

Global Supply Chain Management

Syllabus Plan

Faculty:	<i>Günter Prockl (GP) - course coordinator Hans-Joachim Schramm (HJS)</i>
Time & room:	<i>Check schedule & info on Learn/E-Campus</i>
Examination:	<i>4-hour (closed book) written exam</i>
Note:	<i>The faculty reserves the right to changes</i>

Date	Session	Literature	Faculty
5 th February	1. Introduction to Logistics and Supply Chain Management <ul style="list-style-type: none">• An introduction to the course• The evolution of logistics and SCM• Key logistics activities and components• The grand purpose of supply chain management	Textbook: Chapter 1 Reading List: No. 1, 2	<i>Günter Prockl (GP)</i>
7 th February	2. The Global Context of Logistics and SCM <ul style="list-style-type: none">• Globalisation, containerization, international trade and logistics• The logistics/SCM of cross-border product movement• The global environment of logistics and SCM• Global logistics and SCM applications	Textbook: Chapter 2, 7 Reading List: No. 3, 4, 5	<i>Günter Prockl (GP)</i>
12 th February	3. Integration, Collaboration and SCM <ul style="list-style-type: none">• Organisation, coordination and integration issues in the global supply chain• Intra/inter-organisational relationships• Supply chain collaboration methods and initiatives• Supply chain complexity and connectivity• Stakeholder Management	Textbook: Chapter 5 (12) Reading List: No. 6, 7, 8, 9	<i>Günter Prockl (GP)</i>

14 th February	<p>4. Global Production in the Supply Chain</p> <ul style="list-style-type: none"> • Milestones in the history of production • Main production systems – Mass, Lean and Agile • Push-Pull-Strategies, Postponement • Global Production Networks 	<p>Textbook: Chapter 3</p> <p>Reading List: No. 10, 11, 12, 13</p>	Günter Prockl (GP)
17 th February	<p>5. Inventory Management, Planning and Control</p> <ul style="list-style-type: none"> • ABC/XYZ classification • EOQ and other inventory management concepts • Inventory control systems and approaches • Supply chain inventory management 	<p>Textbook: Chapter 10</p> <p>Reading List: No. 14, 15</p>	Hans-Joachim Schramm (HJS)
19 th February	<p>6. Outsourcing, Offshoring and Procurement in the Supply Chain</p> <ul style="list-style-type: none"> • Outsourcing, global sourcing and offshoring • Supplier selection and the procurement process • Buyer-supplier relationships • Total Cost of Ownership and unit total costs 	<p>Textbook: Chapter 12</p> <p>Reading List: No. 16, 17, 18, 19</p>	Hans-Joachim Schramm (HJS)
20 th February	<p>7. Management of International Sales and Goods Flows</p> <ul style="list-style-type: none"> • Economic integration levels and trade facilitation • Lex Mercatoria and Trade Terms, especially Incoterms® 2020 • Documents required in international trade flows 	<p>Textbook: Chapter 9</p> <p>Reading List: No. 20, 21</p>	Hans-Joachim Schramm (HJS)
24 th February	<p>8. Distribution Systems and Service Supply Chains</p> <ul style="list-style-type: none"> • Distribution Channels – Omni Channels • Online vs. brick-and-mortar retailing • Service Supply Chains, Servitisation • Reverse Logistics Systems 	<p>Textbook: Chapter 4, 15</p> <p>Reading List: No. 22, 23, 24</p>	Hans-Joachim Schramm (HJS)

26 th February	<p>9. Materials Handling and Warehousing</p> <ul style="list-style-type: none"> • Warehouse layout and warehousing concepts • Cross Docking • Materials planning and control • Logistics performance: inventory turnover, supply chain ratio and cash-to-cash-cycle 	<p>Textbook: Chapter 11</p> <p>Reading List: No. 25, 26, 27</p>	<i>Hans-Joachim Schramm (HJS)</i>
28 th February	<p>10. Transport and Logistics Services in Supply Chains</p> <ul style="list-style-type: none"> • Transport mode characteristics and selection • Transport and logistics service providers • Management of transport and logistics operations 	<p>Textbook: Chapter 6, 8</p> <p>Reading List: No. 28, 29, 30</p>	<i>Hans-Joachim Schramm (HJS)</i>
12 th March	<p>11. Mid-Term workshop: Exam preparation</p>		<i>Günter Prockl (GP)</i>
14 th March	<p>12. Digitization and Digitalization in the Supply Chain</p> <ul style="list-style-type: none"> • Legacy systems: MRP, ERP, CPFR, VMI, SCEM • Visibility, transparency, and data analytics • Digital transformation in transport and logistics • Supply Chain vs. Ecosystem 	<p>Textbook: Chapter 13</p> <p>Reading List: No. 31, 32, 33</p>	<i>Günter Prockl (GP)</i>
19 th March	<p>13. Supply chain strategies and configurations for globalisation</p> <ul style="list-style-type: none"> • SCM and the strategy hierarchy • Supply chain design considerations • Supply chain strategic levers and decision-making components 	<p>Textbook: Chapters 3, 17</p> <p>Reading List: No. 34, 35 (13, 14)</p>	<i>Günter Prockl (GP)</i>
21 st March	<p>14. Contemporary Issues in Logistics and SCM</p> <ul style="list-style-type: none"> • Latest challenges in logistics and SCM • Recap of the course <p>“What’s in it for me?” - salient features of the course, key learning points, managerial implications</p>	<p>Textbook: Chapter 15, 16</p>	<i>Günter Prockl (GP)</i>

Mandatory Literature:

- **Textbook:** Mangan, J., Lalwani, C.C. and Calatayud, A. (2021) *Global Logistics and Supply Chain Management*, 4th Edition, ISBN: 978-1-119-70299-3, Wiley
- **Reading list:** the reading list consists of a mix of articles and business cases as specified on the next page.
- **In-class exercises:** in addition to the reading list, short features and cases shall be prescribed where necessary. These cases shall be accessible as per the lecturer's instructions in the class, and on CANVAS.

Examination:

All information concerning time and place of the exam will be given by the course secretary.

Reading List

BSc Int. Business, 2025

All material except that marked in red is available over CBS' electronic libraries (<https://www.cbs.dk/en/library>). The lecturers shall post any unavailable articles or cases separately

1. **Kopczak, L. R. and Johnson, M. E. (2003):** The Supply-Chain management effect. *MIT Sloan Management Review*, Vol.44, No.3, pp. 27-34. [Link](#)
2. **Bowersox, D. (2007):** SCM: The past is prologue, *CSCMP's Supply Chain Quarterly*, No.2/2007, pp. 1-7. [Link](#)
3. **Case Study: Flowers B.V.**
4. **Rodrigue, J-P et al. (2020) : The Geography of Transport Systems, Hofstra University**, Department of Global Studies & Geography, Chapter 5 and 7. [Link](#)
5. **De Koster, R. and Shinohara, M. (2006):** Supply chain culture clashes in Europe. Pitfalls in Japanese service operations. *Supply Chain Forum: International Journal*, Vol.7, No.1, pp. 60-68. [Link](#)
6. **Case Study: A Pain in the Supply Chain**
7. **van Bodegraven, A. and Ackerman, K. (2013):** The New Basics of Supply Chain Management, *Supply Chain Management Review*, Vol.17, No.3, pp. 18-25. [Link](#)
8. **Lambert, D. M. and Knemeyer, M. A. (2004):** We're in this together. *Harvard Business Review*, Dec. 2004, pp. 114-122. [Link](#)
9. **Boyson, S., Corsi, T., Dresner, M. and Harrington, L. (2004):** Global Supply Chain Management Style depends on company size and scale. *World Trade*, Vol.20, No.10, pp. 32-36. [Link](#)
10. **Christodoulou, J., Srai, S. and Gregory, M. (2019):** Synergy from configuration of global production networks: drivers, mechanisms, and outcomes. *Production Planning & Control*, Vol.30, No.2-3, pp. 179-196. [Link](#)

11. **Mason-Jones, R., Naylor, B. and Towill, D. (2000):** 'Lean, agile or leagile? Matching your supply chain to the marketplace', *International Journal of Production Research*, Vol.38, No.17, pp. 4061-4070. [Link](#)
12. **Lee, H. (2004):** The Triple-A Supply Chain. *Harvard Business Review*, Vol.82, No.10, pp. 102-112. [Link](#)
13. **Spear, S. and Bowen, H. K. (1999):** Decoding the DNA of the Toyota production system. *Harvard Business Review*, Vol.77, No.5, pp. 97-106. [Link](#)
14. **Abernathy, F. H., Dunlop, J. T., Hammond, J. H. and Weil, D. (2000):** Control your inventory. *Harvard Business Review*, Vol.78, No.6, pp. 169-176. [Link](#)
15. **Lee, H. and Billington, C. (1992):** Managing Supply Chain Inventory: Pitfalls and Opportunities, *Sloan Management Review*, Vol.33, No.3, pp. 65-73. [Link](#)
16. **Almquist, E., Caleghorn, J. and Sherer, L. (2018):** The B2B Elements of Value. *Harvard Business Review*, Vol.96, No.2, pp. 72-81. [Link](#)
17. **Kraljic, P. (1983):** Purchasing must become supply management. *Harvard Business Review*, Vol.61, No.5, 109-117. [Link](#)
18. **Trent, R. and Monczka, M. (2005):** Achieving excellence in global sourcing. *MIT Sloan Management Review*, Vol.47, No.1, pp. 24-32. [Link](#)
19. **Harding, M. L. (2007):** Gauging total costs, supplier by supplier, *Supply Chain Quarterly* 12/2007, [Link](#)
20. **Grainger, A. (2011):** Trade Facilitation: A Conceptual Review, *Journal of World Trade*, Vol.45, No.1, pp. 39-62, [Link](#)
21. **TFG (2020):** *Incoterms® 2020 Rules*, Trade Finance Global. [Link](#)
22. **Case Study: Should a Direct-to-Consumer Company Start Selling on Amazon?**
23. **Rigby, D. (2011):** The Future of Shopping. *Harvard Business Review*, Vol.89, No.12, pp. 64-75. [Link](#)
24. **Verhoef, P. C., Noordhoff, C. S. and Sloot, L. (2023)** Reflections and predictions on effects of COVID-19 pandemic on retailing, *Journal of Service Management* Vol.34, No.2, pp. 274-293. [Link](#)
25. **Baker, P. (2007):** An exploratory framework of the role of inventory and warehousing in international supply chains, *The International Journal of Logistics Management*, Vol.18 No.1, pp. 64-80 [Link](#)
26. **Johnson, M. and Templar, S. (2011):** The relationships between supply chain and firm performance: The development and testing of a unified proxy, *International Journal of Physical Distribution and Logistics Management*, Vol.41, No.2, pp. 88-103. [Link](#)
27. **Farris, M. T. and Hutchison, P. D. (2002):** Cash-to-cash: the new supply chain management metric. *International Journal of Physical Distribution and Logistics Management*, Vol.32, No.4, pp. 288-298. [Link](#)
28. **Case Study: Missing Boxes in Central Europe**
29. **See reading 4**, Chapter 5. [Link](#)
30. **Paridaens, H.; Notteboom, T. (2022):** *Logistics integration strategies in container shipping: A multiple case-study on Maersk Line, MSC and CMA CGM*, in: *Research in Transportation Business & Management*, 45(2022). [Link](#)

31. **Sanders, N.; Swink, M. (2019):** *Digital Supply Chain Transformation - Visualizing the Possibilities*, in: *Supply Chain Management Review*, No.1, pp. 30-41. [Link](#)
32. **Porter, M. and Heppelmann, J. (2015):** How Smart, Connected Products Are Transforming Competition, in: *Harvard Business Review*, Vol.92, No.11, pp. 64-88. [Link](#)
33. **Schramm, H.J., Prockl, G. and Kolar, P. (2020):** *About Claims and Realities of Digitization in Current Maritime Transportation Chains*, Working Paper – see CANVAS
34. **Tallmand, S. (2018):** Offshoring, Outsourcing, and Strategy in the Global Firm, *AIB Insights*, Vol.11, No.1, pp. 1-6. [Link](#)
35. **Gereffi, G. and Lee, J. (2012):** Why the World Suddenly Cares about Global Supply Chains, *Journal of Supply Chain Management*, Vol.48, No.3, pp. 24-32. [Link](#)