

THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS

School of Business
BUSI3601 - Supply Chain Management

I. Information on Instructor and Tutor

Instructor: Dr. Benjamin Yen
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Office: Room 729F, Meng Wah Complex
Phone: 2141-5668
Lecture hour: Tue 15:00-15:50 S517
 Thr 16:00-18:00 S325

Consultation times: Tue/Thr 16:00 – 18:00 or by appointment

Tutor: Ms. Debbie Chu (debbiehku@gmail.com, MW 724, 2241-5166)

Textbook:

- *Designing and Managing the Supply Chain: Concepts, Strategies, and Cases*
David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, McGraw Hill College Div, 3rd
ed. (2007)

Cases & Articles:

Course material will be provided and distributed in the class.

Reference Book / Paper (optional)

- *Supply Chain Management: Strategy, Planning and Operations*
Sunil Chopra, Peter Meindl, Prentice Hall College Div, 3rd ed. (2007)
- *Introduction to Operations and Supply Chain Management*,
Cecil C. Bozarth and Robert B. Handfield, Prentice Hall, 2nd ed. (2008)
- *Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service*
Martin Christopher, Financial Times Prentice Hall, 3rd ed. (2005)
- *Business Logistics Management*
R.H. Ballou, Prentice Hall, 5th ed. (2004)
- *Purchasing & Supply Chain Management*
Kenneth Lysons, Michael Gillingham, Financial Times Management, 6th ed. (April 2003)
- *Law for Purchasing and Supply*
Margaret Griffiths Pearson Higher Education (April 18, 2002)
- *Strategic Logistics Management*
James R. Stock, Douglas M. Lambert, McGraw-Hill Higher Education (December 2000)
- *The Internet Supply Chain: Impact on Accounting and Logistics*
Dimitris N. Chorafas, Palgrave Macmillan (August 2001)

- *Logistics*
David J. Bloomberg, Stephen B. LeMay, Joe B. Hanna, Stephen Lemay, Prentice Hall; 1st ed (2001)
- *Quality Information and Knowledge Management*
Kuan-Tsae Huang, Yang W. Lee, Richard Y. Wang, Prentice Hall (October 26, 1998)
- *Introduction to Supply Chain Management,*
Robert B. Handfield, Ernest L. Jr. Nichols, Prentice Hall (July 1998)
- *E-Commerce Logistics & Fulfillment: Delivering the Goods*
Deborah L. Bayles, Prentice Hall PTR (December 18, 2000)
- *Clockspeed : Winning Industry Control in the Age of Temporary Advantage*
Charles H. Fine, Perseus Books Group (October 1, 1999)
- *Procurement Reengineering*
Ben H. Laaper, PT Publications (May 15, 1998)

II. Course Description and Objectives

- A short description of the course

The course is designed to prepare attendants to apply analytical methodologies and information technology in supply chain management. Traditionally industries focus on operation evaluation and performance improvement of manufacturing process; however, the deficiency of supply chain coordination results in severe downgrade of business competitiveness. With advent of information technology, computers not only improve manufacturing operation and management, but also enhance strategic decision-making as well. This course focuses on the systems approach to planning, analysis, design, development, and evaluation of supply chain management.

- Course objectives
 - To understand principles and approaches to enhance knowledge of management decision-making in business logistics.
 - To learn modern technology cost reduction and service improvement in supply chain management.
 - To carry out project and research on information technology, operation management, and business strategy for supply chain management in manufacturing and service industries.

III. Learning Outcomes

1. Understand and apply the fundamental tools and techniques of supply chain management.
2. Develop knowledge of principles, concepts, and methods in the leadership of complex supply chain from a systems perspective.
3. Develop capabilities for understanding, assessing, and resolving human, technical, and administrative issues for deployed supply chain strategies.
4. Demonstrate sophistication and competency in design, analysis, and evaluation of supply chain management in a technical environment.
5. Develop capabilities for case study and analysis of contemporary supply chain management.

IV. Alignment of Program and Course Outcomes

Program Learning Outcome	Course Learning Outcome
1. Acquisition and internalization of knowledge of business and information systems	<ul style="list-style-type: none"> - Understand and apply the fundamental tools and techniques of supply chain management. - Develop knowledge of principles, concepts, and methods in the leadership of complex supply chain from a systems perspective.
2. Application and integration of knowledge of business and information systems	<ul style="list-style-type: none"> - Develop knowledge of principles, concepts, and methods in the leadership of complex supply chain from a systems perspective. - Develop capabilities for understanding, assessing, and resolving human, technical, and administrative issues for deployed supply chain strategies.
3. Inculcating professionalism and instilling leadership skills	<ul style="list-style-type: none"> - Develop capabilities for understanding, assessing, and resolving human, technical, and administrative issues for deployed supply chain strategies. - Demonstrate sophistication and competency in design, analysis, and evaluation of supply chain management in a technical environment.
4. Developing global outlook	<ul style="list-style-type: none"> - Demonstrate sophistication and competency in design, analysis, and evaluation of supply chain management in a technical environment. - Develop capabilities for case study and analysis of contemporary supply chain management.

V. Teaching and Learning Activities

- Lectures: basic concepts and knowledge will be presented in the class through.
- In-class discussions: sometimes discussion questions are raised by the lecturer. Students are encouraged to participate in discussions and share opinions with their peers. These discussions encourage students to think more for certain arguable topics.
- Examination: Closed book examination.
- Assignments: students accomplish tasks using technologies covered in class. Through the assignments they can acquire hands-on experience using these technologies.
- Group project: students forming groups to practice the research study, project initiation/selection, planning, execution, summarization, presentation and evaluation.
- Small group meeting & discussion: multiple discussion sessions with individual small group during the semester to provide the feedback and suggestions for course project and case study.
- Case study: students express and share their ideas and questions on the case or articles related to project management in the class. These discussions encourage students to think about the class materials after class.
- Demonstration: live demonstrations of software and technologies used in the project management (such as video conferencing, schedule management, and optimization tools) will be given in the class and lab session to show how these technology applied in the project management.
- Videos: video clips are shown for selected topics in the class to show the real scenarios in the different situations for project development and management. Students are required to answer questions and problems based on the video contents. These questions offer students opportunities to apply basic concepts and techniques to specific scenarios.
- Tutorial lab sessions: students practice concepts learned in class in the computer lab and work on examples with the tutor.

VI. Assessment

Learning outcome	Teaching and learning activity	Assessment
Develop knowledge of principles, concepts, and methods in the leadership of complex projects from a systems perspective.	Lectures, in-class discussions, assignments, group project, case study, tutorials	Attendance, participation in discussions, assignments, examination
Develop capabilities for understanding, assessing, and resolving human, technical, and administrative issues for deployed projects.	Lectures, in-class discussions, assignments, group project, group meeting, case study, tutorials	Attendance, participation in discussions, assignments, examination, project presentation and summary report.
Demonstrate sophistication and competency in design, analysis, and evaluation of project management systems in a technical environment.	Lectures, in-class discussions, assignments, exams, group project, group meeting, case study,	Attendance, participation in discussions, assignments, project presentation and summary report.
Develop capabilities for case study and analysis of contemporary IS/IT projects.	Lectures, In-class discussions, assignments, group meeting, case study,	Attendance, participation in discussions, assignments, project presentation and summary report.

VII. Standards for assessment

In-class participation (10%)
▪ Participation in class discussion, case discussion, presentation and playing a proactive role in other in-class activities.
Individual written assignment (30%)
▪ Question/answer, summary of reading, and research. * <i>Electronic submission preferable (No late submission)</i>
Midterm (closed-book, in class) (30%)
▪ In class / closed-book
Group project (30% = 15% Report + 15% Presentation)
▪ Survey, case study, evaluation/simulation, research, system design/development, etc. ▪ Topics will be either assigned by lecturer or proposed by project members (with lecturer's approval).

VIII. Academic Conduct

The University Regulations on academic dishonesty will be strictly enforced. Please check the University Statement on plagiarism at <http://www.hku.hk/plagiarism/>

Where a candidate for a degree or other award uses the work of another person or persons without due acknowledgement:

- The relevant Board of Examiners may impose a penalty in relation to the seriousness of the offence;
- The relevant Board of Examiners may report the candidate to the Senate, where there is prima facie evidence of an intention to deceive and where sanctions beyond those in (a) might be invoked.

IX. Course Schedule

Week		Subject	Supplement/Reference	Remark
1	(01/09) (03/09)	Introduction to SCM <ul style="list-style-type: none"> ▪ What is SCM? Why SCM? ▪ The Challenges in SCM 	<ul style="list-style-type: none"> ▪ Case - Publishing Industry 	
2	(08/09) (10/09)	Designing Supply Chain Network <ul style="list-style-type: none"> ▪ Designing Distribution Networks ▪ Network Design in a Supply Chain 	<ul style="list-style-type: none"> ▪ Case - BuyPC.com 	
3	(15/09) (17/09)	Planning & Managing Inventories <ul style="list-style-type: none"> ▪ Inventory Management ▪ Risk Pooling 	<ul style="list-style-type: none"> ▪ Case - Swimsuit Production ▪ Case - Supply Contract 	HW #1 (Due: 28/9)
4	(22/09) (24/09)	Coordination and Distribution <ul style="list-style-type: none"> ▪ The Bullwhip Effect ▪ Distributed Strategies 	<ul style="list-style-type: none"> ▪ Case - Modern Book Distribution ▪ Case - Amazon.com 	Project Grouping
5	(29/09)	Supply Chain Integration (I) <ul style="list-style-type: none"> ▪ Centralized vs. Decentralized Control ▪ Push vs. Pull Systems 	<ul style="list-style-type: none"> ▪ Case Study - GOME Electrical Appliances Holding Limited: The "Tuangou" Challenge 	
	(01/10)	(No Lecture)		
6	(06/10)	(No Lecture) (makeup lecture on Nov 1 st)		
	(08/10)	Supply Chain Integration (II)	Case - Dell	HW #2 (Due: 19/10)
7	(13/10) (15/10)	(No Lecture)		
8	(20/10)	Review Session		
	(22/10)	Midterm		
9	(27/10)	Strategic Alliances <ul style="list-style-type: none"> ▪ 3rd/4th Party Logistics (3PL/4PL) ▪ Retailer-Supplier Partnerships ▪ Distributor Integration 	<ul style="list-style-type: none"> ▪ Case Study - PGL: The Entrepreneur in China's Logistics Industry ▪ Case - Audio Duplication Service 	
	(29/10)			
10	(03/11)	Procurement/Outsourcing Strategies <ul style="list-style-type: none"> ▪ Buy-Make Decision ▪ Procurement Strategy 	<ul style="list-style-type: none"> ▪ Case - Dell: Selling Directly and Globally ▪ Case - Global Supply Chains 	
	(05/11)			
11	(10/11)	Product and Supply Chain Design <ul style="list-style-type: none"> ▪ Design for Logistics ▪ Mass Customization 	<ul style="list-style-type: none"> ▪ Case Study - TAL Apparel Limited: Stepping Up the Value Chain ▪ Case - HP Printer 	
	(12/11)			
12	(17/11)	Information Technology for SCM <ul style="list-style-type: none"> ▪ Standardization / Integration ▪ Enterprise Resource Planning (ERP) 	<ul style="list-style-type: none"> ▪ Case - FoxMeyer ▪ Case - RFID / Bar Code for SCM 	HW #3 (Due: 04/12)
	(19/12)			

13	(24/11) (26/11)	<p><i>New Challenges and Development</i></p> <ul style="list-style-type: none"> ▪ Reverse Logistics; SCM Strategy ▪ Challenges & Future Development 	<ul style="list-style-type: none"> ▪ Case Study - Go Business: Competition in the Newly Deregulated Government Electronic Trading Services ▪ Case - SCM Strategy Evolution 	
14	(01/11)	<i>Customer Value</i>		
	(03/11)	(No Lecture)		
15	(08/12) (10/12)	Case Presentation <i>(to be confirmed)</i>		(Case Report)