

Table of Contents

Table of Contents	1
M2MSI440S - INTRODUCTION TO SUPPLY CHAIN & PURCHASING MANGT	2
M2MSI441S - PURCHASING MANAGEMENT	3
M2MSI442S - INTERNATIONAL BUSINESS MANAGEMENT	5
M2MSI443S - LOGISTICS MANAGEMENT	7
M2MSI444S - FINANCIAL MANAGEMENT FOR SUPPLY CHAIN AND PURCHASING	11
M2MSI445S - SECTORAL APPROACHES	16
M2MSI446S - RESEARCH METHODOLOGY	17

Number of ECTS credits : 1.5

Course language : English

Course leader : LE DU Anne-Christine

Faculty : LE DU Anne-Christine

≡ COURSE DESCRIPTION

Introduction week to MSc SCPM Core programme

≡ COURSE OBJECTIVES

This course will introduce the discipline of supply chain and purchasing management. The course will cover key supply chain concepts including the main definitions. A business game will be used to introduce some of the concepts further and to help the students form and work in teams

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

History of SCM and purchasing

Global SCM processes

Quality Management

P/L account

Research in SC&PM

≡ LEARNING METHODS

Lecture and business game simulation

≡ ASSIGNMENTS

Continuous Assessment

100% (team evaluation) - written report analyzing the key learnings of the Production Game

≡ BIBLIOGRAPHY

Documentation and presentation material available on BlackBoard

≡ EVALUATION METHODS

100 % : Report

Number of ECTS credits : 5

Course language : English

Course leader : LE DU Anne-Christine

Faculty : GIANNAKIS Mihalīs , LUZZINI Davide , POTAGE Jean , SOREL Annie

≡ COURSE DESCRIPTION

Purchasing is a vital part of supply chain management. Purchasing has grown as a business discipline both in practice and in academia in recent years. Many companies have elevated purchasing to a strategic business responsibility; it is important that future purchasing managers understand the potential contribution of purchasing not only to cost reduction but also to value creation. The recent focus on sustainability has further boosted the focus on purchasing as companies are faced with long-term economic, environmental and social challenges. This course examines the principles, concepts and approaches of purchasing management and its role in reducing costs and improving customer value. We focus particularly on the sustainability challenges facing purchasing and supply managers and evaluate both the risks that companies need to manage throughout the purchasing process and the opportunities for new purchasing strategies presented by sustainability.

≡ COURSE OBJECTIVES

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

- Understand the role of purchasing in the supply chain
- Illustrate and explain the purchasing and strategies sourcing processes
- Design different sourcing strategies appropriate for different buying situations
- Assess the relevance and challenges of sustainable purchasing management especially in terms of potential environmental and ethical risks in the supply chain
- Explain the importance of supplier relationship concepts
- Evaluate the relevance and methods of e-procurement
- Evaluate the concepts and methods of supplier assessment and evaluation
- Explain the role of supplier development in achieving supplier performance improvement
- Assess the relevance and challenges of outsourcing and global sourcing
- Analyse different organisational structures of the purchasing function

Understand the contribution of purchasing in product development and innovation

LO 02 Understand the company and its complex environment

LO 03 Identify options

LO 04 Use appropriate tools in decisions making

LO 11 Define and propose strategic choices

LO 15 Implement academic and professional knowledge

LO 20 Pass on your knowledge

LO 28 Bring change and innovation within the company

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

- The purchasing process
- Specification
- Sustainable procurement: ethical and environmental supply
- Purchasing organization: centralization and decentralization
- Sourcing strategies and global sourcing
- Outsourcing
- Purchasing portfolio models
- Supplier relationships and partnership sourcing
- Trust, power/dependence, risk and value
- Supplier selection
- Supplier assessment and supplier performance
- Supplier development and supplier performance improvement

≡ LEARNING METHODS

Case analysis and discussion

Lectures

Student presentation

Interactive games

≡ ASSIGNMENTS

Exam (50%) – an individual closed book 2 hour exam at the end of the course

Continuous Assessment (50%) – A written group report analysing a case study that will be handed out at the beginning of the course (25%). Class participation will be assessed on the basis of class attendance, contributions to class discussions and oral presentations of case analyses (25%).

≡ BIBLIOGRAPHY

Textbooks for the course:

Main book : Robert Handfield, Robert Monczka, Larry Giunipero, and James Patterson. Mason (2011) *Sourcing and Supply Chain Management*, International 5th ed.. OH: South-Western. ISBN: 978-1-111-53281-9

Additional book: Johnsen, T.E., Howard, M. and Miemczyk, J. (2013) *Purchasing and Supply Chain Management: a Sustainability Perspective*. Routledge, *forthcoming*. ISBN-10: 0415690870. Electronic copies of selected chapters to be provided.

Additional readings supplied on Blackboard during the course.

≡ EVALUATION METHODS

50 % : Exam

25 % : Individual Performance

25 % : Group Project

Number of ECTS credits : 5

Course language : English

Course leader : LE DU Anne-Christine

Faculty : JOHNSEN Rhona , McDONAGH Paul , MERK Vincent

≡ COURSE DESCRIPTION

The course concerns how customers and suppliers interact in business relationships and networks in complex international contexts. It offers students foundations for understanding, analyzing and strategizing in business relationships and forging competencies for developing, managing, negotiating and interacting ethically with customers, suppliers or partners in different cultural settings. It develops students' knowledge of how value-driven relationships can be created.

≡ COURSE OBJECTIVES

- communicate and interact in diversified contexts
- make proposals, take initiatives
- identify and understand stakeholder interests

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

Relationship/partnership development, interaction, negotiation, customer-supplier relationships

≡ LEARNING METHODS

In addition to lecturing input on the frameworks of customer-supplier relationship development and management, the course involves practical cases, role-play, relationship-building and negotiation scenarios giving students practical experience of solving customer-supplier relationship problems and international partnership building.

≡ ASSIGNMENTS

Group work on international customer-supplier negotiation scenario

≡ BIBLIOGRAPHY

Ford, D. (2011) *Managing business relationships*, 3rd Edition, John Wiley.

Anderson, E. and Jap, S. D. (2005) The dark side of close relationships, *MIT Sloan Management Review*, Spring.

Brett, J.M., Friedman, R. and Behfar, K. (2009) How to manage your negotiating team, *Harvard Business Review*, September.

Chua, R.Y.J. (2012) Building effective business relationships in China, *MIT Sloan Management Review*, Summer.

Henke, J.W. and Zhang, C. (2010) Increasing supplier-driven innovation, *MIT Sloan Management Review*, Winter.

≡ EVALUATION METHODS

40 % : Management Exam

30 % : Continuous Assessment (negociation)

30 % : Continuous Assessment (culture)

Number of ECTS credits : 5

Course language : English

Course leader : LE DU Anne-Christine

Faculty : LE DU Anne-Christine , LE MAIRE Jérôme , MIEMCZYK Joseph , VUIGNER Bertrand

≡ COURSE DESCRIPTION

This course is designed to give an overview of logistics in the context of supply chain management. While the topic can be a very technical subject, the aim is to provide an outline of the logistics concerns that face a supply chain manager today, rather than train logistics engineers/technicians.

≡ COURSE OBJECTIVES

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

To understand the role of the logistics function in the firm and its links to firm strategy.

To understand the wider influences on transport logistics (infrastructure, policy and economics)

To understand and apply key theories in transport operations, warehouse management and material handling.

To identify and make decisions on appropriate technology choices for logistics

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

The Logistics Function

Transport planning and management (incl. loading and routing)

Network Design and location analysis

Multicriteria site selection

Centre of gravity approach

Inventory models, incl. EOQ and safety stocks

Total logistics costs

Forward & reverse strategies

Warehouse processes and technologies

Supply Chain Performance

≡ LEARNING METHODS

Lectures

Readings

In-class exercises

Group work

Team presentations

≡ ASSIGNMENTS

In-class exercises

Group work

Team presentations

≡ BIBLIOGRAPHY

Rushton et al 2010 The Handbook of Logistics and Distribution Management, Kogan Page

Additional resources available on BlackBoard

≡ EVALUATION METHODS

40 % : Exam

20 % : Continuous Assessment_B.VUIGNER

20 % : Continuous Assessment_AC LE DU

20 % : Continuous Assessment_LEMAIRE

≡ SESSIONS

1

Introduction to Logistics management, distribution channels & sustainability

LECTURE : 03h00

2

Inventory models and total cost

LECTURE : 03h00

3

Warehousing

LECTURE : 03h00

4

Case Study SCM & Logistics Performance

LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

5

Distribution Resource Planning

LECTURE : 03h00

6

Transportation

LECTURE : 03h00

7

Networks and location decision making

LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

8

Transport Optimization

LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

9

Reverse Logistics

LECTURE : 03h00

10

Logistics Service Quality and LSPs

LECTURE : 03h00

11

Case Study SCM & logistics performance

LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

12

Integration of Logistics Information Systems

LECTURE : 03h00

13

Team Presentations on SCM & Logistics Performance

GROUP PRESENTATION : 03h00

Number of ECTS credits : 5

Course language : English

Course leader : LE DU Anne-Christine

Faculty : CURRY Jeffrey

≡ COURSE DESCRIPTION

This course is designed to give the student an overview of GAAP and IFRS principles as applied to corporations as well as SMEs. Both the methodology and the terminology of standard financial statements will be presented through lecture and exercises. Students will be shown a variety of costing procedures and the use of these processes in forming a company strategy. Analysis of financial statements and a comparison of national and regional accounting methods will also be discussed to acquaint the student with the intricacies of international corporate accounting and finance.

≡ COURSE OBJECTIVES

Areas of competence

The ability to...

Analysis

- **make use of critical analysis/critical thinking skills**
- **analyze complex situations**
- **use cross-disciplinary approaches**

Action

- **make proposals, take initiatives**
- **evaluate, prevent and manage short, medium and long-term risks**

CSR

- **identify and understand stakeholder interests**
- **identify ethical issues and act on them from an ethical perspective**
- **take a decision from economic, social and environmental perspectives**

Cooperation

- **communicate and interact in diversified contexts**
- **work effectively in a team**

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

The Accounting Cycle, Financial Statements, Revenue & Expense Recognition, GAAP / IFRS Comparison, Ledger & Journal Postings, Corporate Equity Standards, Capital Budgeting, Time Value of Money, ROI, Activity-Based Costing / Target Costing, Currency Risk, Ratio Analysis

≡ LEARNING METHODS

The course will be a combination of lectures on financial accounting principles, cost controls, short case studies and in-class exercises.

≡ ASSIGNMENTS

Participation & Continuous Assessment - Regular attendance, appropriate expressions of interest, and meaningful contributions to class activities are expected, valued, and graded. Students should arrive for each session eager to politely discuss relevant topics in class, and should expect to be periodically called upon to answer questions or provide other input. Students are expected to attend all classes and are expected to present themselves with an alert, professional, and positive attitude. All reading assignments must be completed before each session as listed in the Course Outline below. Students should maintain an awareness of current business dynamics and apply their knowledge to class discussions. Oral contributions to class discussions and activities, and completion of any take-home and in-class related exercises will affect the participation grade.

Presentations - Students will research various topics regarding finance and accounting from recent news items for the purpose of delivering an informative in-class presentation. Presentations will be assessed on research and content value as well as the ability to respond to class inquiries.

≡ BIBLIOGRAPHY

Online Interactive Text:

“Principles of Accounting” by Larry M. Walther 2012 www.principlesofaccounting.com “POA”

Additional PPT and MSWord documents to be found on Blackboard.

≡ EVALUATION METHODS

25 % : CC - Participation

25 % : CC - Presentation

50 % : Exam

≡ SESSIONS

1

Fundamentals of GAAP / IFRS Accounting

LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

POA - Chapters 1 & 2

An overview of accounting and the basic anatomy of reporting will be presented including the core financial statements: Income Statement, Statement of Retained Earnings, Balance Sheet, and Statement of Cash Flows. Basic debit/credit rules will be demonstrated along with the effect of transactions on accounts

2**Revenues & Expenses**LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

POA - Chapter 3

Students will be shown how to properly record revenues and expenses to calculate periodic income and loss based upon the rules for different accounting systems.

3**Accounting Cycle & Financial Statements**LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

POA - Chapter 4

Students will learn how to prepare a trial balance for use in preparing correct financial statements and the adjusted trial balance. Temporary accounts, reversing entries and the income summary will also be demonstrated.

4**Receivables & Payable**LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

POA - Chapters 7 & 12

The accounting for credit and debt will shown with an emphasis on the effects the balance sheet. The various international financial laws for the proper recording of Assets and Liabilities will be discussed.

5**Corporate Equity**LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

POA - Chapter 14

The unique characteristics of the corporation will be demonstrated including corporate formation, par value, common and preferred stock, treasury stock, stock splits, dividends, and the statement of stockholders' equity.

6**Job Costing & Activity-Based-Costing**LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

ABC sample.ppt Target Costing.doc

Students will be shown the difference in outcomes between Traditional Cost Accounting and Activity-Based-Costing. Target Costing and its role in the supply chain relationship will be demonstrated and explained from both the buyer and seller perspectives.

7**Cost & Production Budgeting**LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

PPT Slides: Factors of Production

Students will learn how managers make production and hiring decisions based upon market factors, government regulation and local standards.

8**Cost Management Systems: CVP & Scalability**LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

POA - Chapters 17 & 18

The role of finance in controlling the supply chain will be discussed including key production components (direct and overhead), product costs versus period costs, cost behavior analysis, break-even point, target income analysis, cost and profit sensitivity analysis and cost-volume-profit analysis for multiple products.

9**Supply Chain Finance (Reverse Factoring) and Strategic Procurement**LECTURE & CASE STUDIES LECTURE & CASE STUDIES : 03h00

Session 9 materials on Blackboard

A variety of planning techniques available to suppliers and purchasers will be demonstrated with an emphasis on long-term strategic value and commercial relationship-building.

10**Individual Capital Budgeting Exercise**INDIVIDUAL OR GROUP WORK : 03h00

Reading: Capital Budgeting PDF

Individual students will complete a capital budgeting exercise with the goal of demonstrating the various decision-making processes utilized for expenditure management.

11**FOREX and Currency Value**SIMULATION/ SERIOUS GAMES : 03h00

www.fxcm.com

PPT Slides: 7 Forex Markets Reading: FXCM Online Guide

Small teams will receive instruction on the FX markets prior to tackling a live online simulation of currency trading in order

12**Corporate Financial Ratio Analysis**INDIVIDUAL OR GROUP WORK : 03h00

Worksheet: “Assessing a Firm’s Future Financial Health”

This hands-on exercise will allow individual students to evaluate the data from financial statements utilizing the most commonly calculated ratios.

13**Course Summary & In-class Written Assessment**INDIVIDUAL OR GROUP WORK : 03h00

Course Summary & In-class Written Assessment

M2MSI445S

SECTORAL APPROACHES

Number of ECTS credits : 4.5

Course language : English

Course leader : LE DU Anne-Christine

Faculty : GERARD Christopher , GOUAULT Jean-Pierre , MERCIER Laurent , ROTENBERG Alexis , VOYER Philippe ,
VUIGNER Bertrand

≡ COURSE DESCRIPTION

This course will create awareness on sectoral approaches of SCM and Purchasing management. The course will include a mix of on-site visits, professional testimonies and/or lectures on current best practices in different industry sectors.

≡ COURSE OBJECTIVES

To understand the approaches to supply chain and purchasing in different industry sectors and how this impact the organization and functions.

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

Industry sectors specifics, Supply Chain and Purchasing Management processes, organization and processes of their company, challenges and market trends.

≡ LEARNING METHODS

External speakers (professionals)

On-site visits

In-class case study

≡ ASSIGNMENTS

Students will be asked to individually write report on supply chain practices in a sector of their choice. The subject will require additional literature and industry specific research. A team assignment (case study) will be assessed.

≡ BIBLIOGRAPHY

Resources are made available on BlackBoard (case studies, company presentations etc)

≡ EVALUATION METHODS

50 % : Continuous Assessment C. GERARD

50 % : Continuous Assessment AC LE DU

Number of ECTS credits : 4

Course language : English

Course leader : LE DU Anne-Christine

Faculty : BARBIER Anne , DELHOMMEAU Heidi , DU COSQUER Shyla , JOHNSEN Rhona

≡ COURSE DESCRIPTION

This module provides the foundations of practical research training with the aim of developing participants' competencies in conducting research during their studies e.g. finding relevant data and information to understand and solve problems, and in particular for the purpose of designing and writing the final dissertation.

≡ COURSE OBJECTIVES

The module covers the development of research questions, research topics, literature reviews and appropriate research methodologies for participants' chosen studies.

The module brings together the research methodology skills for research for the dissertation together with sessions on undertaking literature searches and internship/job research.

Participants will have the opportunity to develop and refine a research proposal as part of the course.

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

Research questions, literature review, research philosophy, research approach, research design, findings and contribution to knowledge

≡ LEARNING METHODS

Lectures and practical exercises on developing research questions, literature reviews and research methodologies (Sessions are animated by Faculty, Librarians and Career Services consultants)

≡ ASSIGNMENTS

Students will be required to work in small groups to propose a suitable research topic and research questions, conduct a literature review and design an appropriate research method to address the proposed questions.

≡ BIBLIOGRAPHY

Research Methods Books

Saunders, M., Lewis, P., Thornhill, A. (2009) Research methods for business students, Pearson.

Research Methodologies in Supply Chain Management, Kotzab, H., Seuring, S., Müller, M., Reiner, G. (Eds.).

Research Papers discussing methodology in supply chain management

Ketokivi, M., & Choi, T. (2014). Renaissance of case research as a scientific method. *Journal of Operations Management*, 32(5), 232-240.

Seuring, S. A. (2008). Assessing the rigor of case study research in supply chain management. *Supply Chain Management: An International Journal*, 13(2), 128-137.

Ellram, L. M. (1996). The use of the case study method in logistics research. *Journal of Business Logistics*, 17(2), 93.

Stuart, I., McCutcheon, D., Handfield, R., McLachlin, R., & Samson, D. (2002). Effective case research in operations management: a process perspective. *Journal of Operations Management*, 20(5), 419-433.

Voss, C., Tsikriktsis, N., & Frohlich, M. (2002). Case research in operations management. *International Journal of Operations & Production Management*, 22(2), 195-219.

Coughlan, P., & Coughlan, D. (2002). Action research for operations management. *International journal of Operations & Production Management*, 22(2), 220-240.

Some sessions will extensively use on-line databases (Library/Médiathèque), and network portals

≡ EVALUATION METHODS

100 % : Continuous Assessment