



APPLIES TO ACADEMIC YEAR 2012/2013

GRA 8140 Supply Chain Management

Programme

Executive Master of Business Administration (EMBA) Program

Responsible for the course

Lars Huemer

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

5

Language of instruction

English

Introduction

Supply chains are emerging as important entities and effective supply chain management is increasingly being seen as a key element of strategy. A main reason for this development is the increasing belief that the nature of competition is shifting towards 'supply chain vs. supply chain' struggles instead of 'firm against firm' competition. Increasingly, supply chains are not merely regarded as a means to get products where they need to be, but also as a means to enhance key outcomes that drive firm performance. Key themes in this course are therefore a number of aspects of inter-organizational strategies, including; value creation in and between firms, coordination and positioning in supply chain networks, purchasing and relationship development with suppliers, and global supply chain responsibilities.

Objective

Learning outcome

Traditionally logistics and supply chain management has been seen as primarily operational. This module recognizes the development of supply chain management as an integral element of the study of strategic management. To manage supply chain networks effectively, managers must look beyond the internal view of how their own companies produce goods and deliver services, to include a wider understanding of different business models and strategic perspectives regarding supply chain performance.

Acquired knowledge:

To understand:

the traditional focus of supply chains and the implications of the value chain logic
how value configuration analysis expands the comprehension of both firm level value creation and supply system integration
how supply chain sustainability and responsibility influence firm strategies
how trust and power influence supply chain and network strategies
what purchasing involves in terms of roles, functions and processes

Acquired skills:

On completion of this module you will be able to:

analyze shipper and logistics service provider strategies.
distinguish between conventional supply chain management and the strategic nature of supply chain networks by applying your knowledge of the concepts and methods relating to the creation of value in different supply structures

understand the role and contribution of logistics and supply chain management to gaining and sustaining competitive advantage from a triple bottom line perspective

compare and critique key purchasing models

Reflection:

The participants will learn about the complex nature of different supply structures and they will be able to reflect on how different business models may create tradeoffs between supply actors. In particular, the students will be able to reflect on:

shipper and Logistics Service Provider interactions and strategic tradeoffs
how supply chain organizations balance short-term profitability and long-term environmental sustainability

whether focal firms should be accountable for the practices of their suppliers
competitive advantage through cooperative advantage
multiple perspectives in purchasing

Prerequisites

EMBA general prerequisites

Compulsory reading

Articles:

Gripsrud, G., M.Jahre, and G. Persson. 2006. Supply Chain Management – back to the future. International Journal of Physical Distribution & Logistics Management. Vol 36, No 8.
Huemer L.. 2012. Unchained from the chain: Supply management from a Logistics Service Provider Perspective. Journal of Business Research
Huemer, L. 2006. Supply Management: Value creation, coordination and positioning in supply relationships. Long Range Planning. 39(2). 133-153
Håkansson H. & G. Persson. 2007. Supplier segmentation – when relationships matters. IMP-journal
Håkansson, H. and Persson G. 2002. Supply Chain Management: the logic of supply chains and networks. International Journal of Logistics Management. 1
Ireland, R. D and Webb, J. W. 2007. A multi-theoretic perspective on trust and power in strategic supply chains. Journal of Operations Management. 25. 482-497.. 2007
Ketchen, David J.; Hult, G. Tomas M. 2007. Bridging organization theory and supply chain management: The case of best value supply chains. Journal of Operations Management. 25(2). 573-580
Perez-Aleman, Paola; Sandilands, Marion. 2008. Building Value at the Top and the Bottom of the Global Supply Chain: MNC-NGO PARTNERSHIPS. California Management Review. 51(1). 24-49
Stabell, C. and Fjeldstad, Ø. D. 1998. Configuring value for competitive advantage: on chains, shops and networks. Strategic Management Journal. 19(5)

Recommended reading

Course outline

Computer-based tools

None

Course structure

Theme 1: Supply Chain Management

The supply chain management concept
Approaches, issues, and the logic behind supply chain management
Design and management of supply chain processes from a shipper perspective

Theme 2: Supply Chain Networks and the strategic management of Logistics Service Providers

Value configuration analysis
Coordination and integration in supply chain networks
Design and management of supply chain processes from a logistics service provider perspective

Theme 3: Procurement strategies and supply networks

The supplier base
Segmentation models
The classical approach
Alternative models and approaches
Exploiting interdependence
Sourcing policies

Theme 4: Supply chain sustainability and responsibility

Standards and implementation of supply chain strategies among MNCs
Strategic trade-offs among the economic, environmental and social elements of supply chain networks

Theme 5: Trust and power in inter-organizational relationships

Perspectives on trust and power
- Building and using trust

Examination

The students will be evaluated by the following elements:

Class participation, counting 20 %
Case presentations throughout the module, counting 40 %
Individual written assignment, counting 40 %.

The written assignment to be handed in 3 weeks after the end of the module.

Examination code(s)

GRA 81401 accounts for 100 % to pass the program GRA 8140, 5 ECTS credits

The course is a part of the Executive Master of Business Administration Program and all evaluations must be passed in order to obtain a certificate.

Examination support materials

Re-sit examination

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.

Additional information