



## **FLOR BUSN 3380 Managing Global Supply Chains**

### **CAPA FLORENCE 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. On the contrary actually many companies are now changing their point of view, evaluating in-shoring production because of competitive, political, safety factors. A supply chain is the network of entities from the raw material supplier at one end, going through the plants, warehouses and distribution centers, 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 and professional contributes will be reported by top managers working in SC management positions in important EU companies. We focus mainly on the operational and tactical aspects of managing the network of multiple facilities, but we will also investigate their strategic implications. We shall understand what is the meaning of "western companies" and "rest of the world" also analyzing how factors of instability such as terrorism, climate change, political and cultural contrasts can be unsurmountable walls, crisis to manage or, at least, business opportunity. The course will try to have a practical approach to the matter, with continuous recall to the professional experience and with examples taken from the "everyday life" of a Supply Chain Manager. 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, in-shoring (insource)
- Role of information technology in operations
- Designing and managing global supply chains
- Review of the philosophy for managing inventory
- Global logistics
- Sustainability in supply chains and supply chain management

#### **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. We shall try to make the student understand how is strategic to be curious, ready to understand, open to the cultural contamination to prepare the personal environment to capture all the opportunities offered by the different part of the production world and students will develop an understanding of the dynamics and opportunities around the world for global companies.

#### **Requirements and Prerequisites**

There are no technical prerequisites requested. Students from a variety of backgrounds and interests are encouraged to take this class. Open mind, curiosity, creativity and "using brain" are strongly recommended.

An important issue: a Supply Chain Manager that is working in a Global market has to face every day different people from different countries: contracts, agreements or just discussing about operations are issues that are requesting for a clear and strong form of communication. The global world is speaking in English but this is not always an advantage for those of mother tongue. International English spoken around the world is often a weakness for those that are convinced that their English speaking can be understandable from everyone. Students are required to understand and use a form of International English.

## Learning Outcomes

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

- a) The Experience. What is an enterprise, what is the meaning of an economical behaving and the development of the relevant economic activities? Short path of economic history with a sociologic approach.
- b) Globalization. Explain why managing the Supply Chain on a Global view is a key to reach a durable company success; explain what the report between Western industrial decline and Globalization is and which the changes that the new situation is giving to the economic environment are.
- c) A future Supply Chain. Students have to recognize what are possible new scenarios for Western production sites and Supply Chains
- d) Social Dynamics and Diversity. Students will be able to understand impacts of Globalization in social organization and immigration flow in Europe and other part of the world also understanding about current crisis in Middle East, Africa and Asia.
- e) Management ability. Students must be able to apply methods and tools studied during the curse to create models of the Supply Chain on a Global view; recognize different opportunities offered by Globalization to optimize the Supply Chain.
- f) Creativity. An important target is the skill of the student to build a project of a Supply Chain where Globalization is the base to choose different opportunities offered by the market.
- g) Problem Solving. Ability to anticipate, recognize and manage crisis – Are You an Absolute Problem Solver?

At least, students should demonstrate: responsibility & accountability, independence & interdependence, goal orientation, self-confidence, resilience, open mind, curiosity, appreciation of differences, creativity and ability to solve problems under a crisis state.

## **Class methodology**

Classes will be developed in blended learning mode, which is a mix of classroom, case analysis, meetings with guest speakers. 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. An important part of the lesson will be dedicated to discussions and cases between students and lecturer. Exploring live examples of key supply chain issues and their solutions through visits to local businesses and/or guest speakers will be one of the focus of the method.

The front line is widely open to the discussions; interactivity between Lecturer and Students is continuously stimulated with easy questions, personal opinions, collective thinking, and experience reports. Brainstorming is a form of creativity and telling "the right thing" is not requested: solutions are coming even from mistakes!

***Field Component(s)***: CAPA provides the unique opportunity to learn about the city through direct, guided experience. Participation in the field activity(s) for this course is required. You will actively explore the Global City you are currently living in. 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.

For this course, Students will visit an Italian company, Kostelia srl located in Barberino del Mugello (about 1 hour bus from Florence) where they can have a direct contact with the world of Third-Party Logistics.

## **Mid-Term & Final Exams**

The mid-term exam consists of two parts (75 minutes):

- 12 short questions with closed answers (quizzes)
- 2 short questions with open answers

The final exam consists of two parts (75 minutes):

- 12 short questions with closed answers (quizzes)
- 2 short questions with open answers

Note on Mid/Final grades:

12 short questions with closed answers give 7 points each if right

2 short questions with open answer can potentially give 8 points each: the assessment is exclusive prerogative of the Teacher.

## **Assessment/Grading Policy**

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- **First half Work Group**

10%

- First half Class participation 15%
- Visit to Kostelia srl on February 17 5%
- Mid-term exam 20%
- Second half Class Participation 15%
- Second half Work Group (Business Game) 15%
- Final Exam 20%

Overall grade

100%

DESCRIPTOR	ALPHA	NUMERIC	GPA	REQUIREMENT/EXPECTATION
Outstanding (High Distinction)	A	93+	4.0	Maximum grade: In addition to description for grade "A-", the student shows detailed understanding of materials about which he or she can show independent analytical ability. This means the ability to question an issue from different perspectives and evaluate responses in an objective manner.
Excellent (Distinction)	A-	90 - 92	3.7	Student shows understanding of literature beyond the textbook/class hand-outs/class notes, and the work shows a high level of independent thought, presents informed and insightful discussion and demonstrates a well-developed capacity for evaluation.
Very good (High Credit)	B+	87 - 89	3.3	Shows evidence of a capacity to generalise from the taught content, or the material in literature, or from class lectures in an informed manner. Also, the work demonstrates a capacity to integrate personal reflection into the discussion and an appreciation of a range of different perspectives.
Good (Credit)	B	83 - 86	3.0	The work is well organised and contains coherent or logical argumentation and presentation.
Good (Credit)	B-	80 - 82	2.7	Student shows understanding of literature beyond the textbook and/or notes, and, there is evidence of additional reading.
Average (Good Pass)	C+	77-79	2.3	The work demonstrates a capacity to integrate research into the discussion and a critical appreciation of a range of theoretical perspectives. Also, the work demonstrates a clear understanding of the question and its theoretical implications and demonstrates evidence of additional reading.
Adequate (Pass)	C	73 - 76	2.0	Shows clear understanding and some insight into the material in the textbook and notes, but not beyond. A deficiency in understanding the material may be compensated by evidence of independent thought and effort related to the subject matter.
Below Average (Borderline Pass)	C-	70-72	1.7	Shows some understanding of the material in the textbook and notes. A deficiency in any of the above may be compensated by evidence of independent thought related to the subject matter.
Inadequate (Borderline Fail)	D+	67 - 69	1.3	Fails to show a clear understanding or much insight into the material in the textbook and notes
Poor (Fail)	D	60 - 66	0.7 - 1.0	Besides the above for D+, student has not shown interest or engagement in the class work or study.
Poor (Fail)	F	<60	0	Shows little or no understanding of any of the material
Incomplete	I			Please see CAPA policy in the Faculty Handbook.

### **Dress Code**

No requirements. Only for external visit to Kostelia srl on February 17 could be a particular dressing is required depending from the weather and temperature. Ask the Professor.

### **Course Materials**

#### **Required Readings (TEXT BOOKS):**

- Sunil Chopra, Peter Meindl - Supply Chain Management - 5th Edition Pearson, London.

ISBN13 978-0-13-274395-2

This book can be downloaded from:

[http://moodle.najah.edu/pluginfile.php/113744/mod\\_resource/content/1/TextBook.pdf](http://moodle.najah.edu/pluginfile.php/113744/mod_resource/content/1/TextBook.pdf)

or ask the professor how to have it.

- **Lorenzo Benini** – Supply Chain Management and Logistics – free download pdf from CANVAS

#### Recommended Reading(s):

See also Lesson Modules on CANVAS and suggestions during lessons; different readings, articles and notes can be assigned from time to time depending on the need and studies trend.

Lesson slides copy will be available as indicated into the modules on CANAVAS.

Eventual slides presentation from Guests will available as will be communicated.

## **Weekly Course Schedule**

### **WEEK 1**

#### **LESSON 1**

Meet:

Venue: CAPA FLORENCE

In-class activity:

- Introducing ourselves (Lecturer and Students)
- Relevant prior coursework & experience
- Course map, format, required work and assessments, notes
- Introduction to Supply Chain Management
- Definition, importance, processes, and examples of supply chains
- Goal of a Supply Chain, key decision phases
- The push/pull views

Readings:

- Chopra-Meindl, Chapter 1: Understanding the Supply Chain
- Lorenzo Benini, Paragraph a: The Enterprise and its evolution path
- <https://scm.ncsu.edu/scm-articles/article/what-is-supply-chain-management>
- See on YouTube: <https://www.youtube.com/watch?v=M1QBxVjZAw>

Assignments: no

Notes: working groups will be formed

### **WEEK 2**

#### **LESSON 2**

Meet:

Venue: CAPA FLORENCE

In-class activity

- Achieving strategic fit as a critical point for company success
- Supply Chain Strategy and Competitive Strategy
- Three steps to achieve the strategic fit
- Strategic scope
- Challenges for the Supply Chain Managers
- Visualize and evaluate the Supply Chain

Readings

- Chopra-Meindl, Chapter 2: Supply Chain performance: achieving strategic fit and scope
- Lorenzo Benini, Paragraph b: Visualizing the Supply Chain
- S. Kamal Chaharsooghi and Jafar Heydari – download from CANVAS page Lesson n.2

Assignments: group work of the first half

Notes: no

### **WEEK 3**

#### **LESSON 3**

Meet:

Venue: CAPA FLORENCE

In-class activity:

- Major drivers of Supply Chain performance: (financial), facilities, inventory, transportation, information, sourcing, pricing
- Visualize and evaluate the Supply Chain
- The perceived value
- Responsiveness and Efficiency
- How it works in SC evaluation

Guest Meeting: **Mr DANIEL WARD** [DANWARD bio v2\\_2 .pdf](#)  

*'luxury is anything you don't need, right? I mean, you need food, water, clothing, shelter... but good wine, good food, beautiful interiors, nice clothes; those aren't necessities, they are luxuries – it's all luxury'*. <http://danwardwear.com/>

Readings:

- Chopra-Meindl, Chapter 3: Supply Chain drivers and metrics
- Lorenzo Benini, Paragraph c: The Perceived Value Equation

## **WEEK 4**

### **LESSON 4**

Meet:

Venue: CAPA FLORENCE

In-class activity:

- Designing a distribution network: the key factors and weakness of the various options
- Network design: the role and factors influencing it
- The global Supply Chain: globalization impact, offshoring and Risk management
- The uncertainty

Readings:

- Chopra, Meindl, Chapter 4: Designing distribution networks and applications to online sales (4.1 - 4.2 - 4.3 - 4.4 till pg 89)
- Chopra, Meindl, Chapter 5: Network design in the Supply Chain (5.1 - 5.2)
- Chopra, Meindl, Chapter 6: Designing Global Supply Chain Networks (6.1 - 6.2 - 6.3 - 6.7)

Assignments: class presentation about group work of the first half

Note: group presentation in ppt 15 minutes

## **WEEK 5**

### **LESSON 5**

Meet:

Venue: CAPA FLORENCE

In-class activity:

- Forecasting: characteristics and basic approach
- Aggregate planning: role, problems and strategies
- Planning the supply: managing supply
- Coordination in a SC

Guest Meeting: **Dr MARCO FACCIANO**, Operations Director at True Religion Brand Jeans AG (<http://www.truereligion.com/>)

Readings:

- Chopra, Meindl - Chapter 7: Demand forecasting in a SC (7.1 - 7.2 - 7.3 - 7.4)
- Chopra, Meindl - Chapter 8: Aggregate planning in a Supply Chain (8.1 - 8.2 - 8.3)
- Chopra, Meindl - Chapter 9: Planning Supply (9.1- 9.2)
- Chopra, Meindl - Chapter 10: Coordination in a Supply Chain (10.1 - 10.2 - 10.3 - 10.4 - 10.5)

Assignments: no

Notes: no



### **LESSON 14**

Meet: 8:15 (bus leaves at 8:30) – bus back to Florence at 3:30 pm (arrives at 4:15 pm)

Venue: meeting at Santa Maria Novella railway station in Florence to get the bus to Barberino di Mugello, Via Gramsci 82/B-C, visiting Kostelia srl

Out-of-class activity: Kostelia srl is a 3PL company, involved in a global market for Logistics and services dedicated to the Supply Chain Management. The "over ten years old" company is a leader for those companies that are producing offshore in Italy and China: production controls, quality controls, picking and packing, warehousing, delivering (everything under a strict control by an advanced WMS and IT) are developed with a continuous connection with customers. Visit to the company and meeting managers is giving the chance to the students to live the Supply Chain Management live!

The company will offer lunch.

Guest Meeting (from 10:45 to 11:45 - via Skype): **Mrs QI WONLI (Queenie)** [Queenie Qi.pdf](#)  

*'Many people think a third-party logistics provider (abbreviated 3PL) only performs activities such as, pick and pack, warehousing, and distribution. Actually today, with the maturity of globalization and specialization, many companies outsourced part or majority of their supply chain management function to 3PL. 3PL's services are developing to a broader range, covering*

from the basic functions to more advanced value-added services through the entire supply chain. In today's topic, we would like to share our experience on how a 3PL integrates itself with the customer, performing extensive and detailed tasks for them. And how the 3PL well positions and functions on quality and production controls for a high luxury fashion company in achieving their success'

Queenie is GM of a Kostelia Group sister company (Telocosella Supply Chain Solution - Honk Kong and Shanghai)

Assignment: no

Notes: no

## **WEEK 6**

### **LESSON 6**

Meet:

Venue: CAPA FLORENCE

In-class activity:

- Inventory Management: a general view
- What is inventory
- Factors that affects inventory management
- How much to order
- When to order
- Situation of uncertainty
- Stock and Flow controls

Readings:

- Lorenzo Benini, Paragraph d: Inventory management: basic concepts to understand the tools

## **WEEK 8**

### **LESSON 7**

Meet:

Venue: CAPA FLORENCE

In-class activity:

A fast review of:

- Lesson 1
- Lesson 2
- Lesson 3
- Lesson 4
- Lesson 5
- Lesson 6

Finally, we shall have Mid Term Test.

Assignments:

Notes: Mid Term Test takes 75 minutes

## **WEEK 9**

### **LESSON 8**

Meet:

Venue: CAPA FLORENCE

In-class activity:

- Understanding the role of transportation as a key point of the strategy
- Mode of transportation: cost, advantages and weakness of different models
- Infrastructures and policies of transportation
- Understanding what are the tools

GUEST MEETING Mr **JOHN RONALDO SHEVILL** [John Shevill CV.pdf](#)  

*'Time is running and many things are changed, but experience is one of the most important tools to manage all those decisions that can transform a simple Supply Chain in a Successful Supply Chain. Let's speak about!!!'*

Readings:

- Chopra, Meindl - Chapter 14: Transportation in a Supply Chain
- Rajasekar D. – Bhuvanewari K. (2014). A study on the complexities of Indian Logistics Infrastructure
- <http://www.unrv.com/culture/roman-roads.php>
- [http://www-labs.iro.umontreal.ca/~vaucher/History/Prehistoric\\_Craft/](http://www-labs.iro.umontreal.ca/~vaucher/History/Prehistoric_Craft/)
- [http://www.iro.umontreal.ca/~vaucher/History/Ships\\_Discovery/](http://www.iro.umontreal.ca/~vaucher/History/Ships_Discovery/)
- [http://www-labs.iro.umontreal.ca/~vaucher/History/Ships\\_19thC/](http://www-labs.iro.umontreal.ca/~vaucher/History/Ships_19thC/)

Assignments:

Notes:

## WEEK 10

### LESSON 9

Meet:

Venue: CAPA FLORENCE

In-class activity:

- The role of Logistics in the SC process
- How Logistics is working on Supply Chain
- Different phases in The Logistics
- Transportation tools

Guest Meeting– Mr **ANDREA BIANCHI**, CEO I-Sped srl. *“Internet is actually the widest showcase that is opening a world level market, but there are products that always require a physical demonstration of their quality. Attend a trade show seems an easy task, but even an easy difficulty is enough to frustrate hundred thousands Euros of investment. I’ll talk about my activity as a 3PL logistics for attending fair, everywhere in the world, for any kind of product. We shall see risks and difficulties for these shipments and how to prepare the different steps: packaging, assurance and documents. A brief list of the documents needed to export and the best solution in order to ship by air, sea or road.”*

Readings:

- Lorenzo Benini, Paragraph e: Logistics
- <http://globalsupplychaininstitute.utk.edu/research/documents/Kenco.pdf>

Assignments:

Notes:

## WEEK 11

### LESSON 10

Meet:

Venue: CAPA FLORENCE

In-class activity:

- The role of sourcing
- What is the Dilemma
- When decide to outsource
- Back to insource
- Performance of a supplier, negotiation, auctions-tenders, risks

MEETING GUEST Mr **GABRIELE NICOLETTI**, Supply Chain and Operations Director at Accademia srl

*“Purchasing into the Far East: how to control a long Supply Chain maintaining a reasonable stress level”*

Have a look of Gabriele's company at <http://www.accademiaweb.com/it/azienda.html>

Readings

- Chopra, Meindl Chapter 15: Sourcing Decisions in a Supply Chain
- Lorenzo Benini, Paragraph f: Make or Buy Dilemma
- Bajec P., Jakomin I. (2010). A Make-or-Buy Decision Process for Outsourcing

Assignments:

Notes: paper to prepare Business Game next lesson will be delivered to every group

## WEEK 12

### LESSON 11

Meet:

Venue: CAPA FLORENCE

In-Class activity: second half work group: the Business Game

Assignments: the Business Game

Notes: no

## WEEK 13

### LESSON 12

Meet:

Venue: CAPA FLORENCE

In-class activity:

- The role of IT and what can do for an appropriate control of the process
- Customer Relationship Management
- Where is going the IT in the Supply Chain
- IT in logistics
- Importance of sustainability and the Climate Change and Tokyo Protocol
- Compliance

- Reverse-Logistics

Readings:

- Chopra, Meindl - Chapter 17: Information Technology in a Supply Chain
- Chopra Meindl - Chapter 18: Sustainability and the Supply Chain
- Karen Hawks, VP Supply Chain Practice, Navesink. Reverse Logistics Magazine, Winter/Spring 2006 - <http://www.rlmagazine.com/edition01p12.php>

Assignments:

Notes:

## **WEEK 14**

### **LESSON 13**

Meet:

Venue: CAPA FLORENCE

In-class activity:

A fast review of:

- Lesson 8
- Lesson 9
- Lesson 10
- Lesson 11

Finally, we shall have Mid Term Test.

Assignments:

Notes: Final Test takes 75 minutes

## **Attendance, Participation & Student Responsibilities**

Refer to the *Academic Handbook* for a complete outline of all academic policies. This page contains a summary only.

### **Attendance**

CAPA has a mandatory attendance policy. Students are also 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. Attendance is mandatory and is taken at the beginning of every class. Unauthorized absence from class will result in a reduction of the final grade and ultimately in a F for the course.

### **Unexcused absences**

The instructor for the course may lower the student's participation grade based on the number of absences. For custom programs, some will follow our absence policy (like when CAPA sponsors visa) and some will not; see academic director for details.

### **Excused absences**

Any student seeking to be excused from class on the ground of a verifiable illness (i.e. doctor's note) or a family emergency, must email the DAA ([greverdito@capa.org](mailto:greverdito@capa.org)) in advance of their class. The CAPA staff will then email the relevant Faculty member. Note that calling the CAPA Center (055-2466439) 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. If a doctor's note is written to excuse a student from class, the student cannot use that time for personal travel. Please note: excused absences will NOT be granted to accommodate visiting friends or family. Students absent due to extenuating circumstances that have been approved by the Director of Academic Affairs in advance of the missed class, including family emergency or verifiable health-related incapacity, remain responsible for meeting all class requirements. Faculty shall offer such students reasonable assistance in making up missed work (e.g. share handouts).

### **Class Participation**

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**

The faculty expects from you, the student, a high level of responsibility and academic honesty. 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 Director of Academic Affairs or the Resident Director at the beginning of Term.

### **Late Submission**

Late submission of papers due, 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.

### **Behavior 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