



Course Title:	Supply Chain Strategies
Course Code:	SM683
Prerequisites:	Managing Sustainable Supply Chains
Department:	Operations and Supply Chain

HSM Vision

HSM envisions its success in the sustainable contribution that it will make to the industry, academia and research in public and private sector. HSM will lead by providing professionally competent and ethically conscious human resources engaged in the global and local context to foster socio-economic growth and sustainability for the society. HSM envisages having faculty with high research potential and a deep desire for cutting edge research including collaboration with national and international partners.

HSM Mission

Being a research-oriented and student-centric business school, we emphasize research publications in impact journals as well as state-of -the-art learning methodologies. We will prepare our students to become the future ethical business leaders and the guiding post for the society, while equipping them with the knowledge and skills required by world-class professionals. We will be the leading choice for organizations seeking highly talented human resource. HSM will foster internationalization with key stakeholders and actively work to exchange best practices with business schools across Pakistan through collaborations, workshops, conferences and other means.

CAPSULE STATEMENT

Over the last two decades, the field of supply chain management has not only been established as a successful specialization in business administration but also had immense impact on the profitability of various industries. There have been a number of industrial sectors adopting

the philosophy of supply chain management. In fact, it is the industry also that has contributed to the development of this subject. Many of the state of the art supply chain strategies have come from most famous industries. Writers in books have lately adopted these strategies to be a part of supply chain management theory.

The objective of this course is to study various industrial applications of supply chain management in the form of different strategies. No matter, the strategy is being used in the distribution area or in the procurement area; the strategies are leaving everlasting impact on the productivity and profitability of the industries.

Radio frequency identification, 3rd party logistics, Vendor managed inventories, Demand collaboration are some of the strategies that we are going to study in this course. As the purpose is completely practical oriented therefore the subject is taught through case-based technique.

Using a case-based teaching technique, the course will emphasize on the practical examples of various companies using the state of the art strategies at corporate level. The course will provide the students of supply chain management a flavor of being a supply chain consultant to not only observe, analyze and decide upon various industrial problems with the overall clarity of the supply chain.

PROGRAM OBJECTIVES:

1. To hone participant's abilities through a well-developed and diversified program designed to equip graduates with essential leadership skills
2. To produce graduates who have well-rounded entrepreneurial skills - who not only have great ideas, but can also make things happen by starting their own ventures
3. To prepare participants for steering an organization through the difficult and turbulent global environment & enable the development of an implementable strategic business plan
4. To develop participants' expertise in order to increase their resourcefulness
5. To inculcate skills for evidence based decision making in participants
6. To enhance the proficiency of the graduates and groom them to deal with the complex business situations
7. To become ethical and socially responsible manager

LEARNING OBJECTIVES

The purpose of the course is to develop the ability in students to:

Sr #	Course Learning Objectives	Link with Program Learning Objectives
1	Successfully implement and manage various supply chain strategies in industries.	Associated with point no. 1, 3, 5
2	To know how these strategies fine tune the overall performance of the supply chain.	Associated with point no. 5, 6
3	To analyze and observe latest trends that are being used and followed in the industry.	Associated with point no. 3, 5, 6
4	Successfully manage today's complex supply chain environment	Associated with point no. 1

TEXT BOOK AND SUPPLIES ALONG WITH SUPPLIMENTARY

MATERIAL

Class notes + Various HBR, MIT Sloan, supply chain management an international journal, journal of supply chain management, international journal of physical distribution and logistics management, international journal of logistics management, supply chain management review magazine and other journal cases and articles

CLASSROOM BEHAVIOR:

During class all cell phones and pagers must be turned off or set to "vibrate." If you are on-call for emergencies, please let me know at the beginning of the class. To encourage adherence to class rules and to foster class participation, "instructor evaluation" points (up to a maximum reduction of 100 points) are given and are a factor in the grade for the course.

PARTICIPANT RESPONSIBILITIES:

The Participant is responsible for all information presented in class (unless told otherwise) and all information in the reading assignments, whether or not covered by the instructor. In case of absence it is the participant's responsibility to get class notes, handouts, and/or directions from a classmate.

HONESTY POLICY:

A Participant found in cheating on any exam/ assignment/ project will receive no credit (i.e. no grade) for that exam/ assignment/ project.

CLASS POLICY

PARTICIPATION

1. Students are expected to come prepared by going through the cases given and participate fully in the class through presentations and discussions.
2. The participation may be voluntary, or a student may be called upon to respond to a particular question.
3. Any student not actively participating could seriously damage his/her sessional marks.

ATTENDANCE

1. Students are expected to attend the classes regularly.
2. Any student who fails to attend a session will be marked ABSENT.
3. In case of high no. of absents i.e. 2 or 3 the student's class participation would be affected.
4. In case of **more than 3** ABSENTS, student would be dropped from the course.

CASE STUDIES

1. The format of case analysis would be a formal power point presentation in class by every member of the group.
2. Students would be graded on their individual as well as their group performances.
3. A written report of the case analysis would also be submitted by the students.
4. No make-up cases will be given

TERM PAPER

1. All students are divided in groups of 3-4 students, and will have to write a term paper on any supply chain topic they like.
2. The topic has to be discussed and approved from the resource person.
3. The category can be literature review but not limited to it, and must follow APA style of referencing.
4. Last date for the submission of the term paper is the end of 13th week.

GUIDELINES FOR WRITING A TERM PAPER

The term paper should follow the below mentioned headings.

- | | |
|------------------------------|---------------------------------|
| 1- Cover page | 5- Current study |
| 2- Abstract | 6- Discussion |
| 3- Table of contents | 7- Conclusion / Recommendations |
| 4- Introduction to the topic | 8- References |

TIME LINE TO BE FOLLOWED STRICTLY

After discussions in groups, topic and group members to be finalized by **week 3**

Introduction and literature review to be completed by **week 6**

Discussion and Conclusion along with recommendations to be completed by the end of **week 9**

Term paper to be shaped in the final format by the end of **week 10**

Final edited and improved version along with references to be submitted by the end of **week 13**

PROJECT

1. All MBA students are divided in groups of 3-4 students, and will have to make a project on Supply Chain Healthcare sector by taking any organization.
2. Other options can be restaurants and banks
3. Last date for the submission of the project is the end of 13th week.

GUIDELINES FOR WRITING A PROJECT

- 1- Complete all process flows for the purchasing process and supplier networking
- 2- Make end-to-end supply chain (supplier side only), pipeline map with reference to time, order fulfillment map, value chain analysis
- 3- Identify bottleneck points and discuss
- 4- Identify reasons of delays at all stages and discuss
- 5- Identify detailed KPIs from contracts
- 6- Make a comprehensive recommendation along with action plan using the knowledge related to supply chain strategies (at least 5-6 pages)

TIME LINE TO BE FOLLOWED STRICTLY

Group members, company and step 1 and 2 to be finalized by **week 5**

Step 3, 4 and 5 to be completed by **week 7**

Detailed recommendations along with action plans to be completed by the end of **week 10**

Project to be shaped in the final format by the end of **week 11**

Final edited and improved version to be submitted by the end of **week 13**

DRESS CODE

Dress code policy should be strictly followed.

USE OF MOBILE PHONES AND OTHER ELECTRONIC DEVICES

1. Use of mobile phones and any other electronic device (except calculators) is prohibited during the class time.
2. All mobile phones should be turned-off (or at least in the “silent” mode) and secured in pockets or bags during the class time

TESTS AND GRADING

Case presentations	20%
Case reports	10%
Project Work	15%
Class participation	15%
Assignments / Article discussion.....	10%
Final Exam	30%

Calendar of Activities

Sr.#	Topics to be covered in the course	Learning objective of this topic	Link with course learning objectives	Teaching method	Assessment criteria
1.	Introduction	Students will learn about the basics of supply chain strategies and understand its significance in the today's manufacturing and service organizations	Associated with point no. 1	Lecture, Class discussion	Class participation, project / term paper link definition
2.	Strategy 1 – Business Process Outsourcing (BPO)	Understanding the basics and significance of business process outsourcing	Associated with point no. 1, 2	Lecture, Class discussion, article discussion	Class participation, Individual evaluation of article discussion
3.	Strategy 1 – Business Process Outsourcing (BPO)	Students will learn, how to implement BPO in the industries under various scenarios through the help of a real life case study	Associated with point no. 1, 3, 4	Case presentations, Analysis, discussion, recommendation and critique	Individual and group evaluation on case presentation, case reports
4.	Strategy 2 – Supply networking	Understanding the basics and significance of supply networking	Associated with point no. 1, 2	Lecture, Class discussion, article discussion	Class participation, Individual evaluation of article discussion
5.	Strategy 2 – Supply networking	Students will learn, how to implement supply networking in the industries under various scenarios through the help of a real life case study	Associated with point no. 1, 3 and 4	Case presentations, Analysis, discussion, recommendation and critique	Individual and group evaluation on case presentation, case reports
6.	Strategy 3 – Radio frequency identification (RFID) Benefits, applications, types & ways in which	Understanding the basics and significance of radio frequency identification	Associated with point no. 1, 2	Lecture, Class discussion, article discussion	Class participation, Individual evaluation of article discussion
7.	Strategy 3 – Radio frequency identification (RFID) Benefits, applications, types & ways in which	Students will learn, how to implement RFID in the industries under various scenarios through the help of a real life case study	Associated with point no. 1, 3, 4	Case presentations, Analysis, discussion, recommendation and critique	Individual and group evaluation on case presentation, case reports
8.	Strategy 4 – 3 rd Party Logistics (3PL or LSPs) The role, responsibilities, performance measurement and	Understanding the basics and significance of 3 rd party logistics	Associated with point no. 1, 2	Lecture, Class discussion, article discussion	Class participation, Individual evaluation of article discussion

9.	Strategy 4 – 3 rd Party Logistics (3PL or LSPs) The role, responsibilities, performance measurement and monitoring of 3PLs	Students will learn, how to implement 3PL in the industries under various scenarios through the help of a real life case study	Associated with point no. 1, 3, 4	Case presentations, Analysis, discussion, recommendation and critique	Individual and group evaluation on case presentation, case reports
10.	Strategy 5 – Demand Collaboration (CPFR) Virtual integration, concept of web portals, extended integrated planning	Understanding the basics and significance of collaborative planning forecasting and replenishment	Associated with point no. 1, 2	Lecture, Class discussion, article discussion	Class participation, Individual evaluation of article discussion
11.	Strategy 5 – Demand Collaboration (CPFR) Virtual integration, concept of web portals, extended integrated planning	Students will learn, how to implement CPFR in the industries under various scenarios through the help of a real life case study	Associated with point no. 1, 3, 4	Case presentations, Analysis, discussion, recommendation and critique	Individual and group evaluation on case presentation, case reports
12.	Strategy 6 – Beer Game Advanced version Main issues regarding balancing of supply and demand	Understanding the basics and significance of CPFR and bull whip effect's advanced implications	Associated with point no. 1, 2	Lecture, Class discussion, article discussion	Class participation, Individual evaluation of article discussion
13.	Strategy 6 – Beer Game Advanced version Main issues regarding balancing of supply and demand	Students will learn, how to implement CPFR in the industries under various scenarios through the help of a real life role play simulation	Associated with point no. 1, 3, 4	Role play	Individual and group evaluation on case presentation, case reports
14.	Strategy 7 -- Vendors Managed inventories (VMI) Why pushing the decision of managing inventories upstream of the supply chain is beneficial?	Understanding the basics and significance of vendor managed inventory	Associated with point no. 1, 2	Lecture, Class discussion, article discussion	Class participation, Individual evaluation of article discussion
15.	Strategy 7 -- Vendors Managed inventories (VMI) Why pushing the decision of managing inventories upstream of the supply chain is beneficial?	Students will learn, how to implement VMI in the industries under various scenarios through the help of a real life case study	Associated with point no. 1, 3, 4	Case presentations, Analysis, discussion, recommendation	Individual and group evaluation on case presentation, case reports
END TERM EXAMINATION					