



北京大學
汇丰商学院

Peking University HSBC Business School

MGT552

Supply Chain Management

Module 3, 2015-2016

Course Information

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Classes:

Lectures: Mon & Thur 8:30-10:20am

Venue: PHBS Building, Room 225

Course Website: None.

1. Course Description

1.1 Context

The utmost importance of logistics is readily recognized not only in warfare, but also in civil and business endeavours. From pyramid building to hunger relief, from fashion making to high tech manufacturing, the management of effective flow of material and information has always played a crucial role for success. As the business world is becoming more and more competitive and the environment is changing faster and faster, working alone within a company is falling inadequate to maintain competitive advantage by effective management. Instead, companies must work together in harmony to achieve optimal logistics operation across the entire supply chain through information sharing and process alignment, so that the best value can be delivered to the end customers at the lowest cost.

Course overview: this course focuses on the principles and methods of modern supply chain management. The focus of modern supply chain is shifting from cost/supply to value/demand, as in this post-industrial era, the profusion of production and globalization has tipped the balance to the market side. Consequently, fierce competition on the production side has made it apparent that the game among the players in a supply chain is no longer a zero-sum game; rather, they must play as a team in order to win business and to prosper or even just to survive. The strategic importance of supply chain management is thoroughly discussed, the

goals of supply chain management is well understood, so that we may see what drives supply chain practices, and how to measure the performance and guide the design of effective supply chains in general. Next, we take a close look at each of the difficulties and challenges we must cope with in supply chain management, such as uncertainty and risk from both the demand and supply side, agility, lead-time, supply chain integration, network complexity, and synchronization. Then we study the methods, solutions, and practices we employ to deal with those challenges, with cases and stories from the top industry players as well.

Prerequisites: General management course or equivalent

1.2 Textbooks and Reading Materials

**Textbook: *Logistics and Supply Chain Management, 4th ed.*
By Martin Christopher, Prentice Hall, ISBN: 978-0-273-73112-2**

**Reading: *THE GOAL: A Process of Ongoing Improvement, 3rd ed.*
By Eliyahu M. Goldratt and Jeff Cox, ISBN: 0-88427-178-1**

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	Yes. They will learn both theory and facts, and produce presentation slides and write case study reports
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes. Presentation will be conducted in teams.
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Yes.
	2.2. Students will be able to apply leadership theories and related skills.	No.
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	Maybe.
	3.2. Our students will practice ethics in the duration of the program.	No.
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes. We study globalization and its impact on supply chain management.
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	Yes.
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Yes.
	5.3. Our students will demonstrate competency in critical thinking.	Yes.

2.2 Course specific objectives

Students should come to a clear understanding of the theories, methods and practices in modern supply chain management. They should have a strategic appreciation of the main goals and drivers of modern supply chain management, as well as how to take concrete steps to design, improve, and measure the performance of a supply chain. They should also be able to come to grips with the various difficulties and challenges faced by modern supply chain management, and have the right perspective, knowledge, and methods to evaluate and solve those problems in supply chain.

2.3 Assessment/Grading Details

The assessment is based on the following aspects:

1. Class attendance and participation (20%)
2. Homework (30%)
3. Presentation (30%)
4. Analysis report on assigned business scenario (20%)

2.4 Academic Honesty and Plagiarism

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

3. Topics, Teaching and Assessment Schedule

The topics and schedule is as follows:

- 1. Introduction to supply chain management**
- 2. The marketing interface and customer value**
- 3. Measuring cost and performance**
- 4. Matching supply and demand**
- 5. Responsive supply chain**

- 6. Lead-time management**
- 7. Synchronous supply chain**
- 8. Managing Complexity in supply chains**
- 9. Managing the global pipeline**
- 10. Managing risk in supply chain**
- 11. Network based competition**
- 12. Supply chain integration**
- 13. Sustainable supply chain**
- 14. The supply chain of the future**
- 15. Review, Q&A**
- 16. Project Presentations**
- 17. Project Presentations**
- 18. Report submission**

4. Miscellaneous