

C11LS STRATEGIES FOR MANAGING SUPPLY CHAINS – COURSE SYLLABUS

AIM

The Strategies for Managing Supply Chains course aims to provide students with a critical understanding of core subject concepts and the ability to select appropriate strategies that deliver sustainable and competitive supply chain performance in rapidly changing global markets.

SYNOPSIS

Supply Chain Strategy is now accepted as critical to business success and it is often said the supply chains compete, not individual organisations. Taking a strategic and market-driven approach, this course is focused around the role that logistics and supply chain management play in achieving competitive advantage for the firm and the extended supply chain. Modern supply chains must operate in a rapidly changing world; faced with new disruptive technologies companies need to develop adaptive logistics and supply chain strategies that enable innovative flexible solutions to deal with the changing business environment. In this course we begin by building a sound knowledge of key logistics and supply chain concepts and explaining how organisations design agile, market responsive supply chains. We then go on to explore how companies design effective and efficient physical logistical networks, why supply chains need to develop resilience, how supply chain performance is measured and finally we look at contemporary topics and the challenges facing modern supply chains.

In this course, you will learn how to identify, select and implement the right strategies for supply chains. By studying this course, you will equip yourself with a deeper insight into the aspects that shape modern-day supply chains and what drives their strategies. More than ever before, supply chain management has become a strategic function that is fundamental for surviving and succeeding in today's competitive environment.

LEARNING OUTCOMES

On completion of this course students will be able to:

- Critically appreciate the role of logistics and supply chain management in achieving competitive advantage.
- Understand the process of formulating strategy for supply chains and ensuring compatibility with wider corporate strategy.
- Appreciate the integrative role of logistics and supply chain management and the need for collaboration and cooperation between internal and external supply chain partners.
- Demonstrate a sound grasp of the principles and theories underpinning the formulation of logistics network strategy.
- Appreciate how disruptive change in the business environment might affect and transform supply chains in the future.

SUPPORTING TEXTBOOK(S) TO BE PROVIDED TO STUDENTS:

- Christopher, M. (2016) Logistics and Supply Chain Management, 5th edn, London, Pearson.

COURSE STRUCTURE

The course is broken down into 6 learning modules as follows:

Module 1: Strategies for managing supply chains

This module introduces the core concepts of supply chain management and reviews how supply chain management has become a fundamental function for organisations in today's business environment, which is characterised and affected by competitive advantage.

At the end of this module students will be able to:

- Differentiate between logistics management and supply chain management;
- explain the key terms used to describe supply chains;
- understand the value chain concept;
- understand the barriers to supply chain integration and appreciate the integrative power of logistics and supply chain management;
- understand the role played by logistics and supply chain management in achieving competitive advantage.

Topics covered are as follows.

- Logistics & supply chain management;
 - Leveraging logistics for competitive advantage;
 - Porter's value chain;
 - Achieving an integrated supply chain;
 - The changing competitive environment.
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Module 2: Logistics costs and supply chain performance

In this module, we will discuss financial flows in the supply chain and look in more detail at what makes the supply chain work and how its performance is measured and assessed. We will look at the cash-to-cash cycle and explore techniques to free up capital that is locked up in that cycle, through supply chain finance. We will discuss how the supply chain can impact on financial return. We will review some of the benefits and challenges of supply chain integration and how these can't really be measured in terms of financial returns.

At the end of this module students will be able to:

- explain the financial flows along the supply chain in generic terms;
- estimate the cash-to-cash cycle of a product or service;
- understand the basics of supply chain finance;
- identify and assess opportunities for supply chain finance in your own organisation;
- understand models for managing supply chain performance.

Topics covered are as follows:

- Financial aspects of supply chain
- Financial flows through the supply chain
- Cash-to-cash cycle time

- Supply chain finance
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Module 3: Matching supply and demand

The aim of this module is to examine what causes supply chains to get out of control. Specifically, we will look at the phenomenon of the bullwhip effect; that is, the increasing fluctuation in the demand the more you move up the supply chain.

At the end of this module students will be able to:

- understand supply chain dynamics and how the behaviour of others at one level of the supply chain affects the performance of other levels;
- explain what is meant by the phenomenon commonly referred to as 'the bullwhip effect';
- understand the tools organisations have at their disposal to better manage supply chain relations and what it takes to get the most out of these relationships; and
- appreciate the implications of close collaborations between members of the supply chain.

Topics covered are as follows:

- Enhanced supply chain visibility
 - Faster delivery
 - Perishability
 - Introduction to the bullwhip effect
 - Collaborative Planning, Forecasting and Replenishment (CPFR)
 - Sales & Operations Planning (S&OP)
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Module 4: Supply chain strategy design

The aim of this module is to apply the five operations performance objectives of quality, speed, dependability, flexibility and cost, to supply chains to look at how these affect the design of the supply chain. The extension of this theory raises questions about how many supply chains an organisation needs if it serves more than one market.

At the end of this module students will be able to:

- apply the performance objectives concept in a supply chain context;
- understand how each performance objective influences supply chain design and control;
- define the terms 'lean', 'agile' and 'leagile' in a supply chain context; and
- critique the theory of lean and agile supply chains.

Topics covered are as follows:

- Supply chain design theory
 - Matching supply chain requirements and capabilities
 - Lean concepts in supply chain management
 - Agile concepts in supply chain management
 - Comparing lean and agile supply systems
 - Comparing lean, hybrid and agile supply chains
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Module 5: Global logistics

The aim of this module is to take a closer look at one of the most important driving forces behind supply chain management (SCM): the phenomenon of globalisation. The increasingly long and complex arrangements of designing, sourcing, producing, storing and selling goods and services make it very important to understand the impact that globalisation has had on SCM in the past, and how it will continue to shape it in the future.

At the end of this module students will be able to:

- define globalisation and the role of supply chains in extending and deepening its impact upon trade, markets, industries and organisations;
- examine and critically evaluate the key drivers of globalisation;
- differentiate the different impacts of international trade and foreign direct investment (FDI) on the process of globalisation;
- provide a short analysis of how supply chains and their management shape and influence the direction of globalisation and the geographical distribution of activities.

Topics covered are as follows:

- What is globalisation?
 - The drivers of globalisation
 - World trade and foreign direct investment
 - Regionalism
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Module 6: Managing risk in the supply chain

The aim of this module is to discuss different aspects of supply chain management, and what organisations – or perhaps you as a supply chain practitioner – can do to make that supply chain more effective. In this module we will discuss the instances when things do not quite work out as planned, when things go wrong, be it by our own fault or caused by external factors. In other words, we will discuss supply chain risks. The phenomenon of globalisation, has not only made supply chains much longer – products that were previously sourced from the neighbouring village, are now sourced from across the world, crossing international borders using a variety of transport modes – it has also made them much more complex. With these higher levels of complexity the need to have a much better understanding of supply chain risks has increased accordingly. In this module, we will define more specifically what we mean by supply chain risks. We will then review an approach for assessing the risks to which an organisation, your organisation, is exposed and a way to quantify them. This is important, because you will quickly find that the risks in the supply chain are many, and organisations have to prioritise the risks on which they will focus first.

At the end of this module students will be able to:

- understand what is meant by risk in the context of the supply chain;
- explain how supply chain risk can be identified and assessed; and
- assess the supply chain risk in a given organisation.

Topics covered are as follows:

- What is risk?

- Risk management in a supply chain context
 - Risk mitigation approaches
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ASSESSMENT METHOD

The assessment of C11LS comprises of a three-hour examination, which will bring all your learning from the course together. The examination is all geared towards you showing how you can apply the theories, the concepts, and the models that we've discussed in this course. What we really want you to show is that you can interpret what happens in the real world and that you can make sense of it. You will be provided with plenty of support and guidance to help you before the examination. The examination assessment enables you to demonstrate what you have learnt from this course. You will draw upon examples to show what happens in a real organisation and how things work in a real-life situation.

At the examination, you will be required to answer all three questions presented in the paper. Each question will carry equal marks and will be marked out of 100%. Then your overall mark will be calculated by taking an average of the three marks awarded on your paper.

Each question should be answered in no more than 1200 words, so 3600 words for your full exam submission.