

Module 27: Supply Chain Management in Hospitality

Stage				3			
Semester				2			
Module Title				Supply Chain Management for the Hospitality Industry			
Module Number/Reference				BAIHH – SCM			
Module Status				Elective			
Module NFQ level (only if applicable)				8			
List of Module Teaching Personnel							
Contact Hours				Non-contact Hours			Total Effort (Hours)
45				55			100
Lecture	Practical	Tutorial	Seminar	Assignment	Placement	Independent work	
35		10		20		35	100
Allocation of Marks (Within the Module)							
	Continuous Assessment	Project	Practical	Final Examination			Total
Percentage contribution	40%			60%			100%

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Assess and discuss the role of supply chain management in the hospitality industry.
2. Evaluate the important contribution that supply chain management can make in enhancing customer service and differentiating organisations in the face of competitive markets.
3. Examine the role of technology in the supply chain and how technology may be leveraged to gain competitive advantage
4. Discuss the critical role of supplier selection, development and management in establishing high-performing supply chains.
5. Report on and analyse an optimised supply chain for a particular hospitality business and context.
6. Construct a detailed optimised supply chain system for a hospitality organisation.

Module Objectives and Aims

This module examines in detail the subject of supply chain management. The module assesses the importance of identifying, assessing, controlling and managing supply chains in the context of the hospitality industry. Learners gain an appreciation of supply chain best

practice and look at the relationship between supply chain management, technology and strategy in a hospitality context.

Aims

- To provide learners with an appreciation of the key principles and current practices in supply chain management in a dynamic business environment.
- To explore the application of supply chain management practices and how best to employ these practices in the hospitality industry.
- To provide learners with a comprehensive understanding of supply chain management and its strategic value.
- To investigate how supply chain concepts may be employed in a manner so as to achieve sustainable competitive advantage.
- Enable learners to understand the role of technology in supply chain management.

Module Curriculum

Building a Strategic Framework to Analyze Supply Chains

- Definition of a supply chain and what it involves
- Establish a link between customer needs and supply chain capabilities through implied demand
- Establish the difference between demand uncertainty and implied demand uncertainty
- Discuss the logistical and cross-functional drivers of supply chain performance namely inventory, transportation, facilities, information, sourcing, and pricing.

Designing the Supply Chain Network

- There can be multiple ways in which supply chain networks can be designed, but the design must be in alignment with the strategic position of the firm
- Understand how e-business has affected the design of distribution networks in different industries
- Discuss models that include: allocating demand to a set of existing production facilities
- The importance of risk when designing supply chain networks.

Planning Demand and Supply in a Supply Chain

- The importance of planning in a supply chain and provide basic tools that can be used when planning demand and supply
- Demand forecasting
- Aggregate planning
- Bullwhip effect

Planning and Managing Inventories in a Supply Chain

- The role of cycle inventory in the supply chain
- EOQ model analysis
- The role of safety inventory in a supply chain
- Determining the optimal level of product availability

Designing and Planning Transportation Networks

- Transportation modes, their cost structure, the key problems faced by carriers, and their role in transportation

- Transportation networks - from direct shipping to cross docking and their relative strengths and weaknesses.
- Tradeoffs involved in transportation network design

Managing Cross-Functional Drivers in a Supply Chain

- The importance of sourcing in supply chain management
- Key sourcing related practices, which include supplier evaluation and selection, contract management, design collaboration, and procurement
- The role of pricing and revenue management in maximizing profitability from supply chain assets
- The application of information technologies in managing the macro processes of a supply chain.

Reading lists and other learning materials

Chopra, S., Meindl, P.,(2013). *Supply Chain Management: strategy, planning, and operation*, 5th Edition, Prentice Hall

Christopher, M. (2005). *Logistics and Supply Chain Management: creating value-adding networks*, 3rd Edition, Prentice Hall Financial Times.

Teaching and Learning Methods

This module is delivered through lectures and tutorials. Lectures are participative and dynamic with the use of power point presentations, videos, guest lecturers, case study analysis, group discussions and debates. Tutorials allow learners to apply knowledge gained in the lectures, individually or in groups, in resolving related issues using current relevant case study information. Learners are required to undertake extensive reading of assigned material prior to class, and then encouraged to participate in discussions and group work by expressing opinions and asking questions. Learners also have access to Moodle, Griffith College's Virtual Learning Environment.

Module Assessment Strategy

40% of the marks are allocated to course work. This requires learners to undertake extensive research and may require them to then present their research in an essay/ report, alternatively case and problem solving, and or presentations. Reports may take the form of group or individual assessment. There are three possible outcomes from a project report as follows:

- To analyse an existing logistics process and suggest any improvements that needs to be made. Examples include a study of the logistic systems used by Hilton Hotels, design of a logistics system for a restaurant, and an analysis of intermodal movement for a railroad.
- To study supply chain practices in industry from the point of describing risks, benefits, best practices along with industry examples of each.
- To identify a business opportunity (for example selling/renting hotel linen on line) involving a product and build a business plan with a focus on supply chain issues. The goal is to identify the business opportunity and design the ideal supply chain for it. The project should include implementation details.

The remaining 60% is allocated to an end of semester closed book examination which requires learners to complete four questions from a possible six. The questions contain both theory and practical elements and many of the module learning outcomes could be assessed in the exam.