



# MGSM893

## Supply Chain Management

Term 2 North Ryde 2018

*MGSM Degree Programs*

### Contents

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<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	6
<u>Unit Schedule</u>	8
<u>Policies and Procedures</u>	9
<u>Graduate Capabilities</u>	11
<u>Changes from Previous Offering</u>	13
<u>Alignment of this unit with MGSM's mission-</u> <u>driven attributes</u>	14
<u>Attendance Policy (MGSM)</u>	14
<u>Content Disclaimer</u>	14
<u>Changes since First Published</u>	14

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#### **Disclaimer**

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

## General Information

Unit convenor and teaching staff Lecturer Dr Mehrdokht Pournader <a href="mailto:mehrdokht.pournader@mqsm.edu.au">mehrdokht.pournader@mqsm.edu.au</a>
Credit points 4
Prerequisites MGSM890 or (admission to MMgmt or PGCertMBAExt or GradCertMgtPostMBA or MSusDev)
Corequisites
Co-badged status
Unit description This unit addresses the fundamentals of managing the supply chain, including the impact of e-commerce on order placement, processing and delivery. Supply chains across functional and organisational boundaries and the contribution of logistics strategy implementation will be examined. This includes issues such as demand-driven supply chains, collaborative commerce, postponement strategies, logistics providers and strategic alignment of the supply chain.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

- Application of knowledge to various industrial and service supply chains.
- Critically analyse the strategies available to manage a supply chain and be able to identify the most appropriate strategy for a given product or service.
- Redesign an existing supply chain or design an entirely new one to support a given strategy after developing an understanding of the levers available to them.
- Critically assess the opportunities for coordinating a supply chain.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#"><u>Individual contribution</u></a>	25%	No	All sessions
<a href="#"><u>Group project</u></a>	35%	No	Before session 10 of class
<a href="#"><u>Final exam</u></a>	40%	No	Exam week: 11-16 June 2018

### Individual contribution

Due: **All sessions**

Weighting: **25%**

Your class participation and contribution will be assessed during discussion of class content, exercises and cases. This will be based on the extent to which you appear prepared, the relevance and depth of your comments, reflections on your work experiences or other industry examples, and how you have contributed to the learning experience of the class. Please notify your instructor in advance if you have to miss a class, or if you will be late or leaving early from class.

#### Assessment criteria:

- Be prepared with class readings before each session
- Work effectively in groups to solve cases and industry questions in class
- Actively participate in class discussions and contribute to them using relevant sources, experience and/or extensive knowledge on the topic
- Attend the class on-time and be actively present throughout each session to the end

On successful completion you will be able to:

- Application of knowledge to various industrial and service supply chains.
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- Critically assess the opportunities for coordinating a supply chain.

### Group project

Due: **Before session 10 of class**

Weighting: **35%**

Syndicate groups of 4 will be assigned by the lecturer on the first day of class. Groups might

experience minor changes up until the third week after the start of the term.

Each group should introduce their group representative before week 2 of the term. Group representative will be responsible for communications with the lecturer.

The group project includes participating in a globally-endorsed supply chain simulation competition, i.e. The Fresh Connection. The game is being played in several rounds and each group's main objective will be to maximize their Return on Investment (ROI) by incorporating various sources of costs, investments and revenue in their investigations. Each group member will assume one of the four positions in the supply chain of the beverage company Fresh Connection as follows:

- Purchasing
- Supply chain
- Operations
- Sales

Groups are required to finish playing all rounds of the game before session 10 of the term and also provide a presentation of how they approached the game, their challenges, the solutions, and their learnings from the simulation. Further details and instructions on the simulation will be provided in class.

The marking scheme will contain three main parts as follows:

**Game results (50%)** - The group(s) that obtains the highest ROI (i.e., the benchmark group), will get the full mark on their game results which constitutes half the mark for the group project. All other groups will be marked proportionally compared to the benchmark group.

**Group presentation (50%)** - The presentations for all groups will be scheduled for session 10 of the term. All group members are required to present. Professionalism in delivery of the presentation is required for the groups to gain the full mark for their presentations. This includes (but not limited to) engaging the audience, introduction to the problem, seamless flow of presentation (What? Why? How?), maintaining eye contact, satisfactory response to the questions asked by the audience, effective time management in presenting the slides and in Q&A, and design and animations used in the slides.

Groups will have 20 minutes for their presentations, including 5 minutes for Q&A. Poor time management will also result in deduction of the presentation marks.

**Individual and group contributions** - In addition to the marking scheme above, each individual is being marked out of 100 for their individual (50/100) and group (50/100) contributions. The details of how this marking is done will be announced in class and on the iLearn. If any individual member of a group does not get a full mark on either of their individual or group contributions, their final group project mark will be deducted proportionally. For instance, if a group receives 15 out of 20 for their group project and a specific member receives 80 out of 100 for his/her collective (individual and group) contributions, this individual's final mark will be  $15 \times 0.8 = 12$ . Group representatives should e-mail the individual and group contributions of each group member confidentially to the lecturer.

## **Extensions and penalties**

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved.

On successful completion you will be able to:

- Application of knowledge to various industrial and service supply chains.
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## **Final exam**

Due: **Exam week: 11-16 June 2018**

Weighting: **40%**

**Duration:** 3 hours plus 10 minutes reading time

**Format:** Open book final examination

**Date:** MGSM Term 2 exam week: 11 - 16 June 2018

You are expected to present yourself for examination at the time and place designated in the MGSM examination timetable. The timetable will be available on 25 April 2018

at <https://students.mgsm.edu.au/sydney-students/units/exams/>

The final examination will be open book and concern all the material (assigned readings, class lectures, group presentations and classroom discussions) from the entire unit. The specific format of the exam will be explained in the last class of the term. You can use books, notes and a non-programmable calculator. Notebook computers, iPads, tablets, PDAs and similar are not allowed.

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- Critically assess the opportunities for coordinating a supply chain.

## Delivery and Resources

### Required textbook

No required textbook

### Recommended textbook

Chopra, S., & Meindl, P. (2016). Supply Chain Management. Strategy, Planning & Operation: Pearson (6th ed.), ISBN13: 9781292093567.

### Additional supplementary readings

Additional readings pertinent to each session will be uploaded accordingly on the iLearn page prior to the session. No learning material will be provided in hard copy format.

### Further sources of information

#### Main supply chain associations in Australia and abroad

- Supply Chain & Logistics Association of Australia (SCLAA)
- Council of Supply Chain Management Professionals (CSCMP)
- American Production and Inventory Control Society (APICS)
- Institute for Supply Management (ISM)

#### Top academic supply chain and logistics outlets

- Journal of Supply Chain Management
- Supply Chain Management: An International Journal
- Journal of Business Logistics
- Journal of Operations Management
- Transportation Research Parts (A to F) (6 outlets)
- Production and Operations Management
- Management Science
- Operations Research

#### Useful academic databases (DB), search engines (SE), and publishers (PB)

- Emerald Insight (DB)
- Elsevier (DB)
- Scopus (SE)
- Web of Science (SE)
- Wiley (PB)
- Springer (PB)

## Useful Industry databases

- IBISWorld
- Factiva

## MGSM iLearn

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MGSM>

## Technology

Access to a personal computer is required to access resources and learning material from iLearn.

## Unit objectives

The basic objectives of this unit are:

- To develop an appreciation of the key issues currently facing the manager of an operational functional area.
- To gain an insight into the appropriate means of applying process based concepts and operational tools and techniques.
- To develop an ability to interrelate the impact of developments made in the operations area with other functional areas and with overall corporate strategy.

## Study requirements

It will be assumed that the assigned reading for each session has been done prior to class.

Class time will be spent ensuring that you have understood this material and exploring new developments and extensions to the basic concepts.

Class case discussions and project preparations will be used as methods for active participatory learning. The grade you obtain for them together with the participation grade will measure the effectiveness of the learning process. The primary output measures are the project assessment, case study report and discussion, tests and class participation and contribution.

The mode of assessment will test your skills through a number of ways during this unit: situation investigation and analysis, report writing, verbal and written presentations, the ability to work effectively in teams, and participation in class discussions.

If you are unable to attend a class session or have to arrive late or leave early, please let me know before the session concerned as this will have an obvious impact on the planned syndicate work. If this situation occurs you should also arrange with a fellow class member to collect any handouts and other information for you.

Please be familiar with the contents of the MGSM Student Handbook on our website, the access password of which will be provided to you with your unit notes. Various search engines are also available through this website and will provide valuable assistance in searches of journal articles through the internet.

Formal assessment for this unit is designed to recognise both individual and team effort. This is consciously done to reflect the business environment where effective teamwork is essential to the achievement of individual success. Please note that class “contribution” and not simply “participation” will be graded; there is a subtle but important difference between the two. After each session, notes will be made of those who made important contributions to the session, as well as other individuals who participated. All of you have significant work experience to contribute to the class: you are strongly encouraged to use that in order to make the class a more productive learning experience for us all!

## A note on analysing cases

Please watch this video below about case preparation:

“How to prepare a business case study .. and how not to”

<https://www.youtube.com/watch?v=tauV48IEcgc>

## Unit Schedule

The **WEDNESDAY** class for 2018 Term 2 is scheduled every Wednesday evening from 6pm to 10pm, starting from 4 April 2018 and finishing on the 6 June 2018.

Students are required to attend all classes for the class they are enrolled in.

This unit will be presented over 10 sessions as follows:

Please note that the program is listed in order of the topics to be covered, and not lecture time-slots. Consequently, some topics may run over the class period, whereas others will be shorter than the class period. The proposed program might be subject to some minor changes as the term progresses. There might be guest speakers invited from academia and practice (TBA). The readings for each session will be announced by the lecturer before the commencement of the term. Students are required to regularly check their iLearn for updates on their unit readings and further requirements.

Session	Topic
1 6pm to 10pm of Wednesday, 4 April 2018	<b>Supply Chain Management - Introduction, Key Concepts and Issues</b>  Recommended textbook chapter reference: 1-2
2 6pm to 10pm of Wednesday, 11 April 2018	<b>Supply Chain Drivers and Metrics, Push and Pull Systems</b>  Recommended textbook chapter reference: 3
3 6pm to 10pm of Wednesday, 18 April 2018	<b>Distribution Networks - Network Design</b>  Recommended textbook chapter reference: 4-5



Session	Topic
4 6pm to 10pm of Wednesday, 25 April 2018	<b>Outsourcing, Offshoring and Risk Management in Global Supply Chains</b> Recommended textbook chapter reference: 6
5 6pm to 10pm of Wednesday, 2 May 2018	<b>Using Big Data for Demand Forecasting in Supply Chains</b> Recommended textbook chapter reference: 7
6 6pm to 10pm of Wednesday, 9 May 2018	<b>Supply Chain Coordination and The Bullwhip Effect</b> Recommended textbook chapter reference: 10
7 6pm to 10pm of Wednesday, 16 May 2018	<b>Inventory Management in Supply Chains</b> Recommended textbook chapter reference: 12
8 6pm to 10pm of Wednesday, 23 May 2018	<b>Sourcing - Sustainable Supply Chains</b> Recommended textbook chapter reference: 15-17
9 6pm to 10pm of Wednesday, 30 May 2018	<b>Blockchains and The Future of Supply Chain Management</b> Recommended textbook chapter reference: N/A
10 6pm to 10pm of Wednesday, 6 June 2018	<b>Group presentations</b> <b>Exam preparation</b> Recommended textbook chapter reference: N/A

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)

- [Special Consideration Policy](#) (**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>).

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

## Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit [ask.mq.edu.au](http://ask.mq.edu.au).

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

#### Learning outcomes

- Application of knowledge to various industrial and service supply chains.
- Critically analyse the strategies available to manage a supply chain and be able to identify the most appropriate strategy for a given product or service.
- Redesign an existing supply chain or design an entirely new one to support a given strategy after developing an understanding of the levers available to them.
- Critically assess the opportunities for coordinating a supply chain.

#### Assessment tasks

- Individual contribution
- Final exam

### PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

#### Learning outcomes

- Application of knowledge to various industrial and service supply chains.
- Critically analyse the strategies available to manage a supply chain and be able to identify the most appropriate strategy for a given product or service.
- Redesign an existing supply chain or design an entirely new one to support a given strategy after developing an understanding of the levers available to them.
- Critically assess the opportunities for coordinating a supply chain.

#### Assessment tasks

- Individual contribution

- Group project
- Final exam

## PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

### Learning outcomes

- Application of knowledge to various industrial and service supply chains.
- Critically analyse the strategies available to manage a supply chain and be able to identify the most appropriate strategy for a given product or service.
- Redesign an existing supply chain or design an entirely new one to support a given strategy after developing an understanding of the levers available to them.
- Critically assess the opportunities for coordinating a supply chain.

### Assessment tasks

- Individual contribution
- Group project
- Final exam

## PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

### Learning outcomes

- Application of knowledge to various industrial and service supply chains.
- Critically analyse the strategies available to manage a supply chain and be able to identify the most appropriate strategy for a given product or service.
- Redesign an existing supply chain or design an entirely new one to support a given strategy after developing an understanding of the levers available to them.
- Critically assess the opportunities for coordinating a supply chain.

## Assessment task

- Individual contribution

## PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

## Learning outcomes

- Redesign an existing supply chain or design an entirely new one to support a given strategy after developing an understanding of the levers available to them.
- Critically assess the opportunities for coordinating a supply chain.

## Assessment tasks

- Individual contribution
- Group project

## PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

## Learning outcomes

- Critically analyse the strategies available to manage a supply chain and be able to identify the most appropriate strategy for a given product or service.
- Redesign an existing supply chain or design an entirely new one to support a given strategy after developing an understanding of the levers available to them.

## Assessment task

- Individual contribution

## Changes from Previous Offering

**Assessment tasks:** Weekly quiz removed from individual contribution assessment component. Mid-term exam has also been removed. Details of the group project assessment have also changed. A final examination component has also been implemented into

**Delivery and resources:** Required textbook has been removed.

**Unit schedule:** Topics have been changed. Reference to textbook chapters have been modified to reflect chapters from the recommended textbook.

## Alignment of this unit with MGSM's mission-driven attributes

- **Leadership:** The unit develops skills required of leaders with respect to the synthesis of a wide array of supply chain information in order to make well-informed and financially robust operational, tactical and strategic decisions.
- **Global mindset:** The unit enhances the ability to assess the implications of strategic decisions in supply chains, across a wide spectrum of stakeholders and diverse international contexts.
- **Citizenship:** The unit encourages application of a true and fair view approach to supply chain activities where discretion exists related to accountability and ethical practices.
- **Creating sustainable value:** The unit assists students to adopt a forward-looking perspective on the impact of decisions in supply chains vis-à-vis business, environmental and social sustainability.

## Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at <https://students.mgsm.edu.au/handbook>.

## Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.

## Changes since First Published

Date	Description
27/03/2018	Incorrect instructions found on group assessment details by lecturer. This has been removed.

Date	Description
12/03/ 2018	Updated ISBN for recommended text as per advice from the Coop Bookshop.

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