Supply Chain Management
Module 1, 2022-2023

Course Information

Instructor: Dr. Zhou, Deming
Office: PHBS Building, Room 652

Phone: 86-755-2603-2654
Email: dmzhou@phbs.pku.edu.cn
Office Hour: Mon 4:00-5:00PM

Classes:
Lectures: Mon & Thu, 10:30-12:20
Venue: TBA

1. Course Description

1.1 Context

Course overview:

It is now widely recognized that supply chains play a crucial role in the global economy. Today's business-majored student thus has good reasons to become better acquainted with supply chains and how to design and manage them.

This course explains how supply chains work and how to deal with many of their strategic and tactical challenges. Particular topics include the understanding the supply chain, the strategic configuration of supply chains, distribution strategy, inventory management, instabilities caused by inadequate information-sharing, outsourcing, procurement (including e-markets), designing products for improved supply chain performance, strategic alliances, optimization approaches to strategic and tactical problems, the issues and opportunities brought by the Internet and the rise of e-business, and the many synergies between information technology and decision technology.

Prerequisites:
Operations Management is a plus, but not a requirement.

1.2 Textbooks and Reading Materials

1. Nada R. Sanders. **Supply Chain Management: A Global Perspective**, John Wiley & Sons, Inc, 2012.
2. Simchi-Levi D, Kaminsky P., Simchi-Levi E., **Designing & Managing the Supply Chain**, concepts, strategies & case studies, second edition, McGraw-Hill Irwin, 2003
3. Chopra S. Meindl P. **Supply Chain Management**, strategy, planning, and operations, Pearson Prentice Hall, 2004

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
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes
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.	Yes
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.	Yes
	3.2. Our students will practice ethics in the duration of the program.	
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes
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

There will be up-to-date readings, demonstrations of industrial-strength software, cases and many smaller real-life examples, one industry speaker (depend on schedules), video clips, a simulation game, useful spreadsheets, some short on-class quizzes, and a term project to document and evaluate the supply chain of a real company using this course's concepts, principles, and analytical frameworks. The emphasis will be on foundational principles and analytical methods of enduring value to tomorrow's supply chain designers, managers and consultants.

2.3 Assessment/GradingDetails

Individual Assignments	15%
Brief Quizzes (on class)	45% (3x 15%)
Group Case/Project	30%
Class Participation	10%
Total	100%

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

Introduction to Supply Chain Management;
Who is involved; what is the goal; what level of activities; what do we mean by integration.

Beer Game
Play the simulated supply chain game, and understand Bullwhip effect and coordination.

Information Issues and Coordination & Barilla Case: (about 1-2 week)
Bullwhip effect; obstacles to coordination.

Supply Chain Integration and Zara Case (about 1-2 week)
Understand the supply chain operation scheme, value of integration, speed of SCM.

Customer Value and Pricing, Sourcing Decisions in a Supply Chain:
Supplier scoring and assessment; supplier selection and contracts; planning and analysis.

International Issues &LiFung Case
Value of global SCM; Trade war and impact; Success of LiFung.

Internet and Sustainability in the supply Chain.
Technology impact; effect of non-economic evaluations.

Final Project Presentation.

4. Miscellaneous

Brief In-class Quizzes

There will be two 15-20 minute in-class written quizzes to help both of us determine how well you are keeping up with the material. These quizzes cover the material of the period in which given and of the previous period, and will be individual and close-book test.It could also be your understanding of some questions of the case discussed on class. Graded quizzes will be returned at the start of the next class. **These quizzes cannot be made up.**

Term Project

Your Term Project will be to document the supply chain of a real company using the concepts, principles, and analytical frameworks provided by this course, and to reconcile the design and operation of this supply chain with this course's prescriptive methods. You may make recommendations intended to benefit the company, but that is not required unless your particular host company has such a simple supply chain, or is so reluctant to provide information about it, that you feel obliged to add value of this sort in order to make your project a sufficiently rich learning experience. If you do make recommendations, be sure to justify them analytically and demonstrate full awareness of industry changes under way in the evolving traditional and digital economies.

1) You will work in teams of 4~5 students.
2) If convenient, try to choose an industry that has experienced significant supply chain changes or challenges during the last decade or two. However, in principle, you can choose whatever the company you are interested to investigate. For teams lacking a suitable company, the instructor will assist in arranging one.
3) The main body (exclusive of appendices) of the written report should be no more than 15 pages, preferably 12-point type with line spacing set at 1½.
4) Each team will
   a) submit a one-page project statement in week6 saying who is on the team, what the host company is, and the probable scope of the project;
   b) present a brief (3-minute) in-class progress report in week 6;
   c) submit the final report by the last week; and
   d) present the report in the last week.

Do not hesitate to indicate in your project statement and progress report some of the things that your team will not look at. It is good to rule out enough aspects and topics that you won't bite off more than you can chew.

Grading will be based on the degree to which the project successfully illustrates and makes use of the course's concepts, principles, and analytical frameworks (not only the "frames" highlighted in class).

Homework

Homework will be assigned along with readings in a weekly assignment sheet posted to the course website and handed out in hard copy the week before if not sooner. Please hand in each homework by the start of the class for which it is due. Full credit will not be given for late hand-in homework.

Participation

For grading purposes, "participation" comprises two things:

* Attendance, which is important because classes include experiences and interactions that cannot be duplicated outside of class. The policy on absences: one is allowed without grade penalty, a second carries a quite significant grade penalty, a third carries a very significant

grade penalty, and four or more will result in failure in the absence of highly mitigating circumstances.

* In-class contributions, where quality counts much more than quantity. Your in-class participation should demonstrate that you have thoroughly assimilated reading and class material, and that you can relate your business experience and other courses to those ideas.