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# Logistics and International Supply Chain Management

**Professor:** Manel Guerris

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**Office hours:** by appointment

**Course Type:** Compulsory

**Credits:** 3 ECTS

**Term:** 2nd Term

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## Course Description

Students will become familiar with logistics and supply chain which include all the activities required to move product and information to, from, and between members of a supply chain. The supply chain provides the framework for businesses and their suppliers to jointly deliver goods, services and information efficiently, effectively, relevantly and in a sustainable manner to customer. Supply Chain Management presents the mission, business processes, and strategies needed to achieve integrated logistical management

## Objectives

Specifically, the course objectives are to:

- Reach and comprehensive understanding of what SCM is and its relationship with business and strategy
- Know critical parameters of SCM networks to define it based on company strategy and what effects have on business the decisions taken by SCM managers
- Improve customer value through SCM definition and management
- Understand effects of information and alliances into SCM outputs

## Methodology

The methodology proposed is based on relevant theoretical material with a selection of applied cases and exercises to practice theory. These ones will be doing either in the class or in groups at home. Some reading material and audiovisual material will be distributed before some sessions. Students are expected to read the assigned materials before coming to class.

There is no textbook for this course. Instead, in the bibliography there is a variety of suggested reference books to review, detail and enhance concepts developed during the course.

The competences, the learning outcomes, the assessment elements and the quality of the learning process included in this Teaching Plan will not be affected if during the academic trimester the teaching model has to switch either to an hybrid model (combination of face-to-face and on-line sessions) or to a complete on-line model.

## Evaluation criteria

Class Participation	15%
Homework Assignments	25%
Group SCM TFM Presentation	20%
Final Exam	40%

### Class Participation

Class participation is required. Effective class participation requires you to:

- Prepare the assigned materials before the class session.
- Quality of participation is what counts: If you do not have a response, say so.
- Regularity in participation is expected. Aim at participating in every case or exercise.
- Attending class is a necessary, but not a sufficient condition for participation credit.
- Come in on time and stay in the same seats (if possible) through the semester

You may prepare cases with your group. You may also use your group's help to complete homework assignments that will be graded only on whether they are turned in on time.

### Homework Assignments

An assignment composed by questions about the business case discussed in class will be required for every class. These assignments will be required either to be done in group or alone. Questions for every assignment will be posted during the class as well as date to deliver it. As a general rule every assignment will be returned to the professor one week after assignment questions were posted.

### Group SCM TFM presentation

Group SCM plan is the part about logistics and SCM according to your business plan. This must be done in the same groups you are developing your business plan. Ideally the plan should consider the elements seen during the course and typically you should develop and quantify the supply chain network needed for your business plan.

Depending on every business idea, every SCM plan will be slightly different focusing more on transportation, production facilities, warehouses or strategic alliances. **Students groups must talk with professor to explain their business plan idea to focus the SCM plan in their Master Thesis.** A short presentation to the rest of the students about your SCM plan demonstrating concepts developed during this course will be required on last class. The contents developed in the presentation will have to be further developed in the Master Thesis.

Contents includes in a SCM plan might be:

- Define customer value variables of your business idea
- Check customer value variables
- Define different strategy SC alternatives that best match with customer value variables
- Evaluate an estimation of these SC alternatives from different points and business criteria (quantitative and qualitative)
- Choose one

### Final Exam

MSc in International Business

how students have followed and understand the

A final exam will be done to evaluate

course. Final exam will have two parts, a theoretical and a practical one based on contents developed at class as well as logical conclusions derived by contents.

Students need to obtain a minimum of 4 in the final exam to pass the course. This condition applies to both the regular exam and the retake exam. The final course grade of students that do not obtain a minimum of 4 in the exam will be the minimum between 4 and the final grade computed from the different evaluation elements (with the weights set above).

Students that fail the evaluation of the course will have a retake exam opportunity that will be programmed in accordance with the academic calendar. If a student has to retake the exam, his maximal grade for the course will be a 5.

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program

Students who fail the course during the regular evaluation are allowed ONE re-take of the evaluation, in the conditions specified above. If the course is again failed after the retake, the student will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the "Retake" period). In the meantime, the student will get an "incomplete", which will be replaced by the actual grade after the final exam is taken. The "incomplete" will not be reflected on the student's Academic Transcript.

Plagiarism is to use another's work and to present it as one's own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the "Honor Code," students acknowledge that they understand the schools' policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program."

## Calendar and Content

Date	Class	To be done before class	Contents
January 7 <sup>th</sup>	CLASS 1:	Prepare Business Case Watch Video Case Read Assigned Readings	Introduction Business case: Supply Chain Management at World Co. Ltd. HBS-1603S07-E Video Case: IKEA
January 14 <sup>th</sup>	CLASS 2:	Read Ms-Excel Tutorials Read Assigned Readings	Logistics network configuration Network simulations in class

January 21 <sup>st</sup>	CLASS 3:	Prepare Business Case Read Assigned Readings	Logistics network configuration (ii) Business case: Amazon's European Distribution Strategy HBS 9-605-002
January 28 <sup>th</sup>	CLASS 4:	Prepare Business Case	Production and stocks management review Business case: Henkel Purchasing Business Case Supply strategy
February 4 <sup>th</sup>	CLASS 5:	Read Beer Game Instructions	Beer Game The value of information
February 11 <sup>th</sup>	CLASS 6:	Prepare Business Case Read Assigned Readings I	Industry 4.0 Business case: Tetra Pak: A Digitally Enabled Supply Chain as a Competitive Advantage IMD960-PDF-ENG
February 18 <sup>th</sup>	CLASS 7:	Prepare Business Case Read Assigned Readings	Internationalization, offshoring and outsourcing Business case: Applichem (A) Abridged HBS 694-030
February 25 <sup>th</sup>	CLASS 8:	Prepare Business Case Read Assigned Readings	Customer value and SCM International transportation and logistics Business case: Hindustain Lever re-invents the wheel (A) DG-1424-E-799417 Base of the pyramid logistics strategies
March 4 <sup>th</sup>	CLASS 9:	Login in the simulation area Read instructions about the simulation	Global Supply Chain Simulation
March 11 <sup>th</sup>	CLASS 10:	Upload presentations in campus global	Presentations of Group SCM Plan for Master Thesis

## Questions to prepare business cases

<p>Supply Chain Management at World Co. Ltd.</p>	<ul style="list-style-type: none"> <li>• Examine the features of fashion apparel retailing in Japan. How can a company use its supply chain to compete in this environment?</li> <li>• Identify salient aspects of World's supply chain focusing on the processes for manufacturing, demand forecasting and inventory planning</li> <li>• How do the features of the supply chain explain the company's remarkably short lead times (relative to US apparel supply chains)? Examine the features of the supply chain and identify why the company is able to respond so effectively</li> </ul>
<p>Amazon's European Distribution Strategy</p>	<ul style="list-style-type: none"> <li>• Draw Supply Chain in US and in Europe (what's common and what's not)</li> <li>• What can Amazon take profit from US experience to Europe?</li> <li>• Consequences in business of every supply chain</li> <li>• Advantages and disadvantages of every EDN alternative</li> <li>• What do we assess to Taylor?</li> </ul>
<p>Tetra Pack</p>	<ul style="list-style-type: none"> <li>• Benefits and challenges of Industry 4.0 in Tetra Pack</li> <li>• How to organize and govern an Industry 4.0 and digital transformation?</li> <li>• How to foster innovations that are both financially attractive and aligned with the company business strategy</li> <li>• How to plan for scale from pilot to deployment in a global organization?</li> </ul>
<p>Applichem (A) Abridged</p>	<ul style="list-style-type: none"> <li>• What has Joe Spadaro learned from the multi-plant productivity study?</li> <li>• Does he know which plant to close?</li> <li>• Which is the best performing plant? In which variable?</li> <li>• Is it fair to compare plants this way?</li> <li>• What is the main problem?</li> </ul>
<p>Henkel Purchasing Business Case</p>	<p>Katharina already has encountered a drawback in the RfQ, from which she recognizes that a "simple" tender cannot solve the issue completely.</p> <ul style="list-style-type: none"> <li>• How should she negotiate with Alpha when Alpha is in a monopolistic position?</li> <li>• Which interdisciplinary approach is necessary to strategically manage the performance and development not just of Alpha but also of any other supply alternative she might identify?</li> <li>• Which internal stakeholders need to be involved and at which stage?</li> </ul>
<p>Hindustain Lever re-invents the wheel (A)</p>	<ul style="list-style-type: none"> <li>• Will HL Wheel give the promised fruits?</li> <li>• Have they found the formula that Nirma was successful?</li> <li>• Is it aligned with mission, philosophy and CRS of HLL?</li> <li>• Business model features</li> </ul>
<p>DR Corporation</p>	<p>The Traffic Manager is facing a decision of selecting a carrier for the inbound movement of motors.</p> <ul style="list-style-type: none"> <li>• What factors are critical to the decision,</li> <li>• Calculate the tradeoffs among transportation costs, inventory costs, and order costs,</li> </ul>

## Reading Materials/ Bibliography/Resources

### Bibliography:

- Supply Chain Management: Strategy, Planning, and Operation (7th Edition) (What's New in Operations Management) 7th Edition, Sunil Chopra. ISBN-13: 978-0134731889
- Supply Chain Management Best Practices, David Blanchard. John Wiley & Sons.
- Lean Supply Chain and Logistics Management, Paul Myerson. ISBN-13: 978-0071766265
- Supply Chain Engineering: Models and Applications (Operations Research Series), A. Ravi Ravindran and Donald P. Warsing Jr. ISBN-13: 978-1138077720

### Useful links:

- MS-Excel Tutorial: <http://www.gcflearnfree.org/excel>
- World Bank Logistics Performance Index (data about countries): <http://lpi.worldbank.org/>
- Davis costs database: <http://www.establishinc.com/>
- European logistics association: <http://www.elalog.eu/>
- Alliance for European logistics: <http://www.logistics-alliance.eu/>
- European cold storage and logistics association: <http://www.ecsla.be/>
- American Logistics Association: <http://www.ala-national.org/>
- American Society of Transportation and Logistics: <http://www.astl.org/i4a/pages/index.cfm?pageid=1>
- International Warehouse logistics association: <http://www.iwla.com/>
- International Federation of Warehousing and Logistics Associations: <http://www.ifwla.com/>
- Reverse logistics association: <http://www.reverselogisticstrends.com/>
- Country location costs: [http://www.icex.es/icex/cda/controller/pageICEX/0,6558,5518394\\_65926238\\_7107420\\_0\\_0\\_-1,00.html](http://www.icex.es/icex/cda/controller/pageICEX/0,6558,5518394_65926238_7107420_0_0_-1,00.html)

## **Bio of Professor**

### **Manuel Guerris Larruy**

Consultant & Professor

MBA from IESE, Msc of Economics and Management Science from IQS- Universitat Ramon Llull, Industrial Engineering in Universitat Politècnica de Catalunya. Actually developing his Ph.D in Economics and Management in IQS – Universitat Ramon Rull.

Lecturer in UPF, ESCI, UPC, IQS in operations, logistics, industrial management, strategy and entrepreneurship. He has been President of Internationalization commission of Industrial Engineering Professional Association.

He has consulting experience with private and public companies in Europe. He has developed a new venture within e-health market. He is actually partner of Neo Consulting BCN, consulting firm focused on operations and internationalization to help companies to expand their internal and external boundaries.