Exam preparation

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HANDELSHØJSKOLEN

Today's agenda

- General information on the exam
- Example questions and how to tackle these
- Grading requirements
- Tips on preparation and response

Global Supply Chain Management:

Exam ECTS	7,5
Examination form	Written sit-in exam on CBS' computers
Individual or group exam	Individual exam
Assignment type	Written assignment
Duration	4 hours
Grading scale	7-point grading scale
Examiner(s)	One internal examiner
Exam period	Spring and Summer
Aids	Limited aids, see the list below: **The student is allowed to bring** • Non-programmable, financial calculators: HP10bII+ or Texas BA II Plus • Language dictionaries in paper format **The student will have access to** • Advanced IT application package Read more here : Exam aids and IT application packages
Make-up exam/re-exam	Same examination form as the ordinary exam If the number of registered candidates for the make-up examination/re-take examination warrants that it may most appropriately be held as an oral examination, the programme office will inform the students that the make-up examination/re-take examination will be held as an oral examination instead.

Exam format & resources

- 4hr closed book exam
- Some important features:
  - Individual
  - PC-Written
  - Closed book - no books, notes, other academic reference materials
  - Basic language dictionaries allowed!
  - Basic calculators allowed!

This is not really what we want

Just a stupid sport metaphor?

CHARACTERISTICS OF THE COMPLETE PLAYER

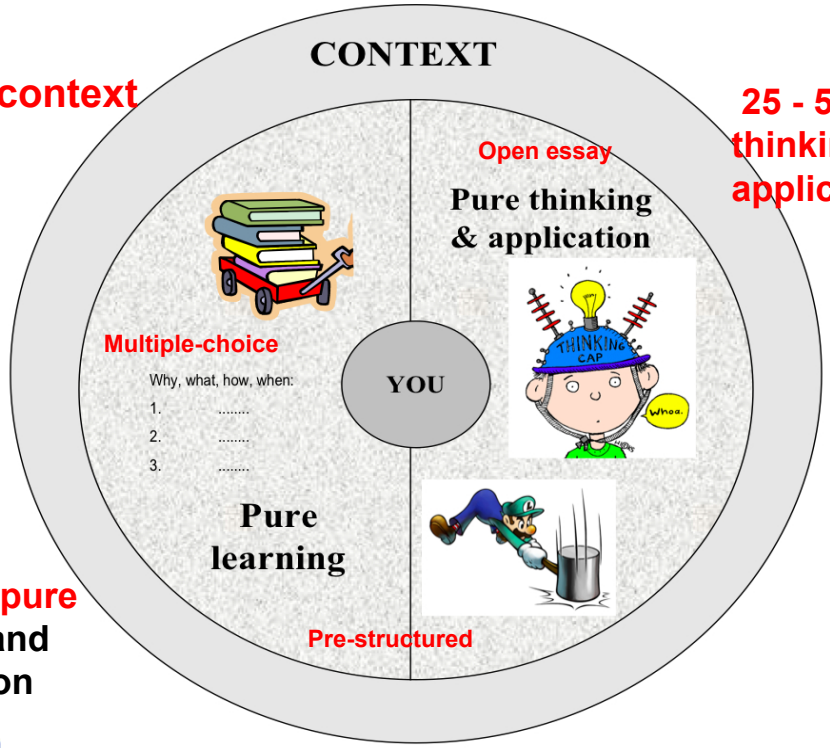
It is a long list of things needed on the long road that every kid who dreams to become a memorable player has to tread. **There isn't just one main factor that we can say is the most important to become complete player, because it is a mixture of those.** They combine together during Player's career, from the beginning till the end of a Player's active playing time.

QUESTIONING

Translated into exam structure & content Philosophy

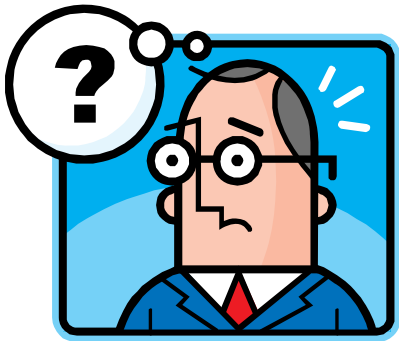
A context

25 - 50% pure thinking and application



25 - 50% pure learning and preparation

Exam structure
What will be asked?



- Will contain a set of three to four main questions with sub-questions :
  - Open **essay** question with guiding sub-questions that require understanding and argumentation
  - **Pre-structured** question requiring active knowledge to answer it *and/or*
  - **Pre-structured** question requiring a decision to be made, and a for/against justification
  - **Multiple-choice** questions – Scope of (Passive) Knowledge
- All questions would need to be answered
- All questions would be of equal importance

Grading & feedback

1. Know your grading scale well:
   - Based on (new) 7-point grading scales which are in effect from Sept 1, 2007
   - Evaluations - *internal examiners*
2. Grading:
   - Equal weights for all **main** questions
   - 7-point scale for multiple-choice (-3, 0 with double weight)
3. Feedback: an answer key *(no solution template)* shall be posted!

Exam response

Philosophy

1. Ideas, possibilities & directions
2. Components and constituents of a good answer
3. Some quality criteria
4. THIS IS NOT A TEMPLATE!

Exam content

What can be asked

Example Q1, open essay

Q3. This question pertains to supply chain management in general, and is divided into two basic parts:

Logistics Management and Supply Chain Management are both relatively young disciplines that have, at least to some extent, their origin in challenges that relate more to the operational level of business. Nevertheless, is there also a notion that Supply Chain Management is a strategic concept.

a) Elaborate based on a sound argumentation upon your understanding of the differences between logistics and supply chain management and show in particular key challenges and key activities that relate to the basic concept of supply chain management. Show also how Supply Chain Management may link to both, strategic and operational levels of a company.

b) Some people say that Supply Chains are more risky than ever. Reflect this statement on the core elements of supply chain management (see a) and give your personal assessment of the statement.

Quality Criteria

What makes a good answer?

Open essay

Criteria	Description
Clarity about the problem addressed with the question in the exam	• "What is this question about and in what direction could a possible answer go?" • ***Your interpretation*** of the problem – referring to **key terms** in the question • **logically restructuring** it into different parts and sub questions?
Approach and path of Argumentation	"How can you ***make your case***?" - What are the right **concepts**, **definitions, frameworks**, **ideas**, **examples** to deliver arguments that support (best) the required answer and fit to that question
Presentation/ delivery of the arguments	- "Is the ***presentation*** of the arguments sound and understandable?" - **Structure/logic** of the arguments and the **line of arguments** - Formal/informal aspects of it, like using the correct terms
Results and Conclusions	• "Are the right ***conclusions*** drawn from the argumentation or the facts"? • Do the conclusion and results **fit/contribute** to the question asked?

Exam content

What could be asked

Example Q1, open essay

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a) Elaborate based on a sound argumentation upon your understanding of the differences between logistics and supply chain management and show in particular key challenges and key activities that relate to the basic concept of supply chain management. Show also how Supply Chain Management may link to both, strategic and operational levels of a company.

b) Some people say that Supply Chains are more risky than ever. Reflect this statement on the core elements of supply chain management (see a) and give your personal assessment of the statement.

Exam content

What can be asked
Example Q2, prestructured

You have the following information about the current inventory situation in your warehouse for supply of material.

a) Apply a useful method to define different classes of material. Do the necessary calculations, name and define the classes.

b) Briefly describe possible consequences by discussing what the grouping could mean for the design of specific relationships with your suppliers

Material Nr.	Consumption	Price (in Euro)
A 5.831	300	14,-
B 4.223	200	4,-
D I.798	500	12,-
E 6.185	800	6,-
L 2.741	1.500	2,-
L 3.311	1.000	2,80
M 7.439	5.000	-,20
M 7.820	2.000	-,80
N 2.784	200	23,-
P I .437	50	80,-
R 6.874	50	200,-
R 8.413	100	34,-
T 2.880	200	40,-
V 2.828	2.000	-,45
X 8.427	2.500	-,60

e.g. you could do an ABC Analysis

- Idea:
- Use „consumption value“ as a selection criteria
- Calculate ranks
- And classify SKU into different groups

- **Checklist:**

1. Calculation of the total consumption value of each material per period (quantity multiplied by the cost price)
2. Calculate percentage with respect to the total **number** of consumed goods
3. Calculate percentage with respect to the total consumption **value** of all goods
4. Rank material types in descending order with respect to the total consumption value
5. Cumulate these percentages with respect to the total number of consumed goods
6. Cumulate the percentage of the total consumption value of all goods
7. Classification of material types in A, B and C goods

2 1 3 4

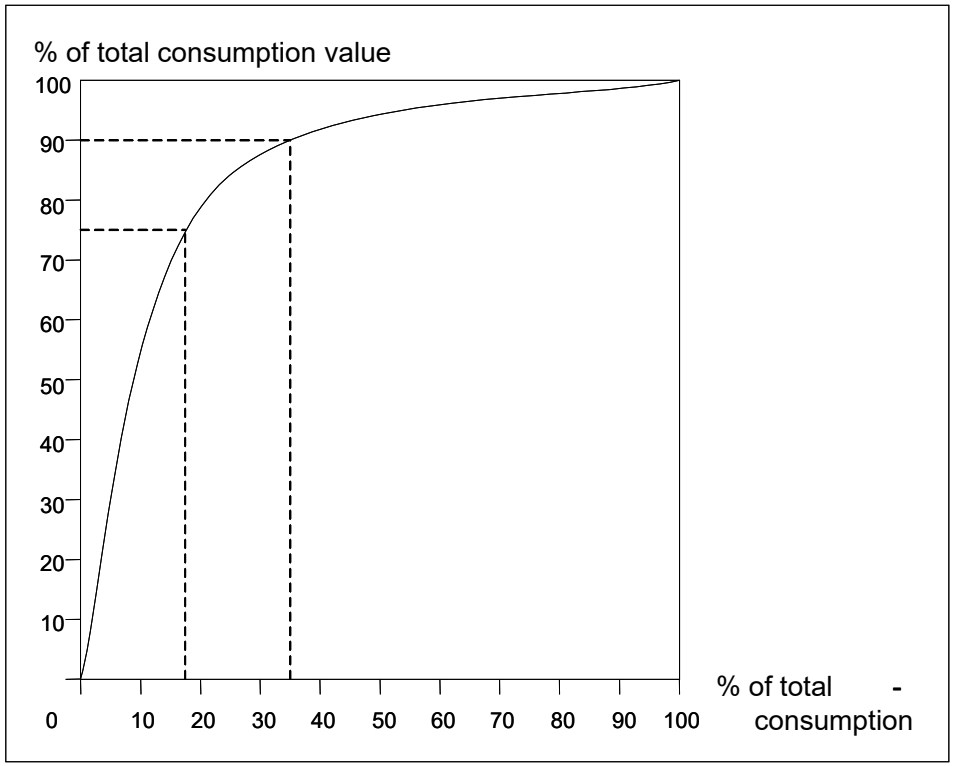
Article	Consumption		Price	Consumption value		Rank
	In units	in %		in total units	in %	
A 5831	300,00	1,8	14,00 €	4.200,00	7,4	6
B 4223	200,00	1,2	4,00 €	800,00	1,4	15
D 1798	500,00	3,0	12,00 €	6.000,00	10,6	3
E 6185	800,00	4,9	6,00 €	4.800,00	8,5	4
L 2741	1.500,00	9,1	2,00 €	3.000,00	5,3	9
L 3311	1.000,00	6,1	2,80 €	2.800,00	4,9	10
M 7439	5.000,00	30,5	0,20 €	1.000,00	1,8	13
M 7820	2.000,00	12,2	0,80 €	1.600,00	2,8	11
N 2784	200,00	1,2	23,00 €	4.600,00	8,1	5
P 1437	50,00	0,3	80,00 €	4.000,00	7,1	7
R 6874	50,00	0,3	200,00 €	10.000,00	17,7	1
R 8413	100,00	0,6	34,00 €	3.400,00	6,0	8
T 2880	200,00	1,2	40,00 €	8.000,00	14,1	2
V 2828	2.000,00	12,2	0,45 €	900,00	1,6	14
X 8427	2.500,00	15,2	0,60 €	1.500,00	2,7	12
Total	16.400,00	100,0		56.600,00	100,0	

...

Rank	Article	Consumption in %	5 cumulated	Consumption per class in %	Value conumption in %	6 cumulated	Value consumption per class in %	7 Class
1	R 6874	0,3	0,3		17,7	17,7		
2	T 2880	1,2	1,5		14,1	31,8		
3	D 1798	3,1	4,6		10,6	42,4		
4	E 6185	4,9	9,5	12,8	8,5	50,9	73,5	A
5	N 2784	1,2	10,7		8,1	59		
6	A 5831	1,8	12,5		7,4	66,4		
7	P 1437	0,3	12,8		7,1	73,5		
8	R 8413	0,6	13,4		6	79,5		
9	L 2741	9,2	22,6	15,9	5,3	84,8	16,2	B
10	L 3311	6,1	28,7		4,9	89,7		
11	M 7820	12,2	40,9		2,8	92,5		
12	X 8427	15,2	56,1		2,7	95,2		
13	M 7439	30,5	86,6	71,3	1,8	97	10,3	C
14	V 2828	12,2	98,8		1,6	98,6		
15	B 4223	1,2	100		1,4	100		

ABC-Analysis reflects the 80/20 idea

7



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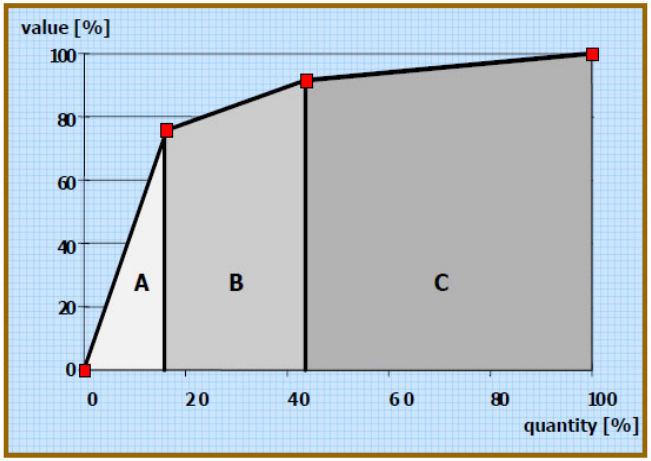
There are also other criteria? What are the criteria?

ABC-Analysis - purchasing volume:

Standard method for categorizing objects into three categories. The ranking depends on the importance of the analyzed objects.



XYZ-Analysis - Demand Continuity:

Method for classification of materials according to their pattern of consumption. The categorization into three groups depends on the forecast accuracy of consumption and thus on the factor to what extent reliable planning is possible.

Grouping in Three Classes

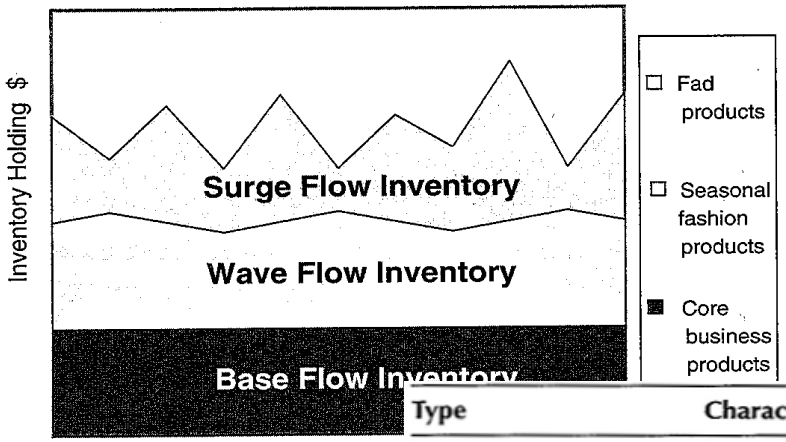
X-Class: Materials with regular consumption resp. constant demand, high forecast accuracy.

Y-Class: Materials with trend-like consumption (in-/decreasing, seasonal fluctuations), medium forecast accuracy.

Z-Class: Materials with very irregular consumption, very low forecast accuracy.

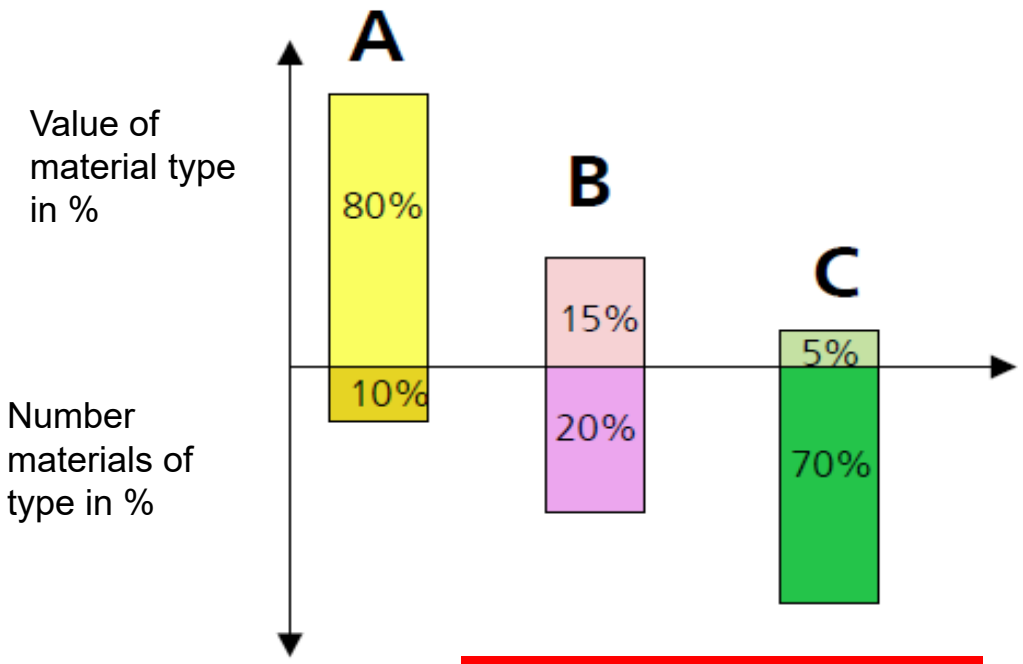
Source: Baumgarten 2004

Other classifications



Type	Characteristics	Stockholding policy
Base flow	Predictable high flow rates	Minimum stocks. Direct deliveries from suppliers
Wave flow	Slow moving flow rates. High criticality. Perishable. Peaks are relatively predictable	Minimise stockholding, building them during peak demand period. Direct delivery from supplier where possible
Surge flow (1)	High criticality. Low value. Long lead time. Small physical size	Hold high level of stock thereby allowing safety stock delivery lead time and demand fluctuations
Surge flow (2)	Low criticality. High value. Bulky physical characteristics. Peaks are relatively predictable	Minimise stockholding, building them only during peak demand period. Direct delivery from supplier where possible

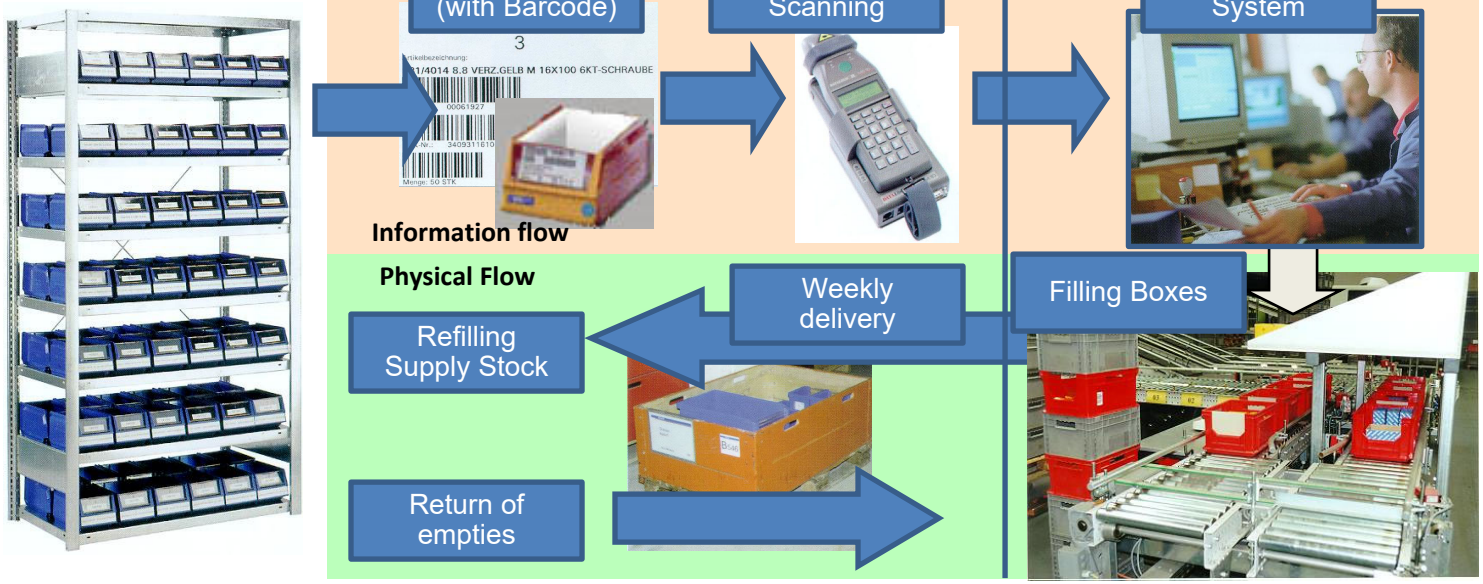
Example The ABC-Classification of materials …



SO WHAT?

… e.g. some more up-to-date ways of Handling „C-Parts“

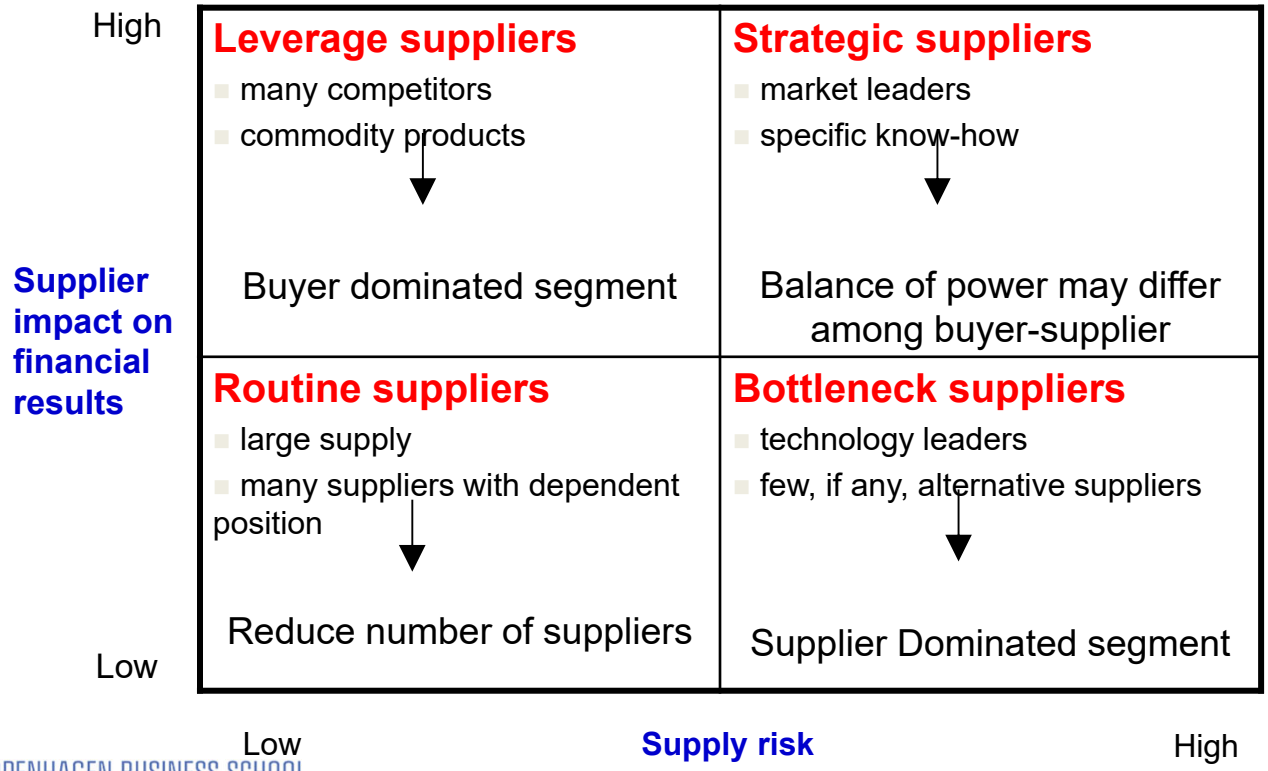
- KANBAN System using Barcode Scanning



Fotos: Bossard, Keller&Kalmbach, Würth

Or more on the relationships as such as indicated in b) of the exam example

Kraljik matrix



How to rate alternative suppliers

Examples of selection criteria

Short-term ability to supply More static	Longer-term ability to supply More dynamic
• Range of products or services provided	• Potential for innovation
• Quality of products or services	• Ease of doing business
• Responsiveness	• Willingness to share risk
• Dependability of supply	• Long-term commitment to supply
• Delivery and volume flexibility	• Ability to transfer knowledge as well as products and services
• Total cost of being supplied	• Technical capability
• Ability to supply in the required quantity	• Operations capability
	• Financial capability
	• Managerial capability

Exam content

What could be asked
Example Q2, prestructured

- Supplier management is fundamental in the operation of supply chains.
  - Thoroughly explain the concept of bullwhip effect, include the factors that lead to it!
  - How can it be controlled and how would you rate the chances for success of different approaches?

Quality Criteria – Pre structured answer

Criteria	Description	**Changed Criteria**
Clarity about the problem addressed with the question in the exam	Here: This choice is already limited as indicated by the exam question itself	Relate already the question to concepts of the course => **Selection**
Approach and path of Argumentation	Here: Basic approach is already given and needs to be applied	How correct or better "helpful" is the **application** of the indicated method, frame-work, method
Presentation/ Deliverance of the Arguments	"Is the presentation of the arguments sound and understandable?" **Structure/logic** of the arguments and the **line of arguments** Formal/informal aspects of it, like using the correct terms	The same as above
Results and Conclusions	"Are the rights **conclusions** drawn from the argumentation or the facts", Do the conclusion and results **fit/contribute** to the question asked	The same as above

Exam content

What could be asked

Example Q3, multiple-choice

- Q3. Which **one** is the correct answer?
- **Q3.1. Cross docking is:**

  a) A process that bypasses storage

  b) A process that reduces materials handling

  c) A process that improves product quality

Quality Criteria for this type – What makes a good answer? The multiple choice

- This part of the exam tests your **understanding of basic terms and capabilities** in the discipline
- Requires **passive** knowledge and capabilities to distinguish given statements that are wrong from those that are right!
- Quality criteria is accordingly only the **percentage of wrong and right selections**

In general

Response

Watch out for these words!

Ellis, D. (1998)

Discuss: Consider and debate or argue about the pros and cons of an issue. Write about any conflict. Compare and contrast.

Enumerate: List several ideas, aspects, events, things, qualities, reasons, etc.

Evaluate: Give your opinion or cite the opinion of an expert. Include evidence to support the evaluation.

Explain: Make an idea clear. Show logically how a concept is developed. Give the reason for an event.

Illustrate: Give concrete examples. Explain clearly by using comparisons or examples.

Interpret: Comment upon, give examples, describe relationships. Explain the meaning. Describe, then evaluate.

Outline: Describe main ideas, characteristics, or events. (Does not necessarily mean to write a Roman Numeral/Letter outline.)

Prove: Support with facts (especially facts presented in class or in the text.)

State: Explain precisely.

Relate: Show the connections between ideas or events. Provide a larger context.

Summarize: Give a brief, condensed account. Include conclusions. Avoid unnecessary details.

Trace: Show the order of events or progress of a subject or event.

Define: Give the meaning; usually a meaning specific to the course or subject. Explain the exact meaning. Definitions are usually short.

Describe: Give a detailed account. Make a picture with words. List characteristics, qualities, and parts.

Analyze: Break into separate parts and discuss, examine, or interpret each part.

Contrast: Show differences. Set in opposition.

Compare: Examine two or more things. Identify similarities and differences.

Criticize: Make judgments. Evaluate comparative worth. Criticism often involves analysis.

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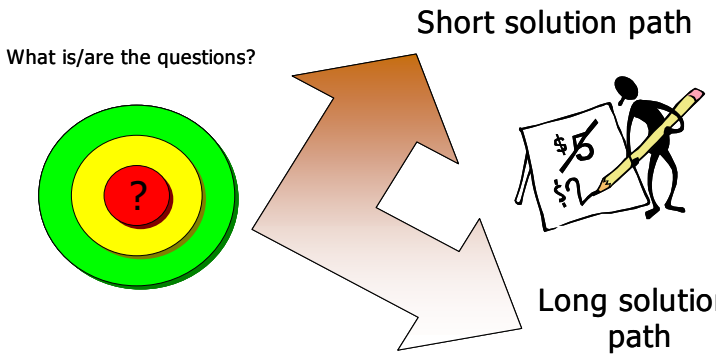
Response - The Goal is Quality, not Quantity!

How long should an answer be?



Some possible ways to tackle your response:

- Adjust your answer to the time
- Read directions and questions carefully
- Consider how to organize your response
- Write an outline (for the essay)
- Get to the point right away when its facts
- Support opinions with arguments
- Summarize and write conclusions down

Response

Language

- The exam is held in English!
- It is not an (English) language exam!

Some points to remember:

- *Use easily understood language.....demonstrate command of technical terminology.....demonstrate good academic style.....the assignment is not improved if foreign words are thrown around.*
- *Use short sentences. Long sentences increase the risk of confusion and ambiguity.*
- *Spend time proofreading and checking .....*
- *Be consistent in your argumentation and use of language.....*

Preparation

Important things to keep in mind while preparing & answering

- **U**nderstand the learning objectives of this course, and each teaching session.
- **T**rain your abilities to identify global supply chain management problems as discussed in this class.
- **T**rain your abilities to relate to the course content in order to present solutions to problems.
- **T**hink about how you can provide justifiable solutions to the exam questions, using what has been covered in this course.

Preparation - What was this course about

Key objective of the course is to **introduce** students into the business **challenges** and **solutions** of supply chain management and modern business logistics in a global environment. Students should learn to **identify** and **understand** specific basic and global supply chain management problems and **relate** it to theories, methods, and justifiable solutions. For the application and discussion of solutions they should akquire **knowledge** on concepts, structures, tools and processes, which are necessary for the management of global supply chains as well as on there application context of global supply chain management issues. Finally the students should learn to **demonstrate** the use of "flow thinking" and SCM terminology that is central to this course.

- Identify management issues, both physical & technical and managerial & behavioural, in global supply chains and logistics operations and relate them to key theories, models and concepts of supply chain management and modern business logistics.
- Suggest ways of factoring complexity in business situations arising from international business and inter-organisational relationships in operations like logistics, sourcing, and production
- Apply basic theoretical ideas and concepts by using taught methods such as mapping global supply chains in terms of flows and scope and demonstrating comprehension of SCM concepts and terminology
- Distinguish challenges in global procurement, production and logistics issues and analyse, both qualitatively and quantitatively, basic trade-off's such as global supplier, site and transport mode selection

Some more questions to work with book chapters, slides and reading material?

What the course was about

What was each teaching session about

What was each workshop about

What was each assignment about

What is the common thread in all this

What shall the exam be about?

Preparation - What was this course about

MOD	AIMS & SCOPE	SESSION NUMBERS, TITLES	CENTRAL THEME
I.	**Logistics & supply chain context**	1. Introduction to Logistics and Supply Chain Management 2. The global context of logistics and supply chain management 3. Integration, collaboration and SCM	**What means managing of logistics and a supply chain** *Seeks to build a basic understanding of Logistics & SCM in the global context*
II.	**Logistics & supply chain operations**	4. Production planning and design 5. Inventory Management 6. Outsourcing, Offshoring and Procurement in the Supply Chain 7. Management of International Sales and Goods Flows 8. Distribution systems and service supply chains 9. Logistics planning and design: Warehousing & Materials Mgmnt 10. Global Logistics and Transport as Enabler of Global Supply Chains 11. Today	**How to do logistics and operations?** *Seeks to explore the central components of logistics management from a functional perspective*
III.	**Supply chain "designs"**	12. Digitization and Digitalization in the Supply Chain 13. Supply chain strategies and configurations for globalisation 14. Contemporary Issues in Logistics and Supply Chain Management	**How to think in terms of supply chain strategies?** *Seeks to problematize, strategize and organize business with the premises of supply chain management as a whole*

SOME Key learning points: Session 1: Introduction to logistics and supply chain management

Content:

- An introduction to the course
- The evolution of logistics and scm
- Key logistics activities and components
- The grand purpose of supply chain management

Main issues: SCManagement

- System/flow/network thinking in logistics and scm
- Functional vs. holistic view
- Footprints of modern logistics/SCM

Literature:

- Kopczak, L. R. and Johnson, M. Eric (2003): The Supply-Chain management effect. MIT Sloan Management Review, Vol. 44, No. 3, pp. 27-34.
- Bowersox, Donald (2007): SCM: The past is prologue, in: CSCMP's Supply Chain Quarterly, 2/2007, pp. 1-7

Some broad questions that address the main issues:

Q What is Logistics/SCM; What is the difference?

Q What means "**managing**" a Supply Chain

Key learning points: Session 2: The global context of logistics and supply chain management

Content:

- 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

Main issues: Complexity

- Steps, actors and institutions involved in the global supply chain process
- Mapping – First examples
- Purpose and Scope of Standards

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Literature:

- Rodrigue, J-P et al. (2020) : The Geography of Transport Systems, Hofstra University, Department of Global Studies & Geography, Chapter 5 and 7.
- 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.

Some broad questions that address the main issues:

Q What are complications and relevant considerations in a global context of supply chain management

Q What are elements of the global environment

Q Why do we need standards?

Case - Flowers B.V. illustrates complexity arising from globalization of a SC

Key learning points: Session 3: Integration, collaboration and SCM

Content:

- Organization, coordination and integration issues in the global supply chain
- Intra/inter-organizational relationships
- Supply chain collaboration methods and initiatives

Main issues: Relationships

- A typical example of supply chain coordination and integration situation
- The importance of relationships and information exchange
- Demand distortion and the Bullwhip effect
- Essentials of a partnership

Literature:

- Ackerman, Ken B. and Bodegraven, Art Van (2007): Relationships for supply chain success. Supply Chain Quarterly, Q4, 2007.
- Lambert, D. M. & Knemeyer, M. A. (2004): We're in this together. Harvard Business Review, Dec. 2004, pp. 114-122.
- 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, Iss.10 pp. 32 – 36

Some broad questions that address the main issues:

Q What relationships do we have in a typical supply chain?

Q What initiatives can be employed in order to solve related problems?

Q What relationships should we have with whom in a good supply chain?

Q What means collaboration and integration?

Q Why do the relationships not come naturally?

CASE - A pain in the (supply) chain illustrates stakeholders roles and resulting outcomes,

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Key learning points: Session 4 Production planning and design

Content:

- Ship Game – Push, Kanban and Milestones in Operations Management History
- Basic Layout decisions
- Basic production systems esp. Lean Management
- Global Production Networks

Main issues: Flow Systems

- Changing context of manufacturing from a viewpoint of flow thinking
- Lean Management and its principles and pillars – linkage to SCM and flows
- Global Production Networks – Configurations connect to Lesson 13

Literature:

- **Christodoulou**, J:, Srai, S:, Gregory, M. (2019): Synergy from configuration of global production networks: drivers, mechanisms, and outcomes, in: Production Planning & Control, Vol. 30, No. , pp. 179-196
- 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.
- Lee, H. (2004): The Triple-A Supply Chain. Harvard Business Review, Vol.82, No.10, pp. 102-112.
- Spear, S., Bowen, H. K. (1999): Decoding the DNA of the Toyota production system. Harvard Business Review, Vol. 77, No. 5, pp. 97-106.

Some broad questions that address the main issues:

Q What are the classic ways of organizing production systems?

Q What is Lean management? How is production organized under Lean principles and pillars?

  Q What are the differences - e.g. in the context - of Taylor, Ford, Lean, and agile manufacturing?

Q Where do we produce different, products – and what drives this decision?

Key learning points – Session 5
Inventory Management, Planning and Control

Content:

- EOQ & other inventory management concepts
- Inventory control systems and approaches
- ABC/XYZ classification
- Supply chain inventory management

Main issues:

- Role and function of inventory in the Supply Chain
- Trade-offs between capacity, service level, lead-time, inventory
- Major types of control systems for inventories, EOQ, Safety stock, Reordering tactics
- ABC-Analysis, Flow Analysis (or also XYZ) to develop selective strategies

Literature:

- 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.
- Lee, H. and Billington, C. (1992): Managing Supply Chain Inventory: Pitfalls and Opportunities, Sloan Management Review, Vol. 33, No.3, pp. 65-73

Some broad questions that address the main issues:

Q Why do we need inventories? What types of inventory might exist along a supply chain?

Q How much to order, when to order?

Q What are the typical approaches that can be employed for inventory management & control?

Key learning points – Session 6 Outsourcing, Offshoring and Procurement in the Supply Chain

Content:

- Sourcing vs. Procurement
- Supplier selection and the procurement process
- Outsourcing vs. Off-shoring,

Main issues:

- Kraljik Matrix
- Total Cost of Ownership
- OLI-Framework,
- Unit Total Cost Approach (UTC)

Literature:

- Almquist, E., Caleghorn, J. and Sherer, L. (2018): The B2B Elements of Value. Harvard Business Review, Vol. 96, No. 2, pp. 72-81.
- Kraljic, P. (1983) Purchasing must become supply management. Harvard Business Review Vol. 61, No.5, pp. 109–117.
- Trent, R. and Monczka, M. (2005): Achieving excellence in global sourcing. MIT Sloan Management Review, Vol. 47, No. 1, pp. 24-32.
- Harding, M.L. (2007): Gauging total costs, supplier by supplier, Supply Chain Quarterly 12/2007.

Q Why do companies outsource and/or go offshore and what is the difference?

Q What are the key components of a procurement process?

Q What criteria may be used to select suppliers and different types of supplier relationships?

Key learning points: Session 7 Management of International Sales and Goods Flows

Content:

- Supra-national Legal Framework of Trade
- Economic integration levels and trade facilitation
- What do you need to know for export/import operations
- Lex Mercatoria and Trade Terms
- International Procedural Law and Law of Sales Contracts

Main issues:

- Economic integration levels (e.g. customs union versus free trade area)
- Customs procedures in the context of the EU
- Incoterms® Overview: definition, rules and obligations of buyer and seller, applicability of certain Incoterms®

Literature:

- Grainger, A. (2011): Trade Facilitation: A Conceptual Review, Journal of World Trade, Vol.45, No.1, pp. 39-62
- TFG (2020): Incoterms® 2020 Rules, Trade Finance Global.

Some broad questions that address the main issues:

Q How does economic integration and/or trade facilitation ease international sales and good flows?

Q How can you spend less on duties and taxes upon importation to e.g. EU?

Q Which Incoterm® 2020 is favourable for exporters/Importers and why?

Key learning points: Session 8
Distribution Systems and Service Supply Chains

Content:

- Distribution Channels
- Online versus Brick-and-Mortar Selling
- Multi- and OmniChannels
- Service Supply Chains
- Servitization – Service Dominant Logic
- Reverse Logistics Systems

Main issues:

- Current challenges for retailers to deal with growing online sales
- Products as services
- Basics / terminology of reverse logistics

Literature:

- Rigby, D. (2011): The Future of Shopping. Harvard Business Review Vol. 89, 12, pp. 64-75.
- 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
- **Amazon Case Study**

Some broad questions that address the main issues:

Q What is the difference be between multi- and omni-channel retailing?

Q What is Servitization?

Q What is the difference between a manufacturing and a service supply chain?

Key learning points: Session 9
Warehousing & Materials Management

Content:

- Distribution structures and warehousing
- Value adding activities (including cross-docking and merge-in-transit)
- Warehouse management systems (WMS)
- Materials handling, storage and order picking
- Work organization and job design
- Logistics performance: inventory turnover, cash-to-cash-cycle

- **Main issues:**
- Warehouse layouts, design and processes in warehousing
- Trade-off bee
- Inventory management techniques and metrics like inventory turnover, cash-to-cash-cycle

Literature:

- Baker, P. (2007): An exploratory framework of the role of inventory and warehousing in international supply chains, IJLM Vol.18, No.1, pp. 64-80.
- Johnson, M. and Templar, S. (2011): The relationships between supply chain and firm performance: The development and testing of a unified proxy, IJPDLM Vol.41, No.2, pp. 88–103.
- Farris, M.T. and Hutchison, P.D. (2002): Cash-to-cash: the new supply chain management metric. IJPDLM Vol.32, No.4, pp. 288-298.

Some broad questions that address the main issues:

Q How does a common distribution structure looks like in conventional retail and how for an eCommerce retailer?

Q How important is working capital management in a single company on a supply chain level?

Key learning points: Session 10: Transport and Logistics Services in Supply Chains

Content:

- Transport Services
- Characteristics of transport modes
- Efficiency of Transport Services
- Multimodal, Intermodal and Combined Transport
- Transport Mode Selection, taking Belt-Road-Initiative (BRI) as an example
- Recent Developments in Times of COVID19
- Logistics Service Providers :Freight Forwarder, 3PL, 4PL

Main issues:

- Understanding of cost structures and operating characteristics of the different transport modes
- Modal choice and carrier selection
- Organization of hinterland transports of container.

Literature:

- 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).
- **Case: Prockl, G.; Weibrecht, K.: Missing Boxes in Central Europe**

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Some broad questions that address the main issues:

Q What are criteria to select a mode of transportation?

Q What are elements and actors of a transportation system?

Preparation

Course material

1. Text book
2. Class material - e.g. teaching notes
3. Articles and cases

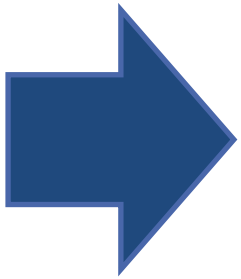
Preparation

Course material

1. The lecture plan
2. The course book
3. The reading list
4. Course lectures
5. There’s only limited time in the class

Assignment from the covid times - Use the internet or similar and investigate:

WHAT DO YOU FIND ABOUT TYPICAL CONSUMER GOOD SUPPLY CHAINS SUCH AS FOR FISH, TEXTILES, ELECTRONICS OR SIMILAR;



DESCRIBE THEM AS WE DID IN THE CASE (ACTORS, LOCATIONS, CLUSTERS RISKS ETC)
HOW ARE THEY OR WILL THEY BE AFFECTED BY COVID-19, UKRAINE CRISIS
HOW WILL THEY LOOK LIKE IN THE FUTURE?
YES, THIS HAS SOME "CRYSTAL BALL" CHARACTER, SO TRY TO GIVE ARGUMENTS, EXPERT VIEWS INSTEAD OF PURE OPINION

Three questions for you

Read the article from Christodoulou et al

Questions

- Read until including chapter 3 and identify drivers for GPN
- What are dilemmas when designing GPN
- In the current context of Covid-19, how do you assess the balance of global vs. local pressures

Yourself -

Prepare for the exam

Questions

- Where do we produce different products – go to the internet and check “footprints” of well known companies
- Where are clusters and hotspots, e.g. for automotive, for apparel
- How are these connected, what markets do they serve, local vs. global

Attitude

"Most students prefer certain types of examination to others. It is not necessarily just a question of which types are easier than others - but also whether you feel that certain types are more effective at optimising the learning process"

Leave your likes & dislikes behind, get the job done!

Don't give up!