Haven (UNH). You can use this online library to access databases and additional resources while performing research abroad. You may access the UNH online library [here](#) or through your MyCEA Account. You must comply with UNH Policies regarding library usage.
- **CEAClassroom – Moodle:** CEA instructors use Moodle, an interactive virtual learning environment. This web-based platform provides you with constant and direct access to the course syllabus, daily schedule of class lectures and assignments, non-textbook required readings, and additional resources. Moodle includes the normal array of forums, up-loadable and downloadable databases, wikis, and related academic support designed for helping you achieve the learning objectives listed in this syllabus.

During the first week of class, CEA academic staff and/or faculty will help you navigate through the many functions and resources Moodle provides. While you may print a hard copy version of the syllabus, you should always check Moodle for the most up-to-date information regarding this course. The instructor will use Moodle to make announcements and updates to the course and/or syllabus. It is your responsibility to ensure that you have access to all Moodle materials and that you monitor Moodle on a daily basis in case there are any changes made to course assignments or scheduling.

To access Moodle: Please log-in to your MyCEA account using your normal username and password. Click on the “While You’re Abroad Tab” and make sure you are under the “Academics” sub-menu. There you will see a link above your schedule that says “View Online Courses” select this link to be taken to your Moodle environment.

COURSE CALENDAR
Supply Chain Management

SESSION	TOPICS	ACTIVITY	READINGS & ASSIGNMENTS
1	<p>Course Introduction: Review syllabus, classroom policies</p> <p>Analysis of Defining Concepts: Purchasing, Supply, Logistics, Marketing, Commercial Relations & introduction to Procurement</p>	Course Overview	<p>Locate and prepare course reading materials</p> <p>Readings: Lysons & Farrington (Ch 1 pp 1-25)</p>
2	<p>Where We've Come From Where We're Going: The history of SCM & future trends</p> <p>Societal Changes: Consumption patterns, retail demographics, & new distribution channels</p>	Lecture & Discussion	<p>Fully engage with specifications for Paper</p> <p>Readings: Christopher (Ch 1 & 2 pp 1 -50)</p>
3	<p>Supply Chain Strategy & Process Models: Introduction to the four benefits of SCM</p> <p>Types of Supply Chains: (Direct, Extended & Ultimate) & SCM Models: SCOR, EFQM</p>	Lecture & Discussion	<p>Elevator Pitch: "My Paper Topic is....."</p> <p>Readings: Lysons & Farrington (Ch 2 pp 71-76)</p>
4	<p>Logistics & Supply Chain: Strategies for optimizing management of logistics & the supply chain – Material Distribution Management, Reverse Logistics, Value Chain vs. Distribution Chain, & Vulnerability</p>	Lecture & Discussion	<p>Readings: Lysons & Farrington (Ch 3 pp 78-108)</p>
5	<p>Process Management: Organizational & Supply Chain Structures I: Understanding the concepts of organizational structures and networks, lean/agile organizations, mapping and their influence on SCM strategy</p>	Lecture & Discussion	<p>Readings: Lysons & Farrington (Ch 4 pp 112-143)</p>

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6	Process Management: Organizational & Supply Chain Structures II: Lean SCM (Toyota), channel waste reduction strategies, 6 Sigma (Motorola) & 6 Sigma vs Lean models	Lecture, Discussion & Practical exercise	Readings: Wisner (Ch 8 pp 249 - 293)
7	Procurement Policies & Procedures: Centralized/Decentralized & cross-functional procurement, analyzing a procurement process, & support tools/e-support tools	Lecture & Discussion	Readings: Lysons & Farrington (Ch 4 & 5 pp 143-185)
8	Guest Speaker	Guest Speaker Q & A	Prepare for Guest Speaker: Research (Global + Local)
9	Customer Relationship Management: Information sharing & openness, channel segmentation, salesforce software & tools, designing & implementing a CRM plan	Lecture & Discussion	Readings: Wisner (Ch 10 pp 343 - 371)
10	Measuring Supply Chain Effectiveness & Efficiencies: Metrics & measurement, KPI's & targets, types of measurement, score cards & using SCOR model as a channel efficiency measurement tool	Lecture, Discussion & SCOR exercise	Readings: McKeller (Ch 8 pp 161-177) Wisner (Ch 14 pp 481-504) *Papers on Industry Trends due
11	Field Study: National Distribution Centre	Field Study: Facility Tour & Q & A	Prepare for Field Study: Retail Distribution Centre (review online including YouTube)
12	SCM at DHL: Supply Chain In The Boardroom – 5 Levers to Boost a Chemical Company's Bottom Line – DHL Case Study	Case Study Paper Analysis & Discussion	Readings: DHL Boardroom Whitepaper link – see above in selected readings section
13	Mid Term Case Study Presentations Prepare PowerPoints/Presi & support notes		
14	“The Beer Game” Supply Chain interactive industry simulation - Danger of stock outs	Activity: Setting up distribution channels, scenarios & running the simulation	Readings: Christopher (Ch 2 pp 33-36) http://www.beergame.org/ &

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		Class Discussion on key learning points & game/simulation outcomes	https://www.youtube.com/watch?v=7ilJRuAapvA
15	Global & Cultural I: Designing & Managing a Global Supply Network – Globalization, Risk Management & Offshoring	Lecture & Discussion	Readings: Chopra & Meindl (Ch 6 pp 154-180)
16	Global & Cultural II: Managing a Global Supply Line Using Exporting from US to Ireland as a Backdrop for Discovering: Visibility, finance & managing the challenges of supplying a remote global island	Case Study & Discussion	Readings: Christopher (Ch 10 pp 185-200)
17	Global & Cultural III: Cultural approaches to supply “Mumbai’s Models of Service Excellence – a B2B approach to B2C delivery”	Case Study & Discussion	Readings: Thomke, Stefan (2012). “Mumbai’s Models of Service Excellence”: 1-7
18-19	Group Project Presentations Prepare PowerPoints/Presi & support notes		
20	Field Study: Retailing Walking Tour	Field Study: Walk/Meet with Local Retailers	Prepare for Field Study: Research list of local retailers & generate questions for local retailers
21	Sustainability in SCM I: Ecologic & Environmental impacts of SCM Moving to Carbon neutral networks, Fuel cost and end price relationships, Reverse Supply Chain	Lecture, Debate & Discussion	Readings: Mangan & Lalwani, (Ch 14 & 15 pp 275-306) Christopher (Ch 15 pp 269-282) *Group Project: Written Strategy Document due
22	Sustainability in SCM II: “Plastic Fantastic?” – Debating why plastic is the favored packaging for global & local transport	Lecture, Debate, Discussion & Video www.bagitmovie.com	Readings: Mangan & Lalwani, (Ch 14 & 15 pp 275-306) Christopher (Ch 15 pp 269-282)
23	Supply Chain of the Future I: Mega Trends, Governance, Major Business Transformations & Their Implications	Future Scenario Discussion & Lecture	Readings: Christopher (Ch 15 pp 283-300)

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24	<p>Supply Chain of the Future II: 'Drone Delivery'</p> <p>Future Shock – Industry direction, reacting to market demands, virtual channels & course summary</p>	Video & Discussion	<p>Video: www.youtube.com/watch?v=ihbL8ewkP-o</p> <p>Readings: Christopher (Ch 15 pp 283-300)</p>
25	FINAL EXAM		

SECTION III: CEA Academic Policies

The policies listed in this section outline general expectations for CEA students. You should carefully review these policies to ensure success in your courses and during your time abroad. Furthermore, as a participant in the CEA program, you are expected to review and understand all CEA Student Policies, including the academic policies outlined on our website. CEA reserves the right to change, update, revise, or amend existing policies and/or procedures at any time. For the most up to date policies, please review the policies on our website.

Class & Instructor Policies can be found [here](#)

General Academic Policies can be found [here](#)