



BCLA BUSN 3377
Transportation and Logistics Management
CAPA Barcelona Program

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 Aims

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 what influence these decisions have on 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.

Requirements and Prerequisites

Regular attendance and positive attitude are important. However, it is the written work, presentations and informed participation through readings in classroom which account for the major part of the academic grade.

Learning Outcomes

On completion of the program the students will be able to:

- a. understand the core elements of logistics and transportation systems
- b. understand of the dynamics of key logistics and transportation decisions
- c. design a distribution network
- d. choose transportation modes
- e. choose routes, location and design of distribution centers
- f. design a corporate structure for a logistics company and understand all of its areas
- g. 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.

Class 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 4 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 twelve 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. 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. In this course, one field trip will bring some practical perspective to the students: a visit to the Damm distribution center in the Logistical Activities Zone (ZAL) in El Prat.

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+	56-59	77-79	2.3
	C	53-55	73-76	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
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Class participation/Small group discussions	10%	all	TBD
Oral Presentations	20%	C, d, e	TBD
Case Analysis Reports	30%	c, d, e	TBD
Final Exam Short questions (10%) Essay (20%)	40%	all	TBD

Assignments

Participation and Oral Presentations

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

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 analyse 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 knowledge on 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.

Dress Code (none)

Course 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 Reading(s):

Goldsby, T.J., Deepak Ivengar, Shashank Rao 2014. *The Definitive Guide to Transportation: Principles, Strategies, and Decisions for the Effective Flow of Goods and Services*

Mandyam Srinivasan, Theodore Stank, et al. 2013. *Global Supply Chains: Evaluating Regions on an EPIC Framework – Economy, Politics, Infrastructure, and Competence*

Michael Watson , Sara Hoormann, et al. 2012. *Supply Chain Network Design: Understanding the Optimization behind Supply Chain Design Projects*

Course Schedule

	Session 1
In-class activity	<ul style="list-style-type: none"> • 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.
Assignments	TBD

	Session 2
In-class activity	<ul style="list-style-type: none"> • 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. Staffing. Handling, shelving, storing and picking systems. EAN coding, counting and inventory system. Identification: bar codes and radiofrequency. Packing and palletization.
Assignments	TBD

	Session 3
Field Trip	<ul style="list-style-type: none"> • Field trip: visit to the Damm distribution center in ZAL - Barcelona

	Session 4
In-class activity	<ul style="list-style-type: none"> • 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.
Assignments	TBD

	Session 5
In-class activity	<ul style="list-style-type: none"> • Guest Speaker: Hans Tepper – Business Development Director Alfil Logistics – Business Development Models in Logistics
Assignments	TBD

	Session 6
In-class activity	<ul style="list-style-type: none"> • 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.
Assignments	TBD

	Session 7
In-class activity	<ul style="list-style-type: none"> • Oral presentations: cases 1 & 2 • Oral presentations: cases 3 & 4
Assignments	TBD

	Session 8
In-class activity	<ul style="list-style-type: none"> • 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.
Assignments	TBD

	Session 9
In-class activity	<ul style="list-style-type: none"> • 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, South -East Asia, Central and Eastern Europe, etc.
Assignments	TBD

	Session 10
In-class activity	<ul style="list-style-type: none"> • 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...). • 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.
Assignments	TBD

	Session 11
In-class activity	<ul style="list-style-type: none"> • 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.
Assignments	TBD

	Session 12
In-class activity	<ul style="list-style-type: none"> • Final Exam

Attendance, Participation & Student Responsibilities

Attendance: CAPA has a mandatory attendance policy. Attendance is taken at the beginning of every class. Unless otherwise expressed by your instructor, the first time a student has an unexcused absence for a class, his/her grade will not be impacted. The second time a student has an unexcused absence in that class, it will result in a 3 percent reduction of the final grade (for example: an A- [92] will become an B+ [89]). The student will be placed on academic probation at this time. Three unexcused absences per class will result in failure of the course. A pattern of three absences in more than one course will result in dismissal from the program.

Excused Absences: Absences are only excused for medical reasons, for a family emergency or for a religious holiday. To request an excused absence, students must contact excused.absence@capa.org ahead of time and provide evidence (e.g. a doctor's note) of the reason for his/her absence, otherwise the absence will not be excused. Even if the student knows the absence will not be excused, the student should still contact CAPA to inform CAPA they will not be in class.

In addition to contacting excused.absence@capa.org, it is the responsibility of the student to contact his/her 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.

Any student who feels s/he may need an accommodation based on the impact of a physical, psychological, medical, or learning disability should contact the instructor and/or the director of academic affairs privately to discuss your specific needs.

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, self-plagiarism and cheating can result in dismissal from the program.

Self-plagiarism, copying an assignment entirely or partially to submit to a different class in an attempt to receive credit twice for one piece of work is unacceptable and considered cheating by duplication. Students risk receiving an "O" for any assignments in which they have duplicated their own work.

All substantial writing assignments (typically anything worth 20% or more of the final course grade) will be run through the plagiarism checking software Turnitin when submitted via CANVAS. See CAPA's Academic Standards and Policies for more information and resources on plagiarism.

Sexual Misconduct, Required Reporting, and Title IX: CAPA The Global Education Network is committed to encouraging a safe and healthy environment at our seven CAPA centers. This commitment includes the understanding of, and applicable adherence to, the guidelines outlined in Title IX of the Education Amendments of 1972. Title IX necessitates that US universities provide equity in all educational programs and activities without sex discrimination.

CAPA understands the implications of Title IX compliance for our institutional partners and thus endeavors to support this compliance as a vital aspect of partnership. The safety and security of all students during a program is a matter of crucial importance to CAPA. To facilitate this, CAPA encourages students to openly disclose any and all information that is Title IX relevant so that CAPA staff can provide support and connect students with appropriate resources. Because students may not understand the implications of Title IX abroad, CAPA will work to advise students about the resources available through Title IX and explain the importance of compliance in Title IX reporting. CAPA will work to build student confidence in CAPA's status

as a mandated reporter by outlining the advantage of disclosure for the student, reassuring them that any information disclosed will not be used in an inappropriate manner, and stressing that individuals will only be informed on a need-to-know basis

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.