

KAN-CSCAO11XXU Managing the Sustainable Supply Chain Transformation

2024/2025

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English Title

Managing the Sustainable Supply Chain Transformation

Language English

Course ECTS 7.5 ECTS

Type Mandatory

Level Full Degree Master

Duration One Semester

Start time of the course Spring

Timetable Course schedule will be posted at calendar.cbs.dk

Study board Study Board for cand.merc. and CSCA (CSCA)

Course coordinator

- Andreas Wieland - Department of Operations Management (OM)

The course is taught by Philip Beske-Janssen

Main academic disciplines

- Supply chain management and logistics

Teaching methods

- Face-to-face teaching

Relevant links

[Programme Regulations](#)

[Rules and regulations for exams at CBS](#)

Learning objectives

- take theoretical perspectives to explain relationships on different levels of analysis,
- explain phenomena related to the different types of relationships between individuals, business functions and organizations of a supply chain,
- explain phenomena related to dyadic, triadic and network relationships,
- apply knowledge about relationships in order to solve relevant business problems.

Examination

Managing Relationships:

Exam ECTS	7,5
Examination form	Written sit-in exam on CBS' computers
Individual or group exam	Individual exam
Assignment type	Written assignment
Duration	4 hours
Grading scale	7-point grading scale
Examiner(s)	One internal examiner
Exam period	Spring
Aids	Closed book: no aids
	<p>However, at all written sit-in exams the student has access to the basic IT application package (Microsoft Office (minus Excel), digital pen and paper, 7-zip file manager, Adobe Acrobat, Texlive, VLC player, Windows Media Player), and the student is allowed to bring simple writing and drawing utensils (non-digital). PLEASE NOTE: Students are not allowed to communicate with others during the exam.</p> <p>Same examination form as the ordinary exam The number of registered candidates for the make-up examination/re-take examination may warrant that it most appropriately be held as an oral examination. The programme office will inform the students if the make-up examination/re-take examination instead is held as an oral examination including a second examiner or external examiner.</p>
Make-up exam/re-exam	

Course content, structure and pedagogical approach

Managerial decisions have traditionally been motivated by cutting costs and ensuring material supply. With the emergence of supply chain management there has been a shift towards managing relationships, internally in order to tear down the functional silos that separated finance, procurement, production, marketing, logistics and sales, and externally in order to orchestrate end-to-end value creation. Today, such networks of interdependent relationships often take on an own identity as a "quasi-firms". Based on interdisciplinary literature related to supply chain and operations management, strategic management, marketing, and economics, among other disciplines, this course covers phenomena related to different types of relationships by taking different theoretical perspectives. Based on interactive discussions and case studies, the participants will learn how to apply such knowledge in a managerial context. The course content includes the following topics: trust, power, contract theory, coordination, integration, systems theory, relational view, business process management, sustainability, circular economy, stakeholder management, etc.

Description of the teaching methods

The course is built on research-based teaching and supported by case-based teaching. Students are encouraged to actively participate in group work and discussions.

Feedback during the teaching period

Feedback is provided via various sources. These are:

- personal meetings, e.g. office hours or briefly after the lecture
- regular short assignments, e.g. Kahoot quizzes
- case assignments related to topics of the course and discussion of solutions
- in class discussion related to all topics of the course

Student workload

Lectures 33 hours
Readings, Exercises, Preparation Exam 173 hours

Expected literature

Mandatory literature:

- Lambert, D.M., Enz, M.G. (2017): "Issues in Supply Chain Management: Progress and potential", *Industrial Marketing Management*, Vol. 62, 2017, pp. 1-16,
- Mitchell, R.K., Agle, B.R., Wood, D.J. 1997. Toward a Theory of Stakeholder Identification and Salience: Defining the Principles of Who and What Really Counts. *Academy of Management Review*, 22 (4), 853–886.
- Whipple, J.M., Griffis, S.E., Daugherty, P.J. 2013. Conceptualizations of Trust: Can We Trust Them? *Journal of Business Logistics*, 34, 117–130.
- Dyer, JH, Singh, H, Hesterly, WS. (2018) "The relational view revisited: A dynamic perspective on value creation and value capture." *Strategic Management Journal*, Vol. 39, pp. 3140– 3162.

Additional literature will be announced in the class.

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