

English Title

Value Creation in Global Supply Chains

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)

Main academic disciplines

- Globalisation and international business
- Strategy
- Supply chain management and logistics

Teaching methods

- Blended learning

Relevant links

[Programme Regulations](#)

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

Learning objectives

Upon course completion, the individual student should be able to demonstrate knowledge on the different supply chain processes in a global environment, while at the same time being able to relate to the broader supply chain design and management issues. The goals of this course in relation to what the students will achieve on completion are that students are able to:

- critically discuss different perspectives of supply chain management,
- understand and apply relevant supply chain strategies,
- gain deep knowledge of the ecological and social contexts of global supply chains,
- understand the role of supply chain risks and discuss different perspectives of supply chain resilience, and
- identify, discuss and analyze processes and structures of global supply chains.

Examination

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 and 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

It has been noted that "one of the most significant paradigm shifts of modern business management is that individual businesses no longer compete as solely autonomous entities, but rather as supply chains" (Lambert & Cooper, 2000). Companies from the electronics and automotive industries, among others, have increasingly focused on their core competencies and outsourced non-core activities to contract manufacturers or other types of suppliers. They have become experts in orchestrating their end-to-end value networks. It has been argued that "with the increasing level of volatility, the days of static supply chain strategies are over" (Simchi-Levi & Fine, 2010) and that we need to manage "supply chains in the era of turbulence" (Christopher & Holweg, 2011). This is particularly so in a global context. Indeed, incidents like the 2011 Tōhoku earthquake, the 2013 Rana Plaza tragedy, the Covid-19 pandemic, and the climate crisis have demonstrated that traditional supply chain management needs to be expanded by integrating new perspectives. Therefore, this course covers phenomena related to global supply chain management 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: Supply chain orientation, supply chain strategies, postponement, risk management, resilience and transformation, social responsibility and sustainability, supply network analysis, and supply chain process analysis.

Description of the teaching methods

The course includes lectures and case-based teaching. Students are encouraged to participate in group discussions.

Feedback during the teaching period

Providing feedback to students is an integral part of the course. This happens through different channels. In all modules of the course, there is the possibility to interact with the lecturer and to have open questions answered. The lecturer is present during the exercises and is available to answer individual questions. Students also have the opportunity to get feedback for the presentation of group results. The students are introduced to suitable learning strategies in the first model of the course. In the last module, a recap session is offered in which feedback is provided regarding the expected learning progress. Interactive online tools (e.g., quizzes) are provided as part of the course, with the help of which students can assess their learning progress further. Finally, office hours are also offered.

Student workload

lectures 33 hours
readings; preparation for classes and exam 173 hours

Expected literature

- Carter, C.R., Rogers, D.S., Choi, T.Y. 2015. Toward the Theory of the Supply Chain. *Journal of Supply Chain Management*, 51 (2), 89–97.
- Davenport, T.H., Short, J.E. 1990. The New Industrial Engineering: Information Technology and Business Process Redesign. *MIT Sloan Management Review*, July 15, 1990.
- Fisher, M.L. 1997. What is the right supply chain for your product? *Harvard Business Review*, 75 (2), 105–116.
- Mentzer, J.T., DeWitt, W., Keebler, J.S., Min, S., Nix, N.W., Smith, C.D., Zacharia, Z.G., 2001. Defining Supply Chain Management. *Journal of Business Logistics*, 22 (2), 1–25.
- Montabon, F., Pagell, M., Wu, Z. 2016. Making Sustainability Sustainable. *Journal of Supply Chain Management*, 52, 11–27.
- Norrman, A., Jansson, U. 2004. Ericsson's Proactive Supply Chain Risk Management Approach after a Serious Sub-Supplier Accident. *International Journal of Physical Distribution & Logistics Management*, 34 (5), 434–456.
- Object Management Group. 2013. Business Process Model and Notation (BPMN). Version 2.0.2. **Chapter 7.** <http://www.omg.org/spec/BPMN>
- Swaminathan, J.M., Lee, H.L. 2003. Design for Postponement. *Handbooks in Operations Research and Management Science*, 11 (Supply Chain Management: Design, Coordination and Operation), 199–226.
- Wieland, A. 2021. Dancing the Supply Chain: Toward Transformative Supply Chain Management. *Journal of Supply Chain Management*, 57 (1).
- Wieland, A., Handfield, R.B. 2013. The Socially Responsible Supply Chain: An Imperative for Global Corporations. *Supply Chain Management Review*, 17 (5), 22–29. (available via Ebsco)

Changes and additional literature might be announced during the course.

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