

MANAGING SUPPLY CHAINS IN A DIGITAL WORLD

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Course Objective

- Logistics and Supply Chain Management is unique and, to some degree, represents a paradox because it is concerned with one of the oldest and also the most newly discovered business activities.
 - Supply chain activities - communication, inventory management, warehousing, transportation, and facility location - have been performed since the start of commercial activity.
 - It is difficult to visualize any product that could reach a customer without logistical support.
 - Yet, it is only over the last few years that firms have started focusing on logistics and supply chain management as a source of competitive advantage.
 - There is a realization that no company can do any better than its logistics system. This becomes even more important given that product life cycles are shrinking, and competition is intense.
 - Logistics and supply chain management today represent a great challenge as well as a tremendous opportunity for most firms.
- While major multinationals like DHL and FedEx operate in India, goods are normally shipped through smaller, cheaper third-party carriers.
 - Different carriers have to be used for different regions of the country.
 - For orders sourced outside the major cities, individual couriers often have to be hired to make last-mile deliveries from drop-off points by bicycle.
 - The other challenge is proper forecasting and order fulfillment cycles with extremely rapid timelines.

- All this means a huge increase in exposure and a business seeking success not only within their organisational boundaries but also on their suppliers and downstream partners.
- This course will assist you in understanding the importance of data in the supply chain and how organizations can gain a competitive advantage using analytics tools at various stages in the supply chain.
 - Numerous examples of firms that have successfully implemented such tools will be discussed.
- To ensure that participants understand supply chain management in a real-world scenario, we will analyze a case.
- We will also play simulation games to provide you with hands-on experience.
- We will also discuss the potential and use cases of disruptive technologies, such as blockchain, IoT, artificial intelligence, machine learning, deep learning, augmented reality, virtual reality, and mixed reality, in modern supply chains.
- This course includes applications of the tools learned in earlier courses.

Learning Goals

Critical and Integrative Thinking

Each participant shall be able to identify key issues in a business setting, develop a perspective that is supported with relevant information and integrative thinking, to draw and assess conclusions.

Awareness of Global Issues Affecting Business

Each participant shall be able to identify key relevant global factors, and be able to analyse the impact of the global environment on business issues, as compared with domestic factors.

Effective Oral Communication

Each participant shall be able to communicate verbally in an organised, clear, and persuasive manner, and be a responsive listener.

Ethical Responsibility

Each participant shall be able to identify ethical issues, understand the impact of a particular issue on various stakeholders, and become ethically responsible business managers that positively impact businesses and society today.

Class Participation

- Each participant is expected to arrive in class on time and ready to participate.
- During class, computers can be used only for classroom-related activities.
- The case study and game will require you to understand and solve unstructured problems for real companies.
- The goal is to improve your thinking process and decision-making in a real-world scenario, which is extremely important for a successful senior executive.

- We will begin each session with a discussion of some current related news. **I encourage you to keep your eyes open for interesting news and discuss it at the beginning of class.**
- In the case discussion, you take responsibility for your learning. It is well established that participants learn differently. Accordingly, the most effective role for the instructor is to provide the learning materials, the format, and the environment for learning to “happen.”

Course Outline and Schedule (Tentative)

- Session 1
 - *Discussion of the course and course expectations*
 - *Understanding Logistics and Supply Chain Management*
 - *Managing transportation in the supply chain*
 - *Explanation of the case*
- Session 2
 - **Case Discussion: Tucker Company Worldwide: Delivering Value in Logistics Services (HBS W19088)**
 - *Uncertainty and coordination in a supply chain*
 - *Explanation of the Beer Game*
- Session 3
 - **Supply Chain Management Simulation: Electronic Beer Game**
 - *Forecasting, Facility location, and Network design in the supply chain*
 - *Explanation of the Global Supply Chain Game*
- Session 4
 - **Global Supply Chain Management Simulation V2 (HBS 8623)**
 - *Potential and use cases of disruptive technologies, such as blockchain, IoT, artificial intelligence, machine learning, deep learning, augmented reality, virtual reality, and mixed reality, in modern supply chains.*
 - *Wrap-up*