## SBM2302 Advanced Supply Chain Management 2

<table>
<thead>
<tr>
<th><strong>UOS CODE</strong></th>
<th><strong>UOS NAME</strong></th>
<th><strong>CREDIT POINTS</strong></th>
<th><strong>STATUS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>SBM2302</td>
<td>Advanced Supply Chain Management</td>
<td>6</td>
<td>Elective</td>
</tr>
</tbody>
</table>

### SUMMARY

Supply Chain Management (SCM) is strategically important and requires an integrated view of several organisational functions internally to a company and externally with suppliers. As the scope is broadened, it needs highly skilled managers to lead co-operations, to manage relations and risks for a sustainable supply chain operation, to look from a strategic view contributing the overall organisational goals, and further to improve performance of the overall value of the supply chain by various means, e.g. reducing costs and increasing efficiency with leaner operations. They should consistently balance supply demand in both tactical and long-term strategic manner to optimise operational benefits, and manage timely inputs to business operations.

This unit of study focuses on advanced supply chain management practices including logistics and time-based planning for successful operational requirements. Supply chain managers consistently balance supply and demand in both tactical and long-term strategic manner to optimise operational benefits, and manage timely inputs to business operations. The unit introduces key skills for negotiation and improving business relations in purchasing, and continuous improvement for leaner and sustainable supply chain. The competencies targeted are as follows:

- Managing, determining key areas and improving purchasing and supply chain functions
- Understanding of time-based supply chain planning, developing strategies to fulfil organisational goals effectively and efficiently
- Advanced logistics management tools and techniques, and their application to cost-reduction strategies for supply chains
- Assessing risks and producing mitigation plans in purchasing plan, supplier selection and logistics
- Leadership and influencing to provide visibility and promote purchasing and supply chain management functions in organisations
- Initiating, monitoring, controlling and evaluating supply chain and relevant projects

### COURSE CONVENOR/TUTOR

TBA

### ASSUMED KNOWLEDGE

Not applicable

### APPROXIMATE WORKLOAD

<table>
<thead>
<tr>
<th>Lectures &amp; Workshops</th>
<th>Team Work</th>
<th>Personal Work</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 hours</td>
<td>&gt;60 hours</td>
<td>&gt;60 hours</td>
<td>&gt;60 hours</td>
</tr>
</tbody>
</table>

### PRE-REQUISITE

SBM2301 Supply Chain Management Fundamentals

### OBJECTIVES

Students should gain expertise in the following areas:

- Managing, determining key areas and improving purchasing and supply chain functions
- Understanding of time-based supply chain planning
- Developing strategies to fulfil organisational goals effectively and efficiently
- Advanced logistics (storage, transportation, distribution, etc.) management tools and techniques, and their application to cost-reduction strategies for supply chains
### TARGET COMPETENCIES (Enterprise Systems and Business Process Integration)

Upon completion of the course, the student should demonstrate:

- Assessing the availability and vulnerability of supply chain
- Assessing the opportunities to improve supply chain effectiveness and efficiency with quality improvement methodologies
- Risk management: identification, assessment, planning and execution of mitigation strategies
- Ability to use logistics tools and techniques for timely supply
- Ability to influence and lead others in an organisation to promote the value of Supply Chain Management (SCM)
- Ability to quantify the value of SCM and provide visibility to management
- Ability to design SCM strategies that align with overall organisational objectives
- Ability to produce business cases to justify SCM projects
- Ability to initiate, monitor, control and evaluate projects in SCM

### TARGET COMPETENCIES (Personal and Socio-cultural)

#### Generic:
- All competencies that are common to all professionals (including cognitive and communication abilities, problem solving and analytical mindset)
- Commitment: Ability to dedicate to tasks & to project outcomes.
- Attitude: Ability to create the right frame of mind that promotes integrity & support for achievement of project goals within a social context.
- Self Direction: Ability to manage within and without guidelines & processes, and to work without supervision.
- Learning: Ability to commit to continuous improvement in knowledge, skills & attitude, & to creating new knowledge developing skills & approaches.
- Cultural Empathy: Ability to respect for & accommodation of individual lifestyle, beliefs & norms.
- Creativity & Innovation: Capacity to generate new ideas/approaches & make them happen.

#### MODES OF DELIVERY

- Upfront intensive workshop (4 days)
- Project and team based flexible work facilitated via the Internet (over 10 weeks)
- Face-to-face formal assessment (one week)

#### ASSESSMENT

1. Formal knowledge test
2. Team project submissions (formatted as per specification for the same)
3. Formal assessment against competencies applicable to organisation unit strategy and design
4. Formal personal & socio-cultural competency assessment

#### PRINTED MATERIALS

- Learning material (lecture notes, slides, case study and other material provided online).
- Case project (students' own case project subject to endorsement)

#### SELECTED REFERENCES

- Copacino W C (1997) *Supply Chain Management: The Basics and Beyond*, CRC Publishing

**WEB SITES**

No single web site presents all the necessary knowledge that students need to learn and apply. However, opposite are some useful sites to visit.

Online useful sources of references are: TBA

**Software**

Not applicable

Students may wish to use software for normal typesetting, graphic design and associated tasks

**COURSE CONTENTS**

**Intensive Phase**

**Day 1**
- Introduction to course aims, objectives, target competencies, learning strategies, resources available, timetable and deliverables, assessment methods and related briefings
- Briefing on how to conduct each phase and the entire unit of study
- Lecture: An overview of Purchasing and Supply Chain Management (SCM) from the previous unit
- Lecture: Managing SCM functional unit in an organisations: people, operations, and organisational structure.
- Lecture: Integration of SCM in different industrial and organisational contexts: promoting and increasing visibility of SCM
- Tutorial work on managing an SCM unit, motivating and rewarding purchasing and supply chain managers

**Day 2**
- Lecture: An overview of logistics function
- Lecture: Logistics tools and techniques: modelling and evaluation of systems comprising logistics function
- Lecture: Technologies and their benefits in logistics: RFID, Internet, ERP, etc.
- Tutorial on how logistics companies operate, examples from FedEx, UPS, DHL

**Day 3**
- Lecture: Systematic improvement of suppliers and supply chains: a quality improvement approach
- Lecture: Quality improvement methods and techniques for SCM: TQM, QFD, Six Sigma
- Lecture: Initiation, monitoring, controlling and evaluating improvement projects
• Tutorial work on example supply chain improvement initiatives, and their impacts to improve the business overall

Day 4
• Lecture: Assessment of supply chains: strengths and weaknesses
• Lecture: Volatility in supply chain and identifying risks: assessment and mitigation
• Lecture: Future and long-term strategic value of purchasing and SCM in today’s volatile business environment
• Reinforcing learning outcomes and application of the same to forthcoming team project, and a brief introduction to advanced unit in SCM
• Conduct of written test on organisation unit strategy and design
• Students’ feedback on the intensive phase

Teamwork phase
For the purposes of developing expertise in an integrated and meaningful manner, students in teams of 4 to 6 will assume responsibility for developing a plan to implement an advanced supply chain change management (network) or improvement of the same in a case organisation unit or throughout the units belonging to a holding company. The case organisation is individual to each team and will be sourced normally from one of the students’ employer organisations.

In summary the project phase will comprise:
• An overall process for studying supply chain management and for applying the relevant knowledge to a real life case organisation as per the relevant Brief that is downloaded from the unit’s web site;
• A program of the learning activities which are part of student’s Team Workplan and individual competency acquisition needs which each student needs to plan to conduct flexibly within the unit of study timeline as advised in the unit’s web site (detailed schedules are to be developed and submitted as part of the Team Work/QA Plan)
• The assignment Brief which is available as a downloadable file. Your team may develop your own Brief/project concept, and upon the Course Convenors’ endorsement use the same as the basis for learning and development. Your brief should be developed to be similar to that found on the unit’s web site.

The Learning activities are designed for each team to develop and evaluate a complete organisation unit strategy and design for their case organisation via the following activities:

<table>
<thead>
<tr>
<th>Assessment of learning styles and team roles and balancing of team: development of self management and socio-cultural/teamwork competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Formation, Assignment to Case Project and team QA/Workplan</td>
</tr>
<tr>
<td>Case Project Summary, QA/Workplan</td>
</tr>
</tbody>
</table>

COMPETENCY VALIDATION (via evidence and professional interview)
Final Report & assessment
Each student is advised to progressively acquire, develop and document the relevant target competencies. The protocols on the web site for this purpose need to be followed carefully to prepare the required evidence of competency acquisition. The evidence for this unit to comprise a Final Report in two parts to validate individually the following: specific target competencies regarding supply chain management as well as personal and socio-cultural competencies. These will be assessed separately and both need to show
the student’s development history using the student’s L&D plan as the basis.