



Syllabus Global Supply Chain Management

March – July 2019

Term V / VII

Saenz Acosta, Cesar

I. General data about the course

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| Course name: | Global Supply Chain Management | | |
| Pre-requisite: | International trade | ID: | 00758 |
| Precedent: | NA | Semester: | 2019-1 |
| Credits: | 3 | Term: | V / VII |
| Hours: | 4 Hours | Course Modality: | Face to face course. |
| Type of course and Career | Mandatory: Economy and International business | Course coordinator: | Javier Del Carpio jdelcarpio@esan.edu.pe |

II. Summary

This course explores the key issues associated with the design and management of Global Supply Chains (GSC). GSC are concerned with the efficient integration of Global suppliers, factories, warehouses and stores so that products are distributed to customers in the right quantity and at the right time. One of the primary objectives of SC management is to minimize the total supply chain cost subject to various service requirements.

This course requires the student to assess the role of the organization in a Supply Chain and the evolution into a Global Supply Chain and how to allocate resources to optimize the organization's role and performance in a Global Supply Chain. Topics include conducting an extensive review of the principles of Supply Chain, then evolving into the foundations of Global Supply Chain Management(GSCM), Optimization of the GSCM Efficiency and Global Supply Chain Redesign.

III. Course Objectives

The objective of this course is to provide a strategic framework to analyze the design the global supply chain network in the context of e-business, planning and operational decisions within a global supply chain. Such a framework helps clarify global supply chain goals and identify managerial actions that improve global supply chain performance in terms of the desired goals.

IV. Learning Objectives

After completing this course, the students:

- Analyze the components of the supply chain.
- Develop metrics to assess the redesign of the supply chain process.
- Evaluate supply chain operating efficiency.
- Assess existing supply chain management practices.

- Explain the multiple roles of stakeholders in the supply chain
- Identify domestic and global best practices in supply chain management.
- Evaluate the effect of inventory errors on company profits.
- Design a supply chain justified by a cost-benefit analysis.

V. Methodology

The methodology includes classroom lectures and his guidance in the analysis and group discussion of documents, case studies, application of the concepts through a project proposal, the presentation and exposition of a group assignment in which the management of a global business will be analyzed and evaluated, using the theories proposed.

Learning Teams Activities

ESAN students are expected to work effectively in diverse groups and teams to achieve tasks. They must collaborate and function well in team settings as both leaders and followers. They should respect human diversity and behave in a tolerant manner toward colleagues and peers.

Several of the assignments in this class will be completed in Learning Teams of three to five students. If you experience difficulties working with your team, you are expected to resolve them within the team if possible. However, please feel free to contact me for guidance if you have concerns in this area.

Learning Teams should provide a brief summary of any communication held outside the classroom. If you have any questions, please contact me.

VI. Evaluation and Grading

The evaluation system is comprehensive and continuous; it is subdivided as follows: Permanent evaluation (50%), mid-term exam (25%) and final exam (25%).

The permanent evaluation is broken down into the following:

| PERMANENT EVALUATION AVERAGE (PEP) 50 % | | |
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| Type of evaluation | Description | Weight |
| Assignments | Classroom Assignments | 10 % |
| Quizes | Quiz 1 (None eliminated) | 10% |
| | Quiz 2 (None eliminated) | 10% |
| Progress test | 2 progress tests (None eliminated) | 30% |
| Participation | Classroom assignments | 10% |
| Final research assignment | Presentation 50% Final written project 50% | 30% |

The final grade will be determined based on the following formula:

$$FG = (0,25 \times ME) + (0,50 \times PE) + (0,25 \times FE)$$

Where:

FG = Final Grade

ME = Midterm Exam

PE = Permanent Evaluation

FE = Final Exam

According to our academic regulation article 55, the student who accumulates more than 20 per cent of absences cannot take the final exam.

Participation / Quizzes:

It is your responsibility to **read all assigned readings prior to class**. Hence, unannounced quizzes can be taken during the semester at any time during each session. Attendance is mandatory.

Do not expect to get full credit for participation if:

- You arrive late or leave early.
- Have your laptop open, use your blackberry or I-phone during class or simply do not follow the class.
- Never say a thing in class.

VII. Detailed Program

| WEEK | Contents | Activities / Evaluation |
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| Learning Unit 1: Learning Objectives: <ul style="list-style-type: none"> • Analyze the components of the supply chain. • Develop metrics to assess the redesign of the supply chain process. • Evaluate supply chain operating efficiency. | | |
| 1° March 21st – 30th | Class logistics, Team assignments, Course project, and grading UNDERSTANDING THE SUPPLY CHAIN 1.1 What Is a Supply Chain? 1.2 The Objective of a Supply Chain 1.3 The Importance of Supply Chain Decisions 1.4 Decision Phases in a Supply Chain 1.5 Process Views of a Supply Chain Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 1 Mentzer et al (2007). Global Supply Chain Management. Chapter 1. | Presentación del silabo en todos contenidos Revisión de guía (pautas) para el desarrollo del trabajo final Revisión de la Guía para presentación de trabajos escritos en la Universidad ESAN (normas APA) Revisión de la guía de presentaciones efectivas) Class Discussion and participation <u>Team Assignment 1:</u> Each group will introduce the company, its market and strategies. Moreover, each group will describe the global supply chain of the company. |
| 2° April 1st – 06th | SUPPLY CHAIN PERFORMANCE: ACHIEVING STRATEGIC FIT AND SCOPE 2.1 Competitive and Supply Chain Strategies 2.2 Achieving Strategic Fit 2.3 Expanding Strategic Scope 2.4 Challenges to Achieving and Maintaining Strategic Fit Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 2 Mentzer et al (2007). Global Supply Chain Management. Chapter 2. | Class Discussion and participation <u>Team Assignment 1 due:</u> Each group will present the company, its market and strategies. Moreover each group will present the description of the global supply chain of the company. |

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| <p>3° April 8th – 13th</p> | <p>SUPPLY CHAIN DRIVERS AND METRICS 3.1 Financial Measures of Performance 3.2 Drivers of Supply Chain Performance 3.3 Framework for Structuring Drivers</p> <p>Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 3 Mentzer et al (2007). Global Supply Chain Management. Chapter 2.</p> | <p>Class Discussion and participation</p> <p>Quiz 1 Complementary reading 1: Hadiyan et al (2015)</p> <p><u>Team Assignment 2 due</u> : Each group will present the identification of the supply chain drivers of the company</p> <p><u>Team Assignment 2 :</u> Each group will identify the supply chain drivers of the company</p> |
| <p>Learning Unit 2: Learning Objectives:</p> <ul style="list-style-type: none"> • Assess existing supply chain management practices. • Explain the multiple roles of stakeholders in the supply chain • Identify domestic and global best practices in supply chain management. | | |
| <p>4o April 15th - 20th</p> <p>Holiday: April 18th, 19th and 20th</p> | <p>SUPPLY CHAIN DRIVERS AND METRICS 3.4 Facilities 3.5 Inventory 3.6 Transportation 3.7 Information 3.8 Sourcing 3.9 Pricing</p> <p>Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 3 Mentzer et al (2007). Global Supply Chain Management. Chapter 2.</p> | <p>Class Discussion and participation</p> |
| <p>5° April 22nd - 27th</p> | <p>DESIGNING DISTRIBUTION NETWORKS AND APPLICATIONS TO ONLINE SALES 4.1 The Role of Distribution in the Supply Chain 4.2 Factors Influencing Distribution Network Design 4.3 Design Options for a Distribution Network</p> <p>Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 4 Mentzer et al (2007). Global Supply Chain Management. Chapter 2.</p> | <p>Class Discussion and participation</p> <p><u>Team Assignment 3:</u> Each group will identify the supply chain drivers of the company</p> |

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| <p>6° April 29th to May 04th</p> | <p>DESIGNING DISTRIBUTION NETWORKS AND APPLICATIONS TO ONLINE SALES</p> <p>4.4 Online Sales and the Distribution Network 4.5 Distribution Networks in Practice</p> <hr/> <p>Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 4 Mentzer et al (2007). Global Supply Chain Management. Chapter 2</p> | <p>Progress test 1 Complementary reading 2: Paul Hong (2006)</p> <p><u>Team Assignment 3 due:</u> Each group will present the identification of supply chain drivers.</p> |
| <p>7o May 06th -11th</p> | <p>NETWORK DESIGN IN THE SUPPLY CHAIN</p> <p>5.1 The Role of Network Design in the Supply Chain 5.2 Factors Influencing Network Design Decisions 5.3 Framework for Network Design Decisions</p> <hr/> <p>Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 5</p> | <p>Class Discussion and participation</p> <p><u>Team Assignment 4 :</u> Each group will identify the design distribution network and applications to Online sales</p> |
| <p>8o May 13th - 18th</p> | <p>MIDTERM EXAM</p> | |
| <p>Learning Unit 3: Learning Objectives:</p> <ul style="list-style-type: none"> • Evaluate the effect of inventory errors on company profits. • Design a supply chain justified by a cost-benefit analysis. | | |
| <p>9° May 20th -25th</p> | <p>NETWORK DESIGN IN THE SUPPLY CHAIN</p> <p>5.4 Models for Facility Location and Capacity Allocation 5.5 Making Network Design Decisions in Practice</p> <hr/> <p>Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 5</p> | <p>Class Discussion and participation</p> <p><u>Team Assignment 4 due :</u> Each group will identify the design distribution network and applications to Online sales</p> |
| <p>10° May 27th to June 01st</p> | <p>DESIGNING GLOBAL SUPPLY CHAIN NETWORKS</p> <p>6.1 The Impact of Globalization on Supply Chain Networks 6.2 The Offshoring Decision: Total Cost 6.3 Risk Management in Global Supply Chains 6.4 Discounted Cash Flows</p> <hr/> <p>Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 6</p> | <p>Class Discussion and participation</p> <p><u>Team Assignment 5:</u> Each group will identify the network Design in the Supply Chain</p> |

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| Learning Unit 4: Learning Objectives: <ul style="list-style-type: none"> • Develop a plan that aligns capacity with demand. • Identify opportunities for improving operating efficiency. | | |
| 11° July 03rd - 08th | DESIGNING GLOBAL SUPPLY CHAIN NETWORKS 6.5 Evaluating Network Design Decisions Using Decision Trees 6.6 To Onshore or Offshore: Evaluation of Global Supply Chain Design Decisions Under Uncertainty 6.7 Making Global Supply Chain Design Decisions Under Uncertainty in Practice <hr/> Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 6 | Quiz # 2 Complementary reading 3: Chen (2018) Class Discussion and participation Reading: Chopra Ch 6 Team Assignment 5 due: Each group will present the network Design in the Supply Chain |
| 12° June 10th - 15th | DEMAND FORECASTING IN A SUPPLY CHAIN 7.1 The Role of Forecasting in a Supply Chain 7.2 Characteristics of Forecasts 7.3 Components of a Forecast and Forecasting Methods <hr/> Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 7 Mentzer et al (2007). Global Supply Chain Management. Chapter 5. | Class Discussion and participation <u>Team Assignment 6:</u> Each group will design the global supply chain networks |
| 13° June 17th – 22nd | DEMAND FORECASTING IN A SUPPLY CHAIN 7.4 Basic Approach to Demand Forecasting 7.5 Time-Series Forecasting Methods 7.6 Measures of Forecast Error <hr/> Required reading: Chopra and Meindl (2010). Supply Chain Management. Strategy, Planning, and Operation. Chapter 7 Mentzer et al (2007). Global Supply Chain Management. Chapter 5. | Progress test 2 Complementary reading 4: Usui et al (2017) <u>Team Assignment 6 due:</u> Each group will design the global supply chain networks |
| 14° June 24th - 29th | Final team assignment | <u>Team Assignment 7 due:</u> Each group will design the demand forecasting and aggregate planning |

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| 15° July 01st - 06th | Presentations | Presentation Final group report. |
| 16° July 08th - 13th | FINAL EXAM | |

VIII. Bibliography

Basic Bibliography

- Chopra and Peter Meindl (2010). Supply Chain Management: Strategy, Planning and Operation. Fourth edition published by Prentice-Hall, Inc.
- Mentzer, J.; Myers, M.; and Stank (2007). Handbook of Global Supply Chain Management. Sage Publications.

Complementary Bibliography

1. Hadiyan Wijaya Ibrahim, Suhaiza Zailani, Keah Choon Tan, (2015) "A content analysis of global supply chain research", Benchmarking: An International Journal, Vol. 22 Issue: 7, pp.1429-1462,
2. Paul Hong, Jungbae Noh, Woosang Hwang, (2006) "Global supply chain strategy: a Chinese market perspective", Journal of Enterprise Information Management, Vol. 19 Issue: 3, pp.320-333.
3. Chen Stephen. (2018). Multinational Corporate Power, Influence and Responsibility in Global Supply Chains
4. Usui et al. (2017). A Dynamic Process of Building Global Supply Chain Competence by New Ventures: The Case of Uniqlo. Journal of International Marketing

PLEASE NOTE: Internet searches will often take you to non-academic information resources such as Wikipedia.com, Ask.com, Encarta.msn.com, Infoplease.com, etc. You may supplement your research with these sources, but keep in mind that the information you find there may not be accurate, since it does not come under a formal oversight or peer-review process.

While you may use and cite non-academic resources such as Wikipedia when working on assignments, you may not rely on them exclusively. The majority of your sources should be peer-reviewed academic journals. Further, remember that you are responsible for the accuracy of any facts you present in your assignments and therefore should confirm the veracity of information you find on non-academic sources through further research.

IX. Laboratory support

No need for Lab use in this class

X. Professor

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