

# Global Sourcing and Supply Chain Management

## GMT5101

### Syllabus

#### Winter Term 2021/2022

<b>Time:</b>	Specific lecture times during October/November/December 2021 (see tentative timetable at the end of this document)
<b>Room:</b>	W4.1.06 – potentially online
<b>Begin:</b>	Wednesday, October 6, 2021
<b>ECTS-Credits:</b>	3
<b>Level:</b>	Advanced Level II
<b>Prerequisites:</b>	-
<b>Accessibility:</b>	Course is compulsory for 1 <sup>st</sup> semester MBA-IM students and open to international guest students on MBA-level
<b>Lecturers:</b>	Prof Dr Frank Schätter e-mail: frank.schaetter@hs-pforzheim.de office: W2.3.23; office hours: Thursday, 13:45 – 15:15  Dr Hendrik Reefke e-mail: hendrik.reefke@cranfield.ac.uk

#### Learning Objectives:

By the end of the course, the participants shall be able to:

- understand the concepts of global sourcing and supply chain management (SCM) and relationships between the operational functions in the value chain,
- distinguish between company internal and external operations and draw linkages between them,
- systematically analyse core supply chain (SC) processes in order to optimise speed, certainty, flexibility, sustainability, and cost effectiveness,
- understand process oriented planning and controlling of SC functions,
- explain key performance areas of SCM and procurement with regard to cost, quality, and sustainability parameters including their connections to the overall targets of a company,
- outline common information systems in SCs and explain their importance for SCM,
- define common architectures and strategic archetypes of SCM.

## Course contributions to the MBA program goals / learning outcomes

Goal	Learning Objectives	Course Contributions to Goal	Assessment
<b>1 Responsible leadership in organisational contexts</b>	1.1 Knowledge of leadership principles 1.2 Application of leadership principles 1.3 Critical reflection of leadership concepts	Leadership principles will be elaborated with regard to SC strategies, supplier selection processes and SC collaboration. In-class discussions will form a core part of the lectures and are utilised to deepen the course participants understanding.	In-class discussions
<b>2 Creative problem solving skills in a complex business environment</b>	2.1 Ability to identify, differentiate and classify problems 2.2 Ability to analyse problems (instrumental competence) 2.3 Ability to find creative solutions (systemic competence) 2.4 Ability to present problems (communicative competence)	This course places high emphasis on creativity and problem solving not just during the lecture component but especially during the workshops. Course participants will be required to prepare workshops on topics that have connections to all lecture material (topics of horizontal nature). Fundamental problems in SCM will be presented and addressed in group environments which are further supported by a written assessment (group report).	In-class discussions Workshop presentations and discussion Written report
<b>3 Research Skills</b>	3.1 Methodological knowledge (extending knowledge) 3.2 Competence in applying relevant state of the art research methods (instrumental competence) 3.3 Ability to collect innovative results by using relevant research methods (systemic competence)	This course tackles current debates and operational/ strategic issues in SCM. Course participants will combine the key theories with the best practical advice as part of the workshop preparation, presentation and evaluation of outcomes. These activities will include guidance through and reference to practical management problems, case examples and relevant literature.	In-class discussions Workshop presentations and discussion Written report
<b>4 Management of Innovation</b>	4.1 Fundamental knowledge of operational innovation processes 4.2 Ability to assess a company's innovation potential 4.3 Ability to develop complex technological strategies	The potential for innovation in logistics, procurement and SCM will be discussed in class and as part of the workshops. Course participants will be required to identify innovation potential for given topics/cases and develop applicable assessment/implementation strategies.	In-class discussions Workshop presentations and discussion
<b>5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities</b>	5.1 Fundamental knowledge of sustainability issues 5.2 Ability to identify and analyse sustainability issues and its causes 5.3 Development of sustainability strategies	Sustainability concerns in SCM are explained, discussed and illustrated through practical examples. The trade-offs between economic, social/cultural, and environmental considerations in SCM are explained and the importance of ethical decisions in SCs is emphasized.	In-class discussions Workshop presentations and discussion Written report

## **Main course topics:**

- Supply chain management and business process management
- Transport and transshipment
- Warehouse management
- Logistics structures and network planning
- Principles of procurement
- Supplier evaluation and selection
- Supply chain management strategies
- Supply chain controlling
- Information and communication technologies
- Sustainability in logistics and supply chains

## **Communication**

In support of this course, an e-learning platform will be used which offers several advantages. Firstly, teaching material will be made available via this platform. Secondly, questions that might arise can be discussed among the students through the use of this platform. Finally, general questions can be answered transparently by the lecturer, i.e. all students will be able to see the answers. For specific questions, you may always contact the lecturer in person or via email. Please be aware that one of the lecturers (Dr Reefke) will only be available in person during the lecture times specified.

## **Teaching approach**

This course follows a holistic approach to teaching and learning, i.e. it is important that students understand the wider connections of the functions of global sourcing and supply chain management. In support of this goal, several teaching tools will be utilised forming an integrated teaching approach. At the beginning of the course the students will get a set of lectures about global sourcing, supply chain management and related logistics functions to build the foundation for the following work. Based on this conceptual framework, the students will be split into teams to prepare a workshop on 'horizontal' topics relevant to the course contents. It is the objective to use these workshops to further deepen the knowledge of the whole class. For this reason, adequate interaction between the organizing team of the workshop and the rest of the class is required. After the workshops each participant will write a final report on a set of questions assigned.

The foundation lectures are mostly held in block structure (see timetable). At the end of the foundation lectures, the horizontal topic will be defined for each team individually and will be explained during a kick-off-meeting by the lecturers. The teams will have a time frame of several weeks in order to prepare the respective workshops. During this time the lecturers will arrange team coaching sessions accordingly. Together with the lecturer assigned to them, each team will agree on the appropriate timing, form and contents of the coaching sessions.

The workshops will be scheduled towards the end of the course (see timetable). An initial feedback session will be provided to each team directly after the workshops. Following the workshops, each participant will write a final report on a set of questions assigned; details on report structure, delivery date etc. will be agreed upon directly after the workshops.

## Course assessment

The assessment will be based on the workshop performance and the final written report which will each account for 50 % of the final mark. The workload is to be shared equally among the members of each team.

## Workload

The workload for the lectures, the workshops and the final report corresponds to 3 ECTS-credits for a total of about 90 hours.

## Literature and resources

- Chopra, S., Meindl, P., 2013, Supply chain management: Strategy, planning & operation, Prentice Hall
- Fisher, M. L. (1997). What is the right supply chain for your product? *Harvard Business Review*, 75(2), 105-116.
- Gleissner, H., Möller, K., 2011, *Case Studies in Logistics: The practical application of logistics methods and instruments*, Springer Gabler (e-book)
- Gleissner, H., Femerling, J.C., 2013, *Logistics: Basics – Exercises – Case Studies*, Springer International Publishing (e-book)
- Ivanov, D., Tsipoulanidis, A., Schönberger, J., 2017, *Global Supply Chain and Operations Management: A Decision Oriented Introduction to the Creation of Value*, Springer International Publishing (e-book)
- Lee, H. L. (2002). Aligning supply chain strategies with product uncertainties. *California Management Review*, 44(3), 105-119.
- Mentzer, J. T., DeWitt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D., et al. (2001). Defining supply chain management. *Journal of Business Logistics*, 22(2), 1-25.

Lecture slides and any additional resources will be provided through the e-learning platform.

## Timetable (tentative)

Day	Time	Room	Contents	Comment
WED, 06.10.2021	08:00-11:15	W1.4.06/online	Introduction to course; Foundation lecture part 1	Dr Schätter
WED, 13.10.2021	08:00-09:30	W1.4.06/online	Foundation lecture part 2	Dr Schätter
WED, 20.10.2021	08:00-09:30	W1.4.06/online	Foundation lecture part 3	Dr Schätter
FRI, 22.10.2021	15:30-18:45	W4.1.06/online	Foundation lecture part 4	Dr Schätter
FRI, 05.11.2021	11:30-18:45	W4.1.06/online	Foundation lecture part 5	Dr Reefke
SAT, 06.11.2021	09:30-13:00	W4.1.06/online	Introduction to topics	Dr Schätter/ Dr Reefke
tbd			Team related coaching 1	Dr Schätter
tbd			Team related coaching 1	Dr Reefke
tbd			Team related coaching 2	Dr Schätter
tbd			Team related coaching 2	Dr Reefke
FRI, 17.12.2021	11:30-18:45	W4.1.06/online	Final workshops	Dr Schätter/ Dr Reefke