

Number of ECTS credits : 4

Course language : Anglais

Course leader : GIANNAKIS Mihalīs

Speakers : FORMENTINI Marco , GIANNAKIS Mihalīs

≡ COURSE DESCRIPTION

This module provides an introduction to the core area of Supply Chain Management (SCM). It has been developed to help students develop skills in designing business models and managing business processes of global supply chains. It focuses on the structural elements of SCM, i.e. make or buy decisions, the design of supply networks, the design and management of business contracts, supplier relationship management, the development of strategies for the coordination of activities across the supply chain and management of supply chain performance. Alongside this key supply chain issues such as **risk**, **innovation** and **sustainability** will be discussed in depth. By adopting a holistic strategic view of SCM as a source of superior performance it will prepare students to develop leadership skills that are essential for supply chain professionals.

≡ COURSE OBJECTIVES

Understand the strategic role of Supply Chain Management and acquire the knowledge of advanced concepts, tools and techniques, covering design, coordination and performance/risk assessment

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG05 - Action : Evaluate, prevent and manage short, medium and long-term risks

LG12 - CSR : Take a decision from economic, social and environmental perspectives

LG14 - Cooperation : Work effectively in a team

≡ TACKLED CONCEPTS

- Evolution of the supply chain function organisational role
- Design of Supply Networks
- Supply Chain Management processes
- Supply Chain Innovation
- Supply Chain Sustainability
- Pull versus push supply chain systems
- Ethical Purchasing
- Supply Chain Risk Management
- Strategic management of suppliers
- Supply Chain Performance Management

≡ LEARNING METHODS

Lectures
Case analysis and discussion
Role-playing games
Teamwork
Student presentations

≡ ASSIGNMENTS

Exam (60%) – an individual closed book 2-hour exam at the end of the course

Continuous Assessment (40%) – At the beginning of the course student groups will be assigned a group report about a case study or a hot topic in SCM, to be presented at the end of the course (30%). In addition, class participation will be assessed on the basis of class attendance, contributions to class discussions and written/oral presentations of case analyses (10%).

≡ BIBLIOGRAPHY

Main book: Chopra, S., & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation*. (6th ed.) Essex, NE: Pearson Education.

Additional reading: Johnsen, T., Howard, M., & Miemczyk, J. (2014). *Purchasing and supply chain management: a sustainability perspective*. Routledge. Electronic copies of selected chapters to be provided.

A selection of seminal article and cases on supply chain management will be available on Blackboard.

≡ EVALUATION METHODS

40 % : Continuous Assessment

60 % : Final Exam

Number of ECTS credits : 4

Course language : Anglais

Course leader : FORMENTINI Marco

Speakers : CHUTANI Anshuman

≡ COURSE DESCRIPTION

Planning supply chain resources is key to **efficiency and effectiveness** in supply chains. The process of planning starts with determining what customers want by using **forecasting techniques**, moving to a more operational phase of making decisions regarding which markets will be supplied from which locations, subcontracting of manufacturing, inventory policies to be followed and timing and size of marketing and price promotions. Understanding planning and forecasting decisions is essential for any supply chain position and so this module will provide an introduction to the main decision models used for these strategic and operational business processes. The course will cover **quantitative and qualitative** forecasting techniques, aggregate supply chain planning and the sales and operational planning processes.

≡ COURSE OBJECTIVES

Having completed this course the student is expected to show an ability to:

- Understand the main concepts and tools of supply chain planning
- Appreciate the value of information sharing and planning along the supply chain
- Understand the role of demand management
- Learn the various approaches, methods and tools for demand management and forecasting

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG04 - Action : Make proposals, take initiatives

LG09 - Entrepreneurship and Innovation : Develop innovative solutions and test them

LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

- Sales and distribution planning
- Manufacturing planning
- Demand management and forecast
- Quantitative and qualitative forecast techniques
- Informatics instruments as support

≡ LEARNING METHODS

Lectures

Case analysis / Simulation

Company seminars

≡ ASSIGNMENTS

Exam (60%) – an individual closed book 2 hour exam at the end of the course

Continuous Assessment (40%) – Class participation will be assessed on the basis of class attendance, contributions to class discussions and completion of assignments during the course. Depending on the invited speakers, any further individual or group activity might be included in the continuous assessment.

≡ BIBLIOGRAPHY

All material will be supplied on Blackboard during the course.

Suggested Textbooks for the course:

Operations and process management, 4th ed., Nigel Slack, Alistair Brandon-Jones, Robert Johnston, Alan Betts. Pearson.

Forecasting: methods and applications 3rd ed. S. Makridakis, S.C. Wheelwright, R.J. Hyndman, Wiley.

Principles of forecasting: A handbook for researchers and practitioners, S. Armstrong (ed.), Kluwer Academic Publishing.

≡ EVALUATION METHODS

40 % : Continuous Assessment

60 % : Final Exam

Number of ECTS credits : 4

Course language : Anglais

Course leader : FORMENTINI Marco

Speakers : FORMENTINI Marco , GIANNAKIS Mihalīs , TATICCHI Paolo

≡ COURSE DESCRIPTION

Operations Management deals with the design and management of products, services, processes and supply chains. It is more specifically concerned with the acquisition, development, and utilization of resources by firms to deliver goods and services. This module has been developed to help students critically assess the contribution of operations management to organisations' sustainable performance. It places sustainability at the core of the discussion of operations management concepts. Operations Management (OM) ranges from **strategic to tactical and operational** levels. Representative strategic issues include determining the **capacity** of operations, deciding the structure of operations **networks**, and **determining technology** choices. Tactical issues include **process design**. Operational issues include production **scheduling and control**, **quality management** and **lean**.

By the end of this module the students should be able to:

1. *Define* the scope of operations management activities within and across organisations,
2. *Critically reflect* on the strategic role of operations and its relation to organisational performance
3. *Appreciate* of the role of operational activities in addressing environmental and societal challenges.

≡ COURSE OBJECTIVES

Our main objectives are:

- To understand why operations management is key to making business gain and maintain sustainable performance.
- To critically evaluate the core concepts of operations management and how these link to the sustainability agenda in companies today.

To be equipped with theories, resources and techniques enabling operations managers to evaluate and assess their organisations and processes, to identify initiatives to ensure sustainable performance, through implementation to monitoring.

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG05 - Action : Evaluate, prevent and manage short, medium and long-term risks

LG12 - CSR : Take a decision from economic, social and environmental perspectives

≡ TACKLED CONCEPTS

Sustainability, Product and service innovation, process design (Little's Law), process technology, planning and control methods, lean and improvement, risk management

≡ LEARNING METHODS

Lecture, Readings, Case Studies, Game

≡ ASSIGNMENTS

1. Group portfolio: blog post, research problem and presentation
2. Individual case study analysis
3. Individual reflective assignment on learning experience

≡ BIBLIOGRAPHY

Operations Management 8th edition – by Slack, Brandon-Jones and Johnson 2014– FT Prentice Hall (specific chapters to be defined at the beginning of the course)

Various case studies

≡ EVALUATION METHODS

50 % : Continuous Assessment

50 % : Final Exam

Number of ECTS credits : 4

Course language : Anglais

Course leader : FORMENTINI Marco

Speakers : CONSTANT François , FORMENTINI Marco , JOHNSEN Thomas

≡ COURSE DESCRIPTION

This module delivers the basics of purchasing strategy, process, and organization provides the essential **toolkit** for any purchasing professional. As the key interface between the firm and the supply chain, the purchasing function has a great potential for value creation, especially considering the ever-increasing trends towards outsourcing and supply chain collaboration. The rationale of the module is understanding how the purchasing function can contribute to the creation of a sustainable competitive advantage in the long term, for example by aligning the purchasing strategy to the firm's and to other departments' strategies, by effectively managing the **purchasing portfolio** of goods and services, by leveraging on a **collaborative relationships** with suppliers, by appropriately designing the purchasing organization within the firm.

≡ COURSE OBJECTIVES

Having completed this course the student is expected to show an ability to:

- Understand the role of purchasing in the supply chain
- Evaluate make or buy decisions
- Assess the relevance and challenges of outsourcing and global sourcing
- Explain the sourcing strategies and assign different strategies appropriate for different buying situations
- Evaluate the concepts and methods of supplier assessment and collaboration
- Explain the role of supplier development in achieving supplier performance improvement & innovation
- Assess the relevance and challenges of sustainable purchasing management especially in terms of potential environmental and ethical risks in the supply chain

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG04 - Action : Make proposals, take initiatives

LG12 - CSR : Take a decision from economic, social and environmental perspectives

LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

- The role of the purchasing function
- Strategic outsourcing (The 'make or buy' decision)
- Purchasing portfolio models & purchasing strategies
- Procurement intelligence
- Supplier assessment & collaboration
- Supplier development & supplier performance improvement
- Sustainable procurement: ethical & environmental supply

≡ LEARNING METHODS

Lectures

Case analysis and discussion

Teamwork

Student presentation

≡ ASSIGNMENTS

Exam (60%) – an individual closed book 2-hour exam at the end of the course

Continuous Assessment (40%) –

- Group assignment: analysis and critical discussion of a company of your choice focusing on one innovative aspect/approach/solution of Purchasing Management, to be presented at the end of the course (15%) and submission of supporting document of 1,500 words (15%).
- Individual assessment of presentation (10%)

≡ BIBLIOGRAPHY

Main book:

Johnsen, T., Howard, M., & Miemczyk, J. (2018). *Purchasing and supply chain management: a sustainability perspective*. Routledge. Second Edition

Additional recommended books:

Monczka, R., Handfield, R., Giunipero, L., & Patterson, J. (2015). *Purchasing and supply chain management*. Cengage Learning.

Van Weele, A.J. (2018). *Purchasing and Supply Chain Management*, Cengage Learning, 7th revised edition, London.

A selection of seminal article and cases on purchasing management will be available on Blackboard.

≡ EVALUATION METHODS

40 % : Continuous Assessment

60 % : Final Exam

Number of ECTS credits : 4

Course language : Anglais

Course leader : FORMENTINI Marco

Speakers : MARQUES Leonardo

≡ COURSE DESCRIPTION

This course aims to provide both academic frameworks for understanding and taking logistics decisions as well as practical insights into logistics as a function.

This course integrates the main logistics concepts with the Sustainability perspective. Businesses in the global environment need to develop the capability to 'endure.' This means that businesses must respect the limits of the environment to provide and fulfil social needs. This capability to endure requires organisations to innovate in strategy, organisational structure, product design and market reach. To be 'sustainable' thus calls for social, political, technological and cultural awareness and evolution.

The class will focus on logistics concepts, but acknowledges the larger environmental context and its influences upon how logistics is conducted. For example, the demand for scarcer resources places greater emphasis upon innovation in product and process. These are practical issues managers must face. They are also factors and forces which underlie the idea of 'sustainability.'

≡ COURSE OBJECTIVES

This unit will help students to:

- Demonstrate a systematic understanding of the concepts and approaches used to analyse and resolve problems in logistics;
- Understand and Critique theories of logistics management and their application to managerial practice
- Appreciate the role of logistics within the context of supply chain management
- Review the main logistics concepts through a sustainability perspective

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG05 - Action : Evaluate, prevent and manage short, medium and long-term risks

LG12 - CSR : Take a decision from economic, social and environmental perspectives

≡ TACKLED CONCEPTS

The topics in the unit focus upon:

- The role of risk, resilience and robustness and their application to logistics within supply chain network;
- Core logistics drivers of sustainable advantage (i.e. trade-offs between exploiting existing opportunities or exploring to find new innovative solutions).

≡ LEARNING METHODS

The module will employ:

- Interactive lecture sessions
- Presentation and discussion of case studies from current news events
- Group management - presentation
- Individual writing and analysis

≡ ASSIGNMENTS

The course project's goal is to develop thoughtful reflection and to be able to communicate critical analysis. This goal is accomplished through a team effort which is designed to illustrate your understanding of the various factors that influence logistics activities/functions (i.e. transportation, procurement) in context of sustainable cities. Your group has a choice of addressing the particular function and its contribution to sustainable cities through the perspective of 1) risk; or 2) development of a particular strategy. **The main driver of the project is to understand and critically evaluate the impact on logistics business sustainability/development.**

Deliverables

This is definitely a group effort and you will surely overlap information as you learn and practice the skills associated with the project. Yet, each group member should very briefly highlight their particular responsibility. The assessment will still be marked as a group with each receiving the same grade unless group members indicate differences in effort levels in peer evaluations. This can be attached as a separate page.

Please provide a presentation of 10-12 minutes followed by Q&A. This will be accompanied with a written assignment of 1000 words.

≡ BIBLIOGRAPHY

Core Text: Supply Chain Logistics Management, Bowersox, Closs, Cooper, 2010. <http://www.abebooks.co.uk/book-search/title/supply-chain-logistics-management/author/bowersox/>

Additional readings on Blackboard

≡ EVALUATION METHODS

50 % : Individual Continuous Assessment

50 % : Group Project

Number of ECTS credits : 4

Course language : Anglais

Course leader : FORMENTINI Marco

Speakers : PACHECO Laura

≡ COURSE DESCRIPTION

This module exposes students to current methods and strategies that are utilized in managing supply chains with modern information systems. The new electronic models of supply chain management (SCM) are contrasted with traditional channels for creating value for ultimate consumers and end users. The adoption of e-business models not only helps enterprises to improve their business processes, but also enables them to incorporate new technologies for **digital solutions** in the future such as the “*internet of everything*”. We will examine the radical ways in which organisations are restructuring their supply chains with the use of online and digital information systems. We will explore how value is created with virtually integrated supply chains, how to **automate** aspects of the procurement process (**e-procurement** applications, use of **digital information systems** in logistics), how we can extend traditional marketing principles to make them effective in the on-line environment (such as the use of **e-auctions** and viral marketing), how to handle risk and security problems in virtual value chains.

≡ COURSE OBJECTIVES

We will focus on the following objectives

- the changing business environment created by technological advancements in IT and the value that is generated by moving into digital environments
- the business models, strategies & associated technology of digital business models for analysis of value chains
- the use and abuse of electronic/cyber marketing for generating competitive advantage and/or failure particularly in relation to developing domestic and export markets
- an organisation's physical supply chains to identify the potential role of digital business models for value creation
- the risk and security problems in digital supply chains, and the methods available to minimise them
- the improvements to the design and implementation of an digital SCM strategy for an organisation

≡ LEARNING GOALS

LG01 - Analysis : Make use of critical analysis/critical thinking skills

LG04 - Action : Make proposals, take initiatives

LG09 - Entrepreneurship and Innovation : Develop innovative solutions and test them

≡ TACKLED CONCEPTS

ERP, RFID, Security and risk, Big Data, Semantic Web Services

≡ LEARNING METHODS

Lecture, Readings, Case Studies, Game

≡ ASSIGNMENTS

- Group presentation and discussion
- Individual assignment on process design and improvement

≡ BIBLIOGRAPHY

[Laudon, K and Laudon, P \(2015\) Management Information Systems: Managing the Digital Firm 14th Ed., Pearson \(to be confirmed\)](#)

≡ EVALUATION METHODS

50 % : Continuous Assessment

50 % : Final Exam

Number of ECTS credits : 4**Course language :** Anglais**Course leader :** FORMENTINI Marco**Speakers :** MARIOTTE Anne-Laure

≡ COURSE DESCRIPTION

The globalization of supply chains broadened the scope of commercial transactions to a worldwide scale. Through this module participants will acquire the necessary contents and skills to operate in an **international business environment**. On the one hand, nowadays configuring and managing a supply chain (or network) requires some basic knowledge about **international trade and regulation**. On the other hand, the module builds individual skills related to cross-cultural negotiation, which is a daily practice within business organizations. Successful negotiation requires technical skills and preparation, self-awareness, and relational capabilities. Drawing on fundamental **negotiation principles and multicultural situations** through simulating **real situations**, this module addresses such requirements, providing participants with a holistic view of negotiation as an instrument to achieve personal objectives as well as building relationships.

≡ COURSE OBJECTIVES

- An ability to evaluate international management issues related to culture, environment, communication, interaction and strategy using appropriate techniques.
- A critical understanding of the key theoretical approaches informing international management.
- An ability to critically evaluate options and then make recommendations for the development of international management strategies appropriate to different firms and environments using relevant theoretical frameworks.
- Understand and describe the key legal factors affecting purchasing and supply chain management with specific reference to standards and INCO terms
- Be able to discuss the effect of legal and ethical constraints and opportunities

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations**LG04 - Action** : Make proposals, take initiatives**LG07 - Entrepreneurship and Innovation** : Identify needs and draw up an appropriate offer

≡ TACKLED CONCEPTS

Lectures, Exercises, Case studies, Assignments

≡ LEARNING METHODS

- International trade theory
- influence of cultural dimensions
- Economic factors in international trade
- Negotiating strategies and tactics
- International Contract Management
- INCOTERMS and Custom Clearance

≡ ASSIGNMENTS

In-class exercises, Group work, Team presentations

≡ BIBLIOGRAPHY

TBC

≡ EVALUATION METHODS

25 % : Continuous Assessment**75 %** : Final Exam