

OTM-815 Supply Chain Strategy

1. Businesses are increasingly operating as collaborative networks called supply chains. Supply chains can no longer be viewed as standalone and in local context. These chains are now critically integrated with the organizational success. They are now becoming increasingly global and require global savvy managers. Global chains have their own technicalities. Managers need to know the dynamics of international markets and have to devise strategies. They also need to know how to apply world-class tools and techniques to operate efficient and effective global supply chains.

Content

2. This course contextualize supply chain management activities and processes and their alignment towards overall strategy. The topics covered are: strategic concepts and the customer focused market driven supply chains; supply chain strategies and strategic fit, supply chain management and supply chain strategies; supply chain analysis (balanced scorecard, SCOR Model); design of products and services (case study: The rise and fall of Nokia); global sourcing and procurement; strategic capacity management; layout and location decisions (Case study: Emirates Airline: Connecting the unconnected); lean supply chains; strategic issues in global supply chains; logistics operations (transportation, warehousing, distribution); and sustainable supply chains. A major chunk of the course contents will come from case studies and journal articles.

3. **Objectives**

- a. Understanding supply chain strategies
- b. Contextualization of supply chain strategies
- c. Understand the key activities that differentiate local business practices from foreign countries and how they affect management of the supply chain.
- d. Identify key performance indicators (KPI's) to evaluate global supply chain systems.
- e. Understand how interruptions in the global supply chain affect business and how to minimize the negative effects.
- f. Examine how world-class companies encourage collaboration among international business partners.

- g. Developing entrepreneurial supply chains
- h. Mapping value across supply chains and its role in strategic supply chains

Outcomes

- 4. After completing this course student should be able to:
 - a. Develop an in-depth understanding of SCM from global and multi-dimensional perspectives. This includes understanding global supplier capabilities (i.e. capacity, inventory management and quality) and the logistics systems that deliver goods to domestic and international markets.
 - b. Identify the challenges facing various industries in design and long-term planning of complex supply chains.
 - c. Define key supply chain drivers and explain the related managerial concepts.
 - d. Evaluate the strategic purpose of supply chain management and its relationship with tactical and operational decisions, company's customer demand profiles, and its core competencies.
 - e. Articulate ideas and opinions on supply chain management principles and practices in a formal business setting.
 - f. Identify and evaluate emerging corporate and social responsibility initiatives and their impact on supply chain strategies.

Text and reference books

- a. Supply Chain Strategies: Demand Driven and Customer Focused by Tony Hines
- b. Supply Chain Management: Strategy, Planning and Operations by Chopra & Meindl
- c. Customer-Driven Supply Chains by Lyons et al
- d. Supply Chain Management: A Global Perspective, by Nada R. Sanders
- e. Business Logistics / Supply Chain Management by Ballou, R.H.
- f. In addition to above resources case studies and journal articles may be included as additional reading material