



APPLIES TO ACADEMIC YEAR 2015/2016

GRA 6723 Supply Chain Risk Management (SCRM) in Project-Based Industries

Programme

Master of Science in Business (Logistic - Supply Chains and Networks)

Responsible for the course

Marianne Jahre

Department

Department of Accounting - Auditing and Business Analytics

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

Managing supply chain risk is at the core of any company in today's business context. Supply chain risk management (SCRM) is one of the fastest growing research streams within operations and supply chain management, and increasingly offered as teaching programs/courses in major business and engineering schools. As the Norwegian industry in line with the global economy increasingly becomes "projectified" (Lundin and Söderholm, 1998), new types of supply chain risks occur, which presupposes new ways of dealing with them. Project based organizations (PBOs) organize their main value creating activities in projects, from which they derive most of their income. Examples of PBOs include construction companies, oil and gas companies, disaster relief/humanitarian organizations, and organisations/companies organising events and expeditions. The challenges with regard to SCRM in these particular contexts relate to the temporary nature of the supply chains feeding the projects with the required activities and resources. Furthermore, the globalization of trade and labour markets means that these temporary supply chains cross not only firm boundaries, but also national borders, accentuating the uncertainty and thus the risks.

The objective of the course is to provide the students with an insight into the challenges of SCRM in project-based industries, particularly but not exclusively, in the Norwegian setting. This includes the identification and assessment of types of supply chain risks, quantifying and prioritising supply chain risks, and strategies and tools for mitigating supply chain risks in different project based contexts.

Learning outcome

Acquired knowledge

- (i) To gain knowledge of SCRM in general.
- (ii) To gain knowledge of project based industries, particularly in Norway.
- (iii) To gain knowledge of the specific SCRM challenges, strategies and techniques in different project-based contexts such as oil and gas, construction (including construction of buildings and infrastructure, ship building and power stations), relief operations, events and expeditions.

Acquired skills

- (i) To be able to apply SCRM concepts and models in different project based contexts.
- (ii) To be able to compare and differentiate between various project-based contexts regarding SCRM practice.
- (iii) To be able to communicate how project-based contexts differ from other industries regard SCM and SCRM

Reflections

- (i) To appreciate and understand multiple project-based contexts from a SCRM perspective.
- (ii) To be able to be a reflective and ethical logistics professional.

Prerequisites

All courses in the Masters programme will assume that students have fulfilled the admission requirements for the programme. In addition, courses in second, third and/or fourth semester can have specific prerequisites and will assume that students have followed normal study progression. For double degree and exchange students, please note that equivalent courses are accepted.

Compulsory reading

Books:

Sodhi, ManMohan S. and Tang, Christopher S. 2012. Managing supply chain risk. Springer. Except chapters 14 and 15

Articles:

Selection of articles from Journals such as IJPDLM, Journal of Business Research, Journal of Supply Chain Management, Journal of Purchasing and Supply Management

Recommended reading

Course outline

- Major topics to be covered include:
 - Supply chain risk management – overall concept and framework
 - o Risk identification and assessment
 - o Approaches for mitigating risks – strategies, tactics, scenario planning
 - o Responding to risks
 - Project-based organizing – characteristics
 - The Activity-Resource-Actor Model – a framework for understanding SCRM
 - Supply chain design and redesign in project contexts
 - o Designing for SCRM
 - o Risk models for SCM
 - o Tools used in SCRM
 - Sub-contracting and outsourcing/offshoring in project contexts.
 - o Organising and contracting for SCRM
 - o Lean thinking
 - o Business relationships.

Computer-based tools

Not applicable

Learning process and workload

A course of 6 ECTS credits corresponds to a workload of 160-180 hours. Course consists of lectures, tasks, cases and discussions.

Please note that while attendance is not compulsory in all courses, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/LMS or text book.

Examination

100% process evaluation constituting term paper (80%) and class participation (20%).

Form of assessment	Weight	Group size
Term paper	80%	
Class participation	20%	

Specific information regarding student assessment will be provided in class. This information may be relevant to requirements for term papers or other hand-ins, and/or where class participation can be one of several components of the overall assessment. This is a course with continuous assessment (several exam components) and one final exam code. Each exam component is graded using points on a scale from 0-100. The final grade for the course is based on the aggregated mark of the course components. Each component is weighted as detailed in the course description. Students who fail to participate in one/some/all exam components will get a lower grade or may fail the course. You will find detailed information about the points system and the mapping scale in the student portal @bi.

Examination code(s)

GRA 67231 continuous assessment accounts for 100 % of the final grade in the course GRA 6723.

Examination support materials

Not applicable

Permitted examination support materials for written examinations are detailed under examination information in the student portal @bi. The section on support materials and the use of calculators and dictionaries should be paid special attention to.

Re-sit examination

It is only possible to retake an examination when the course is next taught. The assessment in some courses is based on more than one exam code. Where this is the case, you may retake only the assessed components of one of these exam codes. All retaken examinations will incur an additional fee. Please note that you need to retake the latest version of the course with updated course literature and assessment. Please make sure that you have familiarised yourself with the latest course description.

Additional information