

# Supply chain strategy and challenges, levers of success (EM05HM22)

|                                       |  |
|---------------------------------------|--|
| Program                               | PGE  |
| Module / ECTS / Path / Specialisation | <b>Module :Supply chain strategy and challenges, levers of success : 5 ECTS.</b> <ul style="list-style-type: none"><li>• MGA</li></ul> |
| Discipline                            | Supply Chain Management  |
| Year                                  | 2019   |
| Semester                              | B  |
| Open for visitors                     | yes (5 ECTS)   |
| Available places                      | 50   |

## Coordinator

Eric REINHARD

## Lecturers

| Instructor    | Population | Email  |
|---------------|------------|--|
| Eric REINHARD |            | <a href="mailto:eric.reinhard@hartmann.fr">eric.reinhard@hartmann.fr</a> |

## Course format

|  |         |
|--|---------|
| Working language :                       | English |
| Volume of contact hours :                | 27 h    |
| Workload to be expected by the student : | 108 h   |

## Course track

Track : Attendance

### "Attendance" track :

Attendance at lecture / tutorial classes and intermediate / final exams is mandatory. As evaluation of in class work constitutes an essential element of grading, any absence will be penalized and is taken into account for grading purposes (see academic rules and regulations).

### "Autonomous" track :

Attendance at intermediate / final exams is mandatory, but students are free to attend lecture / tutorial classes.

For all Master programs and all other programs realized in the form of dual internships (apprentissage), attendance at lecture / tutorial classes and intermediate / final exams is entirely mandatory. Therefore, only the "Attendance" track can be selected.

# Contribution of the course to the educational objectives of the programme

---

How the course contributes to the programme :

## Description

---

Course aim: Get familiar with the Supply Chain Strategy, its challenges, and its operational applications.

Course description: Supply Chain Management continues to transform the competitive landscape and has become a key business issue for companies. A concrete and operational approach.

Intended learning objectives:

- Identify how supply chains are structured
- Make the link between the company's core strategy and the supply chain
- Apply the supply chain English vocabulary
- Understand the benefits of collaboration within supply chains
- Improve the supply chain performance, by understanding the challenges.

## Educational organisation

---

In class

### Lectures

In groups

### Exercises

Interaction

**Games (educational, role play, simulation)**

**Role play**

**Discussions / debates**

**Accounts**

Assignments

**Specific projects / case studies**

**Readings**

**Text study**

## Learning outcomes

---

Upon completion of this course, students should be able to :

- **Define** - Define a Supply Chain Strategy - Identify the supply chain components and stakeholders - Define the Key Performance Indicators and a scoreboard - Analyze KPI's - Compare Supply Chains according to their organization by mapping the flow based on the SCOR model - Analyze essential elements to establish a collaborative approach based on the S&OP process - Set up a stock reduction approach - Do the bullwhip-effect experience.

## Outline

---

Day 1: Strategy and Supply Chain

Day 2: The SCOR Model: how to model a Supply-Chain with SCOR

Day 3: Improve SC performance with metrics and best practices

Day 4: The Beer Game and Working together (Sales and Operations Planning process, VMI)

Day 5: The working capital challenge: Inventory management, SC future levers of success and challenges.

## Prerequisites

---

### Key concepts to understand :

Basic Supply Chain knowledge.

### Knowledge of :

Excel.

## Teaching material

---

### Documents in all formats

- Syllabus
- Transparencies in paper format
- Case studies

### Software

- Office Pack (Word, Excel, PowerPoint, Access)
- MS EXCEL
- MS POWERPOINT

### Additional electronic platforms

- Slideshows
- Audio documents
- Videos
- Other

## Recommended reading

---

### Major works :

Logistics Management and Strategy ; A.Harrison and R.Van Hoek : ed. FT Prentice Hall, 2008

Strategic supply management ; P.Cousins, R.Lamming, B.Lawson, B.Squire, ed. FT Prentice Hall, 2008

Strategic Supply Chain Management ; S.Cohen, J.Roussel, ed. McGraw-Hill, 2008

Logistics concepts for the future ; Different authors, ed. Leif Enarsson, 2002

The ten Day MBA ; S.Silbiger, ed.Quill William Morrow, 1999

Hau L. Lee et V. Padmanabhan, « Information distortion in a supply chain: The bullwhip effect », Management Science 43, no 4 (avril 1997): 546.

Tavares Thomé, Antônio Márcio, Luiz Felipe Scavarda, Nicole Suella Fernandez, et Annibal José Scavarda. « Sales and operations planning: A research synthesis ». International Journal of Production Economics 138, no 1 (juillet 2012)

### Further reading :

### Research works by EM Strasbourg :

## Assessment

---

### Final assessment : last session

written (120 min) / individual / English / weighting : 100%

**This evaluation serves to measure LO1.1, LO1.2, LO1.3**

## Grounds for expulsion from classes

---

Such behaviors as...

**arriving late, leaving early or unannounced leaving of the classroom during class time**

**disruptive eating or drinking in class**

**using smartphones and laptops for non class-related purposes**

**reading non class-related documents**

**chatting on non class-related issues**

**showing disrespect towards lecturers**

... may lead to expulsion from classes.