

**Module Specifications**

<b>a</b>	Module title	<b>SCM applications and case studies</b>
<b>b</b>	GMLog Module code	<b>EC 4</b>
<b>c</b>	Module Leader	<b>Prof. Oh-Kyoung Kwon</b>
<b>d</b>	GMLog Credits	One (over twelve)
<b>e</b>	Level	<b>Master</b>
<b>f</b>	Period/Hub	Period 3 / <b>ASIAN PACIFIC HUB</b>
<b>g</b>	Pre-requisites	Basic knowledge on SCM
<b>h</b>	Post-requisites	Knowledge of principles and theories of SCM Knowledge on contemporary cases of SCM
<b>i</b>	Mandatory constraints	Case studying and various readings, attendance
<b>j</b>	Advisory constraints	None
<b>k</b>	Rationale	Knowing strategic, tactical and operational issues success stories in SCM and being capable of implementing theories
<b>l</b>	Aims and distinctive features	Focuses on strategic, tactical and operational issues in SCM
<b>m</b>	Learning outcomes	Good understanding of principles and theories of SCM and contemporary cases of SCM
<b>n</b>	Learning and teaching strategy	Will guide all students know the knowledge in N by assigning HW and reading materials Face to face lecturing (12/24), case studies (12/24), personal work (readings and group work).
<b>o</b>	Arrangements for revision and private study	None
<b>p</b>	Methods of assessment	Class Participations, Assignment & Case Studies, Exam & Term Project
<b>q</b>	Methods of reassessment (if different to p)	Have to finish all duties written in Q if failing
<b>r</b>	Estimated number attending module	15 to 20
<b>s</b>	Indicative content	
		1. Introduction to Supply Chain Management 2. Bullwhip Effect in Supply Chains 3. Supply Chain Integration

4. Inventory Management and Risk Pooling
5. Supply Chain Planning Issues
6. Strategic Alliances and Outsourcing
7. 3PL & 4PL Trends and Cases
8. Supply Chain Performance & SCOR Model

**t** Indicative reading

"The Master of Design: An Interview with David Simchi-Levi", Supply Chain Management Review, November/December 2000

Hau L. Lee et al., "The Bullwhip Effect in Supply Chains", Sloan Management Review, Vol. 38, No. 3, 1997

Hau L. Lee, "Creating Value through Supply Chain Integration", Supply Chain Management Review, September/October 2000 (<http://www.scmr.com>)

Hau L. Lee, "The Triple-A Supply Chain", Harvard Business Review, October 2004

Larry Lapide, "What About Measuring Supply Chain Performance?", ASCET (<http://www.ascet.com>)

Case study materials from Harvard Business School, Stanford Graduate School of Business and other resources (in alphabetic order)

1. Barilla SpA (A), (B), (C), (D)
2. Crocs: Revolutionizing an Industry's Supply Chain Model for Competitive Advantage
3. Dell Computer
  - A. Product Development at Dell Computer Corp.
  - B. The Power of Virtual Integration: an interview with Dell Computer's Michael Dell
4. Evolution of the Xbox Supply Chain
5. Hewlett-Packard
  - A. Hewlett-Packard Co.: DeskJet Printer Supply Chain (A), (B)
  - B. Hewlett-Packard Co. Network Printer Design for Universality
6. Li & Fung
  - A. Victor Fung et al., Competing in a Flat World, Wharton School Publishing, 2008
  - B. Li & Fung: Internet Issues (A)
7. McDonald's Corp.: Managing a Sustainable Supply Chain
8. Seven-Eleven Japan Co.
9. Sport Obermeyer
  - A. Sport Obermeyer, Ltd
  - B. Making Supply Meet Demand in an Uncertain World
10. Starbucks Corporation: Building a Sustainable Supply Chain
11. UPS
  - A. UPS and HP: Value Creation Through Supply Chain Partnerships
  - B. Epilogue UPS Logistics – practical approaches to the e-supply chain
12. Wal-Mart
  - A. Supply Chain Management at Wal-Mart
  - B. Wal-Mart's Sustainability Strategy
13. ZARA
  - A. ZARA: Fast Fashion
  - B. Rapid-Fire Fulfillment
14. The 21st Century Supply Chain (HBR Collection)
  - A. Leading a Supply Chain Turnaround
  - B. Aligning Incentives in Supply Chains
  - C. Building Deep Supplier Relationships
  - D. We're in This Together