



SHGH BUSN 3380 Managing Global Supply Chains

Instructor:	TBA
Email:	TBA
Class times:	TBA
Location:	TBA

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

Localized Context

Students undertaking this course will be encouraged to take a regional perspective on topics.

Course Aims/Objectives

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.

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.

Academic Learning Outcomes

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

- 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;
- Demonstrate an understanding and appreciation of the drivers and metrics for supply chains;
- Discuss and evaluate key decision criteria for sourcing and outsourcing in the supply chain;
- Demonstrate an understanding of the use of technology in managing the supply chain;
- Develop a strategy for sustainability in the supply chain.

The academic approach of this course incorporates gaining an appreciation of four essential learning and development outcomes: globalisation, urban environment, social dynamics and diversity. Students taking this course will benefit from these rich perspectives.

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 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.

MyEDUCATION and out-of-class activities

Field trips will be determined based on current events.

Class Participation and Attendance

Participation is a vital part of your grade. 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 complete required reading BEFORE the class. Students are expected to arrive on time, certainly before five minutes past the class start time, and not to leave until the class ends. If you have a problem that makes you late, or forces you to leave early, this must be discussed with the Director of Academic Affairs. Students are

expected to be quiet during classes unless, of course, class participation is required. Phones and computers are not to be used during the class unless authorized by the lecturer for academic purposes.

In the case of blended classes, the attendance requirement is only met on completion of set online activities plus attendance in class.

Assessment and Grading Policy

Assessment Items	Due Date of Assignments	Weighting
In class case study presentations (2 per group)	Sessions 2-11	30%
Midterm test/paper	Sessions 1-6	20%
Research paper	Session 12	40%
Class participation (classroom and online)	Through the term	10%

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 (2 per group) 15% x 2 = 30%, Sessions 2-11

The case study presentations will be done in small groups and each group will present twice per 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 briefs 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 – 20% - Sessions 1-6

There will be a midterm test or paper covering the material through session 6. This may be a take-home or in-class assessment.

Assessment 3: Research Paper - 40% - due Session 12

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. These research paper topics should be discussed with the lecturer in advance. Preparatory work would include developing good reading sources to gain a better understanding of the localized 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.

Summary Grading Table (written work and presentations):

Descriptor	Alpha	Numeric	GPA	Requirements
Excellent	A A-	95+ 90 - 94	4.0 3.7	Shows superior use and understanding of extensive literature beyond the textbook and notes
Good	B+ B B-	86 - 89 83 - 85 80 - 82	3.3 3.0 2.7	Shows significant use and understanding of extensive literature beyond the textbook and notes
Average	C+ C	76 - 79 73 - 75	2.3 2.0	Shows a clear understanding and some insight into the material in the textbook and notes, but not beyond
Below Average/ Poor	C- D+ D	70 - 72 66 - 69 60 - 65	1.7 1.3 0.7-1.0	Fails to show a clear understanding or much insight into the material in the textbook and notes
Fail	F	<60	0	Shows little or no understanding of any of the material
Incomplete	I			Please see CAPA policy in Faculty Handbook

Assessment 4: Class participation 10%

Each week, your Lecturer will look for lively discussion and debate in class. You are expected to read the appropriate material listed in the class schedule before each class. This is a mark for participation, NOT attendance (which is compulsory). The online component of your weekly session will comprise a weekly mandatory quiz, which must be completed prior to the next class, and a set progress deliverable for your final research paper.

The following table is a guide to grading for participation.

Grade	Discussion	Reading
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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.

Academic Integrity: Plagiarism and Cheating

Plagiarism and cheating will be dealt with very seriously, and will be referred to the Vice President of Academic Affairs. Any work submitted by a student in this course for academic credit must be the student's own original work. If you present, as your own ideas, any material copied or extensively drawn from the work of others, then you are plagiarizing – unless you give full citations for your sources. Plagiarism is unacceptable. If it is found, then this will immediately lead to an "F" (Fail) grade for that particular assignment.

Of course, you may make full use of ideas, arguments and information obtained from books, journals, websites, etc., but you must make clear in a footnote whose work you are drawing from. This includes cases of paraphrasing where the idea or the thought of another writer is represented, though not directly quoted. Please note that a citation for paraphrasing is academically acceptable. It could say, for example, "This idea is borrowed from: Author's name, Title, Publisher/Website, (date you accessed the website), year of publication, page number."

In addition, copying our own assignment entirely or partially to submit to a second or third professor in another class is considered plagiarism by duplication. This is unacceptable. The same is when you copy your own work, that was written for another assignment or in another context (news-journal, website, blog, etc.), without citation. While this does not implicate the writing of others as you are copying your own work, it is misrepresentation in academic terms because the work handed in to the instructor in this class was not originally written for this specific class, but for another publication or platform. Students risk receiving an "F" (Fail) grade for all the assignments done in classes for which they have duplicated their own work. An exception can be given if the student has obtained the professor's agreement in advance and has correctly provided a reference (citation in text or as footnote or endnote) to his/her other assignment or earlier work. Students, like any author, are allowed to cite their own earlier work.

In cases of blatant and intentional misrepresentation, a student will receive a failing grade for the course and may face disciplinary action before the Vice President of Academic Affairs, which, in extreme cases may result in dismissal from the Program.

Helpful Resources and Tips on how to avoid Plagiarism

You quote it, you note it! An interactive tutorial guide on how to avoid plagiarism and how to cite sources:

<http://library.acadiau.ca/tutorials/plagiarism/>

http://www.plagiarism.org/learning_center/citation.html - if you scroll down, you'll find links to all major styles and formats for citing and referencing.

How to cite and write a bibliography: Ask your instructor to tell you which citation format to use (the most common are APA, MLA and Chicago). The most important thing is to use one citation and referencing format consistently and accurately throughout your paper.

Textbook and Recommended Readings

The following text is required for the course:

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

It is essential that all students have access to the above textbook.

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://lpi.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

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	Topic
1	<p>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. Retrieved 28 May 2014 from http://www.fungglobalinstitute.org/en/global-supply-chains-past-present-future</p>
2	<p>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</p>
3	<p>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</p>

	<p>Carsten, P., (2013). Alibaba to transform China's 'e-economy' with \$500 billion marketplace. Reuters. Retrieved 28 May 2014 from http://www.reuters.com/article/2013/10/13/us-alibaba-retail-idUSBRE99C0BP20131013</p> <p>Case study: NBN Co. - Accenture, 2012. Accenture helps NBN Co build supply chain solution for multi-billion dollar broadband network in record time. Retrieved 28 May 2014 from http://www.accenture.com/SiteCollectionDocuments/PDF/Accenture-Supply-Chain-Management-Solution-Designed-for-NBN-Co.pdf.pdf#zoom=50</p>
4	<p>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 KPMG, (2014). Production’s coming home: what companies need to know about reshoring. Retrieved 27 May 2014 from http://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/ConsumerCurrents/Pages/productions-coming-home.aspx Case studies: Pacific Brands offshoring. “Time to re-evaluate Chinese manufacturing? PacBrands fails to deliver”. Crikey.com. Retrieved 28 May 2014 from http://www.crikey.com.au/2011/03/17/time-to-re-evaluate-chinese-manufacturing-pacbrands-fails-to-deliver/</p>
5	<p>Sales and operations planning Managing supply and demand Predictable variability Planning in practice End-to-end supply chain co-ordination 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 28 May 2014 from http://endeavourpartners.net/billions-served-in-secret-how-their-mobile-supply-chains-give-apple-and-samsung-an-edge/</p>
6	<p>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</p>

	Case study: Coles Supermarket, small suppliers, and the Australian Competition and Consumer Commission (ACCC).
7	<p>Inventory management and uncertainty</p> <p>Safety inventory and appropriate level</p> <p>Dealing with supply uncertainty</p> <p>Aggregation vs. distribution</p> <p>Replenishment policies</p> <p>Reading:</p> <p>Chapter 12 : Managing Uncertainty in a Supply Chain : Safety Inventory</p>
8	<p>Product availability</p> <p>Determining the optimal level of product availability</p> <p>Improving supply chain profitability through optimal services levels</p> <p>Allocation of limited supply capacity</p> <p>Reading:</p> <p>Chapter 13 : Determining the Optimal Level of Product Availability</p>
9	<p>Transportation</p> <p>Modes of transportation and performance characteristics</p> <p>Infrastructure and Government policies</p> <p>Designing the transport network</p> <p>Role of IT</p> <p>Risk management</p> <p>Decisions in practice</p> <p>Reading:</p> <p>Chapter 14 : Transportation in a Supply Chain</p> <p>World Bank, 2014. Connecting to Compete – Trade Logistics in the Global Economy. International Bank for Reconstruction and Development/World Bank Group, Washington. Retrieved 28 May 2014 from http://lpi.worldbank.org/sites/default/files/LPI_Report_2014.pdf</p> <p>Case study: India and the domestic food supply chain. “The journey of an Indian onion – Lord of the Rings”. The Economist, December 14, 2013</p>
10	<p>Sourcing</p> <p>Role of sourcing (procurement) in the supply chain</p> <p>Outsourcing decisions and factors affecting</p> <p>Managing supplier performance and total cost</p> <p>Managing risk</p> <p>The sourcing process – auctions and negotiations</p> <p>Reading:</p> <p>Chapter 15 : Sourcing Decisions in a Supply Chain</p> <p>Case study: Toyota safety recalls 2010. “The machine that ran too hot” – The Economist February 24, 2010.</p>
11	<p>Information technology in the supply chain</p> <p>Role of IT</p>

	<p>Functions: customer relationship management, internal supply chain management, supplier relationship management, transaction management, risk management</p> <p>Looking to the future</p> <p>Reading:</p> <p>Chapter 17 : Information Technology in a Supply Chain</p> <p>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</p>
12	<p>Sustainability and Corporate Social Responsibility (CSR) in the supply chain</p> <p>Role of sustainability and key metrics</p> <p>Closed loop supply chains</p> <p>CSR in the supply chain</p> <p>Reading:</p> <p>Chapter 18 : Sustainability and the Supply Chain</p> <p>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_Supply_Chain</p> <p>Case study: Apple in China. "When the jobs inspector calls – working conditions in factories." The Economist, March 31, 2012</p> <p>Case study: Huawei Supply Chain http://www.huawei.com/en/about-huawei/sustainability/win-win-development/sustainable-supply-chain/</p>

CAPA Program and Instructor Policies

The faculty expects from you, the student, and 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 students demonstrate a high standard of individual honour in his or her scholastic work and class Behavior.

A high standard of individual honour means that you, the student, must attend all classes and never be late (unless with a valid reason). You must be respectful of the professor and of other students by not talking/whispering in class when others are talking or presenting. Persistent lateness or lack of attention in class, i.e. reading materials other than the work set, may result in a low or zero grade for participation, and possible referral to the Vice President of Academic Affairs. No electronic equipment will be used in class, including laptops, phones, iPods, iPads, cell phones, etc., unless you have express permission from the professor. If for any reason a student is obliged to work with electronic equipment, then permission must be obtained from CAPA's Academic Director prior to the class. The International Finance & Economics module may require you to bring in your laptop to class to take notes and access informative financial & economic websites.

Certain Behaviors disrupt class, such as a student arriving late, a phone ringing, or a student leaving in the middle of class. Lecturers have the authority to set policies for their classes regarding such disruptive Behavior. All students are expected to respect the learning environment and respect the lecturers' efforts to maintain it.