
PROCUREMENT, SOURCING AND SUPPLY CHAIN STRATEGIES

2014-15

Prof. Dr. Andrea APPOLLONI PhD– andrea.appolloni@uniroma2.it

Office hours: to be arranged by email

**Office location: Dep. of Business, Government, Philosophy Studies
Building B – Room 51 – First Floor**

TEACHING STAFF RESPONSIBLE FOR THE COURSE:

Bernardo Nicoletti, Francesco Testa, Adriano Di Domenicantonio, Simone Ferretti, Niloo Argi, Sara Belisari and Yan Jiang

PRE-REQUISITES FOR THE COURSE:

The exam of “General Management”

LEARNING OBJECTIVES

The course aims to provide a conceptual understanding of what a purchasing and supply chain is and the various issues that need to be considered when designing, planning, or operating a supply chain, with a specific focus on Procurement/Purchasing. In particular, the course will on a range of vital topics in the Purchasing area including: The Role of Purchasing in the Value Chain, the Purchasing Management Process, Social Responsibility, Sustainable and Green Procurement, Innovation and Quality Management, Collaborative Suppliers relationship, Lean in Procurement, E-procurement in the Private and Public Sector, etc.

More specifically, the objectives of the course are:

- to develop an understanding of key drivers of Purchasing and their inter-relationships with strategy and other functions of the company (e.g., marketing, manufacturing and accounting);
- to impart analytical and problem solving skills necessary to develop solutions for a variety of Purchasing and design problems and develop an understanding for the use of information technology in Purchasing optimization;
- to understand what information should be exchanged in a supply chain/Purchasing and how Information technologies can support it;
- to identify improvement opportunities that exist within Purchasing in different industries and to quantify the deteriorations that various supply chain strategies offer;
- to deepen the opportunities in the area of procurement (including some emerging themes such as green procurement and corporate social responsibility)
- to attend and comment several testimonials from national and international organizations (case studies from public and private companies) including:
Consip SpA (<http://www.eng.consip.it/on-line/en/Home.html>) IBM (www.ibm.com)
I Faber “Member of Unicredit Group” www.i-faber.com) Bravo Solution “Member of

Italcementi Group” (www.bravosolution.com/cms/us) IVALUA (www.ivalua.com)
PWC (www.pwc.com) Ariba Member of SAP (www.ariba.com)

Students participating in this course will gain an understanding of the role of purchasing and supply Management in a company. Emphasis will be on purchasing as a boundary spanning function, and the students will learn to handle the challenges related to organising and operating a competitive supplier base and utilising network effects for efficiency and development.

TEACHING METHODS

Classes with case studies, testimonials and simulations.

Development of a “moodle” e-learning method with discussions on the different course issues on line. (The teacher will provide during the first lesson a description about the utilization of Moodle)

MAIN REFERENCES

The required references are:

As textbook:

Purchasing and Supply Chain Management, Cengage Learning, 5th Edition (2010)

Analysis, Strategy, Planning and Practice

Arjan J. van Weele, Eindhoven University of Technology

418pp - (Chapters 1, 2, 3, 9, 10, 11 and 12).

Published by Cengage Learning, ©2010

<http://edu.cengage.co.uk/catalogue/product.aspx?isbn=1408018969>

The students attending regularly the course are required to prepare on only Chapters 1,2,3,9,10,11 and 12 from the book while they will be preparing all the other topics by using on the slides and notes.

As additional required course readings:

- Arjan Van Weele and Erik van Raaij (2014), “The Future of Purchasing and Supply Management Research: About Relevance and Rigor,” *Journal of Supply Chain Management*, Vol. 50 No. 1
- António Aguiar Costa Amílcar Arantes and Luís Valadares Tavares (2013) “Evidence of the impacts of public e-procurement: The Portuguese experience”, *Journal of Purchasing & Supply Management*, Vol. 19 pp. 238–246
- Walker, H. L. and Brammer, S. 2012. The relationship between sustainable procurement and e-procurement in the public sector. *International Journal of Production Economics*, Vol. 140(1), pp. 256-268
- Kraljic P. – Purchasing must become supply management, HBR Sept.-Oct. 1983
- Lee H.L – The Triple-A supply chain, HBR October 2004

- Appolloni A. (2012). Audit Collaboration in the Telecom Industry on Asian Supplier., in various authors (eds), *dolphin choir Management: Perspectives, Issues And Cases*. McGraw-Hill, Milan. ISBN:978-88-386-7323-8
- Rizzi F., Frey M., Testa F. and Appolloni A. (2014). Environmental value chain in green SME networks: the threat of the Abilene paradox. *Journal of Cleaner Production*, Vol. 85, pp. 265-275. Elsevier, USA. DOI: 10.1016/j.jclepro.2014.09.001
- Appolloni A., Sun H. Fu J. and Li X. (2014). Green Procurement in the Private Sector: A State of the Art Review between 1996 and 2013. *Journal of Cleaner Production*, Vol. 85, pp. Elsevier, USA. DOI: 10.1016/j.jclepro.2014.08.106 *Special Volume: Making Progress Towards More Sustainable Societies through Lean and Green Initiatives*
- Appolloni A., Risso M. and Tao Z. (2013) Collaborative approach for sustainable auditing of global supply chains. *Symphonya. Emerging Issues in Management* (symphonya.unimib.it), No. 2, pp. 19-31. DOI: <http://dx.doi.org/10.4468/2013.2.02appolloni.risso.zhang>
- Appolloni A., D' Amato A. and Cheng W. (2012). Is Public Procurement Going Green? Experiences and Open Issues. In Piga G. e Treumer S. (eds). *The Applied Law and Economics of Public Procurement. The Economics of Legal Relationships*. Routledge
- Frank A.G. den Butter and Kees A. Linse (2008) Rethinking Procurement in the Era of Globalization, *MIT Sloan Management Review*

The students can receive and discuss more articles during the course

The course will be built on academic classes based on textbook, slides, articles, plus case studies and materials presented by testimonials (public and private companies involved in the course)

CASE DISCUSSIONS

The teaching cases will be discussed in class while the assigned ones will be included in the parallel e-learning course by Moodle.

OTHER LEARNING SOURCES

- Websites of Procurement It solution providers (namely Bravo Solution, I Faber, IVALUA, Ariba, etc.)
- E-learning Platform by "Moodle" (send an email to andrea.appolloni@uniroma2.it to open your access)

ATTENDANCE

Important: Because of the concentrated nature of the MScBA programme, attendance in class is very important, in particular during the testimonials from the companies (PWC, IBM, Consip, I Faber, Bravo Solution and others). Indeed, a significant part of the learning from the course is derived from the testimonials and their experience.

The students who will be attending not less than 80% of the classes will be eligible to be considered as regularly attending the classes, (considering the standard program and the opportunity to take the pre-exam). Conversely, the students who cannot regularly follow the course must include in the standard program more chapters, (Chap. 15 and 16) and they cannot take the pre-exam in this case.

EXAM

The exam is made up of two parts: a written test and oral test, which will be usually held on the same day or one day after the written exam. The written test will last 1 hour and 45 minutes and it is made of 5 open questions and 2 multiple-choice questions, on the different parts of the course. The maximum mark that can be obtained at the written test is 28 (out of 30).

The oral test is made of 2 or 3 specific questions, on the different parts of the course; The oral test can allow the students to improve the mark of their written exam by up to 2 points. The oral test is compulsory only for the students who cannot regularly attend the course and optional for student who regularly attend the course.

Moreover, the students who regularly attend the course and actively participate in the e-learning platform "moodle", will have the chance to get a bonus up to 3 points.

In addition, all students, and in particular those who cannot regularly attend the course, have the possibility to prepare and develop a written research activity, namely a case study or an essay (by group or individually): this activity will allow the students to improve the mark of their written exam by up to 2 points. Please, define the research topic before start with Prof. Andrea Appolloni.

Important notice

This is very important before take the course and the final exam, contact Prof. Andrea Appolloni by email (andrea.appolloni@uniroma2.it).

Thank a lot and enjoy the course!!!