

DSC5211A SUPPLY CHAIN COORDINATION AND RISK MANAGEMENT

AY2015/2016 Semester 2

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COURSE DESCRIPTION

Supply chains have become far-flung and global as companies expand their operations to new markets and new supply sources. Concurrently, a number of macro-trends are emerging and evolving which cause changes to traditional supply chains structures and assumptions. These include: rising costs in the usual outsourcing manufacturing sites, entering into emerging markets, changing country regulations and regional trade agreements, impact of technologies on new business models and process changes, cross-border M&A, and emerging marketing companies expanding regionally, etc.

Companies will have to continuously evaluate their strategies and adapt their supply chains to deal with these changes. They will need to improve their flexibility, coordination, and responsiveness to deal with the risks and opportunities.

LEARNING OUTCOMES

The course will cover functional areas of the supply chain and integration of these concepts into a holistic framework. It will examine how global supply chain configurations are changing and adapting, and how companies should prepare for the impact of macroeconomic trends and new technologies to their business models, distribution, and supply chains. Through case studies, simulation game, and project work, students will gain a better understanding of corporate strategies, and how to align their supply chains and manage risks.

TOPICS

- 1) Key supply chain concepts and strategies
- 2) Global supply chain configuration and re-alignment
- 3) Planning for supply chain risk and disruption
- 4) Impact of e-commerce and technology on business models and supply chains
- 5) Simulation game
- 6) Managing global supply chains:
 - a. The impact of macroeconomic trends and country regulations
 - b. Supply chains in emerging markets
- 7) Group project

READINGS

Textbook: Supply Chain Management: A Concise Guide, 2nd Edition, by Puay-Guan Goh, Pearson 2015

Article readings: Refer to Course Schedule

PREREQUISITE

Nil

PRECLUSION

Nil

ASSESSMENTS

Components	Weight
Individual Assignment	15%
Midterm Test	25%
Class Participation	10%
Group Simulation Game	20%
Group Project	30%
Total	100%

COURSE SCHEDULE

Instructional Week	Content	Cases / Examples	Reading (s)	Deadlines
1 15 Jan	Course Introduction		Goh Chp 1 "McDonald's and the Challenges of a Modern Supply Chain" "Starbucks' Howard Schultz: Finally, A CEO Who Gets the	

			Importance of the Supply Chain” ““Xiaomi May Turn Away Nine Out of 10 People Who Want a Mi4 In Its First India Sales”	
2 22 Jan	Managing procurement and procurement risks Sourcing segmentation Procurement contracts	Case: HP procurement risk management Case: Retail localization at IKEA Case: Centralizing procurement and distribution at DataLogger (A) Case: Risk sharing contracts at Stainless Structural Asia	Goh Chapter 2 “Now Showing at Blockbuster: How Revenue-sharing Contracts Improve Supply Chain Performance”	
3 29 Jan	Manufacturing strategies and product design Supply chain flexibility Changing product design paradigms Producing for new / emerging markets	Case: Manufacturing and product innovation at Matex International Case: P&G’s detergent wars Case: Targeting new customer segments at HTC, Haier, Italcementi	Goh Chapter 3 “Fighting for the next billion shoppers” “Honda’s Flexible Plants Provide Edge” “Appliances For Everyone”	Submission of teams for projects and simulation game
4 5 Feb	Managing distribution and inventory Total landed cost	Case: ST Logistics – Distributing consumer goods in China	Goh Chapter 4 and Chapter 5 “Supply Chain News: Being	Finalization of teams for projects and simulation game

	<p>Inventory risk management</p> <p>Is inventory always bad?</p>	<p>Case: e-Choupal – Sourcing and distributing agricultural produce in India</p>	<p>Smart about Expanding Your Global Manufacturing Footprint”</p> <p>“The Downside of Just-in-Time Inventory”</p>	<p>Assignment 1 due</p>
<p>5 12 Feb</p>	<p>Global supply chain re-alignment</p> <p>FDI considerations</p> <p>Supply Chain clusters</p> <p>New distribution capabilities and innovations emerge</p> <p>Explanation of Simulation Game</p>	<p>Case: HP restructures its CD-RW supply chain</p> <p>Case: DataLogger (B)</p> <p>Case: Pacific Agriscience (A)</p>	<p>Goh Chapter 6</p> <p>“Foxconn plans 10-12 new Indian facilities by 2020: chairman”</p> <p>“China and Europe: Reconnecting Across a New Silk Road”</p> <p>“Four Reasons Mexico Is Becoming a Global Manufacturing Power”</p>	<p>Release of Simulation Game scenario</p>
<p>6 19 Feb</p>	<p>Planning for supply chain risk and disruption</p> <p>Risk Management framework</p> <p>Strategic and operational contingency planning</p> <p>Simulation Game Round 1</p>	<p>Case: Nokia and Ericsson in 2000</p> <p>Case: Book launch of Harry Potter and the Deathly Hallows</p> <p>Case: Supply chain tracking at Charoen Popkhand Foods</p>	<p>Goh Chapter 7</p> <p>“From Superstorms to Factory Fires: Managing Unpredictable Supply-Chain Disruptions”</p> <p>“Ford Curbs Black, Red Paint Use Amid Japan Quake Shortage”</p>	<p>Assignment 2 due</p>

			"Fashion's Fair-Weather Supply Chain"	
Recess Week 28 Feb Might be used for make up lecture				
7 4 Mar	Midterm test Simulation Game Round 2			
8 11 Mar	Managing the global value chain Mapping the value chain Outsourcing and offshoring Integrating information and physical flows Simulation Game Round 3	Case: Vertical integration Hyundai Motors Case: Netflix.com Case: Pacific Agriscience (B and C)	Goh Chapter 8 'The Democratization of Fashion': William Fung and Vera Wang on the Implications of Going Global" "The 10 hidden costs of outsourcing" "It's OK to Move Down (Yes, Down) the Value Chain"	
9 18 Mar	Impact of technologies on business models and supply chains Simulation Game Round 4 and 5	Case: Bossard's Vendor Managed Inventory using Smart Bin	Goh Chapter 9 "3-D Printing Will Change the World" "FDA Approves First 3-D Printed Drug"	

			<p>“Unlocking the potential of the Internet of Things”</p> <p>“The rise of the sharing economy”</p>	
<p>10 25 Mar</p> <p>Good Friday, No class</p> <p>Make up class to be arranged (likely on Recess week)</p>	<p>Impact of e-commerce on business models and supply chains</p> <p>Industry guest speaker (TBC)</p>	<p>Case: Kozmos</p> <p>Case: Amazon.com</p> <p>Case Establishing trust at Global Sources</p> <p>Case: Jingdong.com</p>	<p>Goh Chapter 10</p> <p>“Anatomy of a Dot- Com”</p> <p>“E-Commerce and New Delivery Paradigms Shape Future of Global Logistics”</p> <p>“Crumbling infrastructure? Etailers like Flipkart, Amazon & eBay are widening logistics networks in India”</p>	
<p>11 1 Apr</p>	<p>Managing global supply chains</p> <p>Impact of macroeconomic developments</p> <p>Impact of country and trade regulations</p> <p>Regional and global coordination</p> <p>Simulation Game Review</p>	<p>Case: London Metal Exchange in North Asia</p> <p>Case: Shortening the Indian supply chain at Panduit</p>	<p>Goh Chapter 11 and 12</p> <p>“How Rising Fuel Costs Are Transforming Distribution Strategies”</p> <p>“How Hard is the Yuan Devaluation Hitting the New Apple iPhone? “</p>	<p>Submission of simulation game report</p>
<p>12 8 Apr</p>	<p>Group Project Presentations</p>			<p>All presentations and reports due before class starts</p>

13 15 Apr	Group project presentations Project Debrief Course wrapup: the future of supply chains		“The Mint countries: Next economic giants?”	
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Article Readings:

“McDonald’s and the Challenges of a Modern Supply Chain”, New, Steve, Harvard Business Review, Feb 04, 2015, accessed at <https://hbr.org/2015/02/mcdonalds-and-the-challenges-of-a-modern-supply-chain>

“Starbucks’ Howard Schultz: Finally, A CEO Who Gets the Importance of the Supply Chain”, Berman, Jeff, SupplyChain 247, Oct 03, 2015, accessed at <http://www.supplychain247.com/article/starbucks-howard-schultz-a-ceo-who-gets-supply-chain/news>

“Xiaomi May Turn Away Nine Out of 10 People Who Want a Mi4 In Its First India Sale”, Arakali, Harichandan, International Business Times, accessed at <http://www.ibtimes.com/xiaomi-may-turn-away-nine-out-10-people-who-want-mi4-its-first-india-sale-1800226>

“Now Showing at Blockbuster: How Revenue-sharing Contracts Improve Supply Chain Performance”, Knowledge @ Wharton, Oct 16, 2000, accessed in Oct 2013 at <http://knowledge.wharton.upenn.edu/article/now-showing-at-blockbuster-how-revenue-sharing-contracts-improve-supply-chain-performance/>

“Honda’s Flexible Plants Provide Edge”, Linebaugh, Kate, Wall Street Journal, Sep 23, 2008, accessed on <http://online.wsj.com/news/articles/SB122211673953564349>

“Appliances For Everyone”, Gluckman, Ron, Forbes, 4/25/2012, accessed at: <http://www.forbes.com/global/2012/0507/global-2000-12-feature-haier-zhang-ruimin-appliances.html>

“Fighting for the next billion shoppers”, Jun 30th 2012, The Economist, accessed at: <http://www.economist.com/node/21557815>

“Supply Chain News: Being Smart about Expanding Your Global Manufacturing Footprint”, SCDigest, Nov 2, 2015, accessed at <http://www.scdigest.com/ontarget/15-11-02-2.php?cid=9890>

“Foxconn plans 10-12 new Indian facilities by 2020: chairman”, Carsten, Paul, Reuters, May 26, 2015, accessed at <http://www.reuters.com/article/2015/05/26/us-foxconn-investment-india-idUSKBN0OB16X20150526>

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“Four Reasons Mexico Is Becoming a Global Manufacturing Power”, Coy, Peter, Bloomberg, June 27, 2013, accessed in Nov 2013 at <http://www.businessweek.com/articles/2013-06-27/four-reasons-mexico-is-becoming-a-global-manufacturing-power>

“The Downside of Just-in-Time Inventory”, Ray, Susanna, and Thomas Black, Business Week, Mar 24, 2011, accessed on http://www.businessweek.com/magazine/content/11_14/b4222017701856.htm

“From Superstorms to Factory Fires: Managing Unpredictable Supply-Chain Disruptions”, Simchi-Levi et al, Harvard Business Review, Jan-Feb 2014, accessed at <https://hbr.org/2014/01/from-superstorms-to-factory-fires-managing-unpredictable-supply-chain-disruptions>

“Fashion’s Fair-Weather Supply Chain”, Phillips, Erica E., The Wall Street Journal, Oct 29, 2015, accessed at <http://www.wsj.com/articles/fashions-fair-weather-supply-chain-1446136510>

“Ford Curbs Black, Red Paint Use Amid Japan Quake Shortage”, Naughton, Keith, Bloomberg, Mar 25, 2011, accessed at <http://www.bloomberg.com/news/2011-03-24/ford-limits-use-of-black-red-paints-amid-japan-quake-shortage.html>

“The Democratization of Fashion’: William Fung and Vera Wang on the Implications of Going Global”, Apr 13, 2011, Knowledge@Wharton, accessed on <http://knowledge.wharton.upenn.edu/article.cfm?articleid=2752>

“The 10 hidden costs of outsourcing”, Burton, Terence T., Supply Chain Quarterly, Quarter 2 2013, accessed at <http://www.supplychainquarterly.com/topics/Procurement/20130621-the-10-hidden-costs-of-outsourcing/>

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http://www.mckinsey.com/insights/business_technology/the_internet_of_things_the_value_of_digitizing_the_physical_world?cid=other-eml-ttn-mip-mck-oth-1509

“The rise of the sharing economy”, The Economist, Mar 9th 2013, accessed at
<http://www.economist.com/news/leaders/21573104-internet-everything-hire-rise-sharing-economy>

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<http://www.supplychainbrain.com/content/industry-verticals/retail/single-article-page/article/how-rising-fuel-costs-are-transforming-distribution-strategies-1/>

“How Hard is the Yuan Devaluation Hitting the New Apple iPhone? “, The Wall Street Journal, Sep 20, 2015, accessed at <http://blogs.wsj.com/chinarealtime/2015/09/10/how-hard-is-the-yuan-devaluation-hitting-the-new-apple-iphone/>

“The Mint countries: Next economic giants?”, BBC, 6 Jan 2014, accessed in Oct 2014 at
<http://www.bbc.com/news/magazine-25548060>

ACADEMIC HONESTY & PLAGIARISM

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is ‘the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. **In case of any doubts, you should consult your instructor.**



Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>