

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

Program	PGE
Course set (UE) / Credits (ECTS) / Track / Specialization	Module :Supply chain strategy and challenges, levers of success : 5 ECTS. ● MGA
Discipline	Supply Chain Management
Year	2020
Semester	B
Open for visitors	no
Available spots	50

Coordinator

Eric REINHARD

Lecturers

Instructor	Population	Email
Eric REINHARD		eric.reinhard@hartmann.fr

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 lectures/tutorials and intermediate/final assessments is mandatory. As in-class work constitutes an essential element of evaluation, any unjustified absence will be penalized (*see Study and Examination Regulations*) and factored into the final grade (*see Assessment*).

Autonomous track :

Attendance at intermediate/final assessments is mandatory, but students have the option of attending lectures/tutorials.

Attendance at lectures/tutorials and intermediate/final assessments is mandatory for all degrees making up the Master's Program and all degrees involving co-op (*apprentissage*). Attendance track must therefore be selected.

Contribution of the course to the educational objectives of the program

How the course contributes to the program :

LEARNING GOAL 1 : Students will master state-of-the-art knowledge and tools in management fields in general, as well as in areas specific to the specialized field of management.

Students will identify a business organization's operational and managerial challenges in a complex and evolving environment.

Students will understand state-of-the-art management concepts and tools and use them appropriately.

Students will implement appropriate methodologies to develop appropriate solutions for business issues.

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 Suclla Fernandez, et Annibal José Scavarda. « Sales and operations planning: A research synthesis ». International Journal of Production Economics 138, no 1 (juillet 2012)

Further reading :

Assessment

Final assessment : exam week

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

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

Grounds for expulsion from classes

Behaviors such as

arriving late, leaving early, or exiting the classroom at inopportune moments during class

ostentatiously eating or drinking in class

using smartphones or laptops for non-class-related purposes

reading texts unrelated to the course

discussing topics unrelated to the course

disrespecting the lecturer

may lead to expulsion from the class/course.