The Hong Kong University of Science and Technology
Department of ISOM
ISOM 3770   Global Supply Chain Management
Spring Semester 2024-2025

Number of Credits:	4 credits

Prerequisites: This is a required course with prerequisites ISOM 2700 & 3710

Classes:
L1   Thu 9:00 – 10:20 am (Room 4582)
L2   Wed 9:00 – 10:20 am (Room 4582)

Tutorial:
T1   Mon 6:00 – 6:50 pm (LSK 1011)
Tutorials are scheduled on Week 4, 5, 6 and 10 (Exact dates included on P.4)

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Website: Please visit canvas

Course Description:
Supply chain management is one of the fastest growing areas in today's business world. Global companies such as IBM, HP and P&G all acknowledge that by integrating various activities of a company, such as design, demand forecast, supply and transportation, the companies become much more efficient and competitive. This course focuses on the theory and implementation of supply chain management in a real world setting. Upon completion of the course, students will master the essential managerial and technical aspects of supply chain management. To this end, we will review the major building blocks of supply chain management as well as their implementations in companies such as HP, Zara and Seven-Eleven Japan among others.

Blending Learning:
This is a case-oriented course. Because of the case approach, students should prepare for a large amount of reading. In addition, a few supply chain games are played in class. This course will enhance your learning experience by adopting a new blended learning approach. Our goal of using a blended approach is to leverage the best aspects of both face-to-face and online learning for your benefit. Instead of using classroom time for presentation of materials that you can easily learn on your own, we will use the class time to engage you in more in-depth discussions and deepen your understanding of the topics through cases and games. You will further enhance your understanding in certain topics by completing a group project on a real supply chain case. Students are required to follow the weekly online video schedule. Class meetings are opportunities for the students to apply what they have learned and to interact with their peers and instructors. Weekly class meetings are entirely participatory-based, to encourage student engagement with an active learning approach. During weekly class meetings, students can engage in games, simulations, case studies, exercises, and a mix of these activities. Through this approach, the instructor is in a better position to evaluate the participation of students in case discussion based on the frequency and relevancy of their responses.

Intended Learning Outcomes:
At the end of this course, students should be able to

1. Identify and analyze some of the most important problems in supply chain management in different industries; (ILO 1, 4)
2. Create supply chain solutions that have been used in practice; (ILO 1, 4)
3. Apply a strategic supply chain perspective to different companies. (ILO 1, 4)

This course will also provide students with the opportunities to develop their abilities to
4. Work effectively in a team and lead a team; (ILO 5)
5. Work with other functions in making supply chain improvement; (ILO 3)
6. Communicate effectively in oral English in assigned task contexts. (ILO 2)

Assessment Scheme: Your course grade is determined by

In-class Participation	2%	4 points
On-line Quiz	3%	6 points
Simulation Game	10%	20 points
Final project	15%	30 points
Quiz	30%	60 points
Final exam	40%	80 points
Total	100%	200 points

How you earn participation points: During each in-class session (excluding final project classes), your active in-class participation will earn you one participation point.

How you earn on-line quiz points: For online learning using the Canvas platform, you are required to complete the quizzes at the end of each learning module. Each correct answer will earn you 0.5 point. A maximum of 6 points can be earned during the semester.

Examination: There are one quiz and one final exam, both open-book and open-notes. The quiz will be held on Mar 10. Detailed information of the final exam will be released in due course.

On-line Simulation Games: There are two on-line computer games to be played in class. You are expected to organize a team with 4 members to play the games. Please sign up on canvas (People > Project Groups).

Final Project: At the end of the course, your team will conduct a final project and present your findings. This will be a case about a company's supply chain for you to provide analysis and recommendations.

Free-riding Exclusion Policy: Free-riding occurs when a group member relies on other group members to complete group tasks, and does not contribute to group work. If you feel that a member of your group is a free-rider, please report to us. The group member will receive a zero once when the free-riding case is confirmed.

Use of Generative AI: You are prohibited from using generative artificial intelligence (AI) to produce any materials or content related to the assessment task.

Student Learning Resources: The required textbook is *Designing and Managing the Supply Chain – Concepts, Strategies, and Case Studies*, by Simchi-Levi, Kaminsky and Simchi-Levi, 2021 fourth edition, Irwin McGraw-Hill (E-ISBN: 9781259997709). The book is sold only as an e-book.

In addition, extra articles, cases that are not included in textbook and lecture notes are distributed electronically. Please visit canvas for announcements and downloads.

Articles:
1. "Rapid-Fire Fulfillment" by Ferdows, Lewis and Machuca, *Harvard Business Review*, November 2004, p. 1–6.

Cases: (Following the sequence)

1. Donner Manufacturing Company
2. Steel Works, Inc.
3. Lamson Corporation (R)
4. Toy World, Inc.
5. Sport Obermeyer, Ltd.
6. HP Deskjet Printer Supply Chain
7. Barilla SpA (A-D)
8. Seven-Eleven Japan Co
9. SF Express: From Delivery to E-Commerce
10. Supply Chain Hubs in Global Humanitarian Logistics
11. Mission Impossible? Yummy77 Delivers Groceries within the Hour

Laptop Policy: In class, your laptop should be used only for class activities such as working on an in-class case, taking notes, or referring to a spreadsheet. You should not conduct any non-class activities such as social networking or web surfing in class.

Course Schedule

- The deadlines of all online quizzes (Wednesdays 9:00 am for both sections) are already listed on canvas. Please observe the deadlines closely.

Week	L1 (Thu)	L2 (Wed)	Content
1	Feb 6	Feb 5	In-class: Course Introduction Online: Continuous Review Inventory Control Reading: Sections 2.2.8, 2.2.9 of textbook
2	Feb 13	Feb 12	In-class: Facing Impending Stock-Out, Donner Case Online: Periodic Review Inventory Control: Steel Works Case of Ch. 2 and Service Level Reading: 2.2.10
3	Feb 20	Feb 19	In-class: Aggregate Planning - Lamson Game Online: What is Supply Chain Management? Reading: 1.1 - 1.7
3	Tutorial: Feb 17 (Mon)		
4	Feb 27	Feb 26	In-class: Toy World, Inc. Online: Accurate Response: Sport Obermeyer, Ltd. Case of Chapter 2
4	Tutorial: Feb 24 (Mon)		
5	Mar 6	Mar 5	In-class: Flexible Response: HP Case of Chapter 10 Online: Risk Pooling and Postponement Reading: 2.3, 6.2.1 - 6.2.3, 10.2.5, 10.2.7, 10.2.8, 10.4
5	Tutorial: Mar 3 (Mon)		
6	Mar 13	Mar 12	*In-class: No class (Quiz on Mar 10)* Online: Supply Contracts Reading: 4.1 – 4.3
7	Mar 20	Mar 19	In-class: Quick Response: Zara's Fast Fashion Online: Get Leverage from Logistics Reading: The "Rapid-Fire Fulfillment" article, 7.1-7.5 except 7.3.3
7	Tutorial: Mar 17 (Mon)		
8	Mar 27	Mar 26	In-class: Beer Simulation Game (Bring notebook computer) Online: Vendor Managed Inventory: Barilla SpA (A) Case of Chapter 5 Reading: 8.4
9	Apr 3	Apr 2	In-class: Mid-Term Break
10	Apr 10	Apr 9	In-class: Seven-Eleven Japan Co. Case Online: SF Express: From Delivery to E-Commerce
11	Apr 17	Apr 16	In-class: Supply Chain Hubs in Global Humanitarian Logistics Online: Yummy77 Case
12	Apr 24	Apr 23	In-class: Global Supply Chain Simulation Game
13	May 1	Apr 30	In-class: Project Presentation
14	May 8	May 7	In-class: Project Presentation

Caveat   The instructor reserves the right to modify the syllabus if deemed necessary.