

Table of content

Table of content

MSC_RPSCM511 - RESPONSIBLE SUPPLY CHAIN STRATEGY

MSC_RPSCM512 - SALES, DEMAND AND OPERATIONS PLANNING

MSC_RPSCM513 - SUPPLY CHAIN DIGITAL TRANSFORMATION

MSC_RPSCM521 - DISTRIBUTION AND TRANSPORTATION MANAGEMENT

MSC_RPSCM522 - SUSTAINABLE OPERATIONS MANAGEMENT

MSC_RPSCM523 - GREEN LOGISTICS MANAGEMENT

MSC_RPSCM531 - PURCHASING MANAGEMENT

MSC_RPSCM532 - THE ECONOMICS OF CONTEMPORARY GEOPOLITICS

MSC_RPSCM533 - RESPONSIBLE AND GLOBAL SOURCING

MSC_RPSCM551 - BUSINESS LAW AND ETHICS

MSC_RPSCM552 - SUPPLY CHAIN FINANCE

MSC_RPSCM542 - AI APPLICATIONS AND DATA ANALYTICS

MSC_RPSCM543 - PROCUREMENT STRATEGY AND INNOVATION MGMT

MSC_RPSCM543 - SUPPLY CHAIN RISK AND RESILIENCE

MSC_RPSCM562_SS - SUPPLIER RELATIONSHIP MANAGEMENT

MSC_RPSCM563_GAIA- DEVIANCE, FRAUD AND CORRUPTION

MSC_RPSCM51

RESPONSIBLE SUPPLY CHAIN STRATEGY

Number of ECTS credits : 3
Course language : English
Course leader : GIANNAKIS MIHALIS
Speakers : GIANNAKIS MIHALIS
Term: FALL

≡ COURSE DESCRIPTION

This module introduces the core area of Supply Chain Strategy (SCS). It has been developed to help students develop skills in designing business models and managing business processes of responsible supply chains. It focuses on how organisations can achieve strategic fit between supply chain processes and **sustainable** business strategies. Specifically, the structural elements of supply chain decision making areas will be analysed, i.e., make or buy decisions, the design of supply networks, the design and management of business contracts, supplier relationship management, the development of strategies for the coordination of activities across the supply chain and management of supply chain performance. By adopting a holistic strategic view of SCM as a source of superior performance it will prepare students to develop leadership skills that are essential for supply chain professionals.

≡ COURSE OBJECTIVES

- Define the strategic role of Supply Chain Management as a source of competitive advantage
- To classify the underlying dimensions of responsible supply chain strategies.
- Analysis of advanced supply chain concepts, tools and techniques, covering supply chain design, supply chain coordination supply chain performance, sustainable supply chain risk management.
- To identify where responsible supply chain management fits within the business decision-making strategies by building on other subject areas that have been taught in RPSCM program.
- To prepare students for a variety of industrial and business roles

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 2 - Formulate a personal and well-informed opinion
C4B learning goal	LG4 - CSR
C4B learning objective	LO10 - Identify and understand stakeholder interests
Outcomes	Lev. 3 - Design one's project including its stakeholder interests

≡ TACKLED CONCEPTS

- supply chain strategy
- SC sustainable strategic fit and scope
- Sustainable supply chain metrics and drivers
- Supply chain performance management
- Supply chain integration: sourcing strategies
- Supply network design
- Supplier relationship management
- Distribution strategies
- Supply chain dynamics - The bullwhip effect
- Simulation role playing game: the beer game
- Sustainability-related supply chain risks
- Supply chain sustainability – closed loop supply chains Supply chain resilience

≡ LEARNING METHODS

Lectures
Case analysis and discussion
Role-playing games
Teamwork
Student presentations

≡ EXPECTED WORK AND EVALUATION

Exam (60%)– an individual closed book 2-hour exam at the end of the course covering the learning objectives of the course.
Continuous Assessment (40%) – At the beginning of the course student groups will be assigned a group report about a case study or a hot topic in SCM, to be presented at the end of the course. Students need to submit a joint group final report (60% of the continuous assessment) and also make a presentation of their findings (40% of the continuous assessment).

≡ BIBLIOGRAPHY

Main book: Chopra, S., & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation*. (6th ed.) Essex, NE: Pearson Education.

Additional reading: Johnsen, T., Howard, M., & Miemczyk, J. (2014). *Purchasing and supply chain management: a sustainability perspective*. Routledge. Electronic copies of selected chapters to be provided.

A selection of seminal articles and cases on supply chain management will be available on Blackboard.

≡ EVALUATION METHODS

60 % : Final exam
40 % : Continuous Assessment

≡ SESSIONS

1 **SESSION 1: Introduction to the module and to supply chain strategy**

LECTURE & CASE STUDIES : 02h00

This session introduces you to the supply chain strategy module. You will be allocated to syndicate groups to support your learning. The session will focus on the strategic importance of supply chains; key decisions relating to supply chain management and the importance of supply chain performance

2 **SESSION 2: Achieving sustainable strategic fit and scope**

LECTURE & CASE STUDIES : 02h00

We will discuss why achieving strategic fit is critical to a company's overall success. We will describe how a company achieves sustainable strategic fit between its supply chain strategy and its competitive strategy. We will emphasize the importance of expanding the scope of strategic fit across the supply chain.

3 **SESSION 3: Supply chain metrics and drivers**

LECTURE & CASE STUDIES : 02h00

In this session we will link key financial measures of firm performance to supply chain performance. We introduce several supply chains related and cross-functional drivers that determine the performance of any supply chain. We will define several operational and sustainability related metrics that can be used to gauge the performance of each driver and its impact on strategic fit and financial performance.

4 **SESSION 4: Supply chain performance management**

LECTURE & CASE STUDIES & EXERCISES : 02h00

This session will be about the need to understand the 'costs-to-serve'. Concepts related to customer value are discussed in this session. We will present and analyse the supply-chain operations reference-model (SCOR); a process reference model that has been developed as a cross-industry standard diagnostic tool for supply-chain management.

5**SESSION 5: Supply chain integration: responsible sourcing strategies**

LECTURE & CASE STUDIES & EXERCISES : 02h00

This session discusses the 'make or buy' decision that organisations face and its implications for supply chain synthesis and introduces fundamental issues of the design of responsible supply chain strategies.

6**SESSION 6: Supply network design**

LECTURE & CASE STUDIES & EXERCISES : 02h00

The goal of this session is to discuss issues to be considered when designing a supply chain network. We will discuss strategic and conceptual issues related to supply network design, which will bring to the surface all the issues that a firm must consider when designing their supply chain network. The importance of distribution in supply chains will be highlighted.

7**SESSION 7: Supplier relationship management**

LECTURE & CASE STUDIES & EXERCISES : 02h00

Supplier relationship management is concerned with the strategic choices for inter-organisational synergies that depend on how individuals, groups and organisations interact with each other. We explore current thinking in business-to-business relationships with a particular interest in transaction cost economics, game theory and the phenomenon of trust. Supplier relationship management implies that companies work in 'partnerships' with the most important suppliers. But what does that mean in practice and when are other forms of relationships more appropriate? In this session we take a critical look at the relevance of partnerships, and we evaluate partnership concepts such as trust and dependency

8**SESSION 8: Distribution strategies**

LECTURE & CASE STUDIES & EXERCISES : 02h00

Logistics and Distribution strategies deal with the effective flow and storage of goods and services and the related information management between the point of origin and the point of consumption. This session will introduce you to the subject of distribution strategies and the impact they may have on supply chain performance. It will explore the role of sustainable logistics in the organisations and in the economy in general and examine the key interfaces of logistics with transportation management and other elements of SCM.

9**SESSION 9: Simulation role playing game: the beer game**

SIMULATION/ SERIOUS GAMES : 04h00

One of the most fundamental questions surrounding supply chain strategy. Supply chains demonstrate an almost 'natural' dynamic in the way that materials flow through them. The notion of the 'Forrester' or 'Bullwhip' effect is an important and problematic issue for supply chains. In this session you will experience firsthand the dynamics of supply chain coordination and the problems they cause.

10**SESSION 10: Supply chain dynamics - The bullwhip effect**

LECTURE & CASE STUDIES & EXERCISES : 02h00

One of the most fundamental questions surrounding supply chain strategy. Supply chains demonstrate an almost 'natural' dynamic in the way that materials flow through them. The notion of the 'Forrester' or 'Bullwhip' effect is an important and problematic issue for supply chains. In this session you will experience firsthand the dynamics of supply chain coordination and the problems they cause.

Note: This session involves a debrief of the 'beer game' as well.

11**SESSION 11: Sustainability-related supply chain risks**

LECTURE & CASE STUDIES & EXERCISES : 02h00

In this session we discuss how to manage sustainability-related risks in global supply chains. We differentiate sustainability risks from supply chain operational risks and identify their drivers. We present an analytical framework based on the Failure Mode and Event Analysis (FMEA) on how to analyse these risks and propose mitigating strategies to manage them.

12**SESSION 12: Supply chain innovations**

LECTURE : 02h00

Traditional supply chains are rapidly transforming into more advanced, more complex processes that are driven by digital technology, artificial intelligence and other innovations. In this section will discuss prominent supply chain innovations as well as how organisations can develop strategies foster innovation along their supply chains

MSC_RPSCM512

SALES, DEMAND AND OPERATIONS PLANNING

Number of ECTS credits : 3

Course language : English

Course leader : CONSTANT François

Speakers : DELÉON Rozenn , GAUTIER Antoine

Term: FALL

≡ COURSE DESCRIPTION

The course is the heart of SC planning and aim to give students the foundation to understand what Sales & Operations Planning is about. The course is the heart of the SC planning (forecasting, sales & demand & operations planning - S&OP, master planning, order fulfilment and available-to-promise, short term planning and distribution planning), with a focus on quantitative aspects of the planning process. Students learn how to structure S&OP which is the lung of any Supply Chain. This course focuses on defining, executing, and improving the S&OP process. Students will be introduced to the appropriate stakeholders of S&OP, the importance of S&OP to corporate performance, S&OP cadence, and the use of decision support tools to bring S&OP to the next level. Business cases will be used to show concrete examples of companies where S&OP is effectively applied. Students explore how SC function interact with other departments and orchestrate S&OP with marketing, finance, production, purchasing.

≡ COURSE OBJECTIVES

Students should learn the objectives of the S&OP, how to set up and run a S&OP process within a company

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 2 - Determine the potential risks plus the degree of probability and time frame, work out various risk scenarios

≡ TACKLED CONCEPTS

- S&OP definitions & overviews
- The 5 steps of S&OP process
- Good practices of setting up S&OP
- Demand forecasting: Qualitative and quantitative approaches, forecast accuracy, managing the forecast process
- Supply planning & stock management : RCCP, macro-BOM, stock policy
- S&OP organisation
- KPI & continuous improvement
- Spreadsheet Formulation & Solution
- Link to short-term planning: sales & operation execution

≡ LEARNING METHODS

Mix of theory and real-life examples
Use of The Fresh Connection game

≡ EXPECTED WORK AND EVALUATION

Exam: 50%

Continuous assessment: 50%

≡ BIBLIOGRAPHY

Sales and Operations Planning: The How-To Handbook, 3rd Ed, Thomas F. Wallace & Robert A. Stahl

Orchestrating Success – Richard C. Ling & Walter E. Goddard

Demand Management Best Practices – Colleen Crum & George E. Palmatier

Enterprise Sales and Operations Planning - Colleen Crum & George E. Palmatier

≡ EVALUATION METHODS

50 % : Continuous Assessment

50 % : Examen

≡ SESSIONS

1 Definition & Overview

LECTURE : 02h00

S&OP definitions & overviews
The 5 steps of S&OP process 1/2

2 The 5 steps of S&OP process 2/2

LECTURE : 02h00

The 5 steps of S&OP process 2/2

3 Good practices of setting up S&OP

LECTURE : 02h00

Good practices of setting up S&OP

4 Demand forecasting

LECTURE : 02h00

Demand forecasting: Qualitative and quantitative approaches, forecast accuracy, managing the forecast process

5 Supply planning & stock management

LECTURE : 02h00

Supply planning & stock management : RCCP, macro-BOM, stock policy

6 Case study

EXERCICES : 02h00

Case study

7 S&OP organisation

LECTURE : 02h00

S&OP organisation
KPI & continuous improvement

8

Spreadsheet Formulation & Solution

LECTURE : 02h00

Spreadsheet Formulation & Solution
Link to short-term planning: sales & operation execution

9

Business game 1/4 : S&OP & SC strategy

LECTURE : 02h00

- **Business game 1/4 : S&OP & SC strategy**

10

Business game 2/4 : S&OP & SC strategy

LECTURE : 02h00

- **Business game 2/4 : S&OP & SC strategy**

11

Business game 3/4 : S&OP & SC strategy

LECTURE : 02h00

- **Business game 3/4 : S&OP & SC strategy**

12

Business game 4/4 : S&OP & SC strategy

LECTURE : 02h00

- **Business game 4/4 : S&OP & SC strategy**

MSC_RPSCM513

SUPPLY CHAIN DIGITAL TRANSFORMATION

Number of ECTS credits : 3

Course language : English

Course leader : EL AMRANI REDOUANE

Speakers : EL AMRANI REDOUANE

Term: FALL

≡ COURSE DESCRIPTION

Digital transformation is the profound change of business and organizational models to fully leverage the changes and opportunities brought by digital technologies. In recent years, firms in almost all industries have conducted a number of initiatives to explore the strategic and benefit potential of digital technologies such as AI, Big Data, IoT and Cloud Computing. These technologies are greatly changing the ways we do business, buy, work, and live. They are even influencing society and continue altering all business functions and industries.

Companies need to establish a digital transformation strategy to govern and manage these complex challenges and changes. In this course, emphasis will be on the management of digital transformation, from both process and system perspectives, as well as issues and opportunities in innovating through technology.

≡ COURSE OBJECTIVES

Upon completion of this course, participants will be able to:

- Understand the basic concepts of Digital Transformation and apply them to business processes.
- Explore the role digital technologies have in obtaining a strategic competitive advantage.
- Analyze Digital Technologies use in back-office and front-office of organizations.
- Understand the role of Digital Technologies in business performance.
- Understand the organizational, behavioral, and political issues surrounding digital transformation in organization.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 2 - Formulate a personal and well-informed opinion
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C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 2 - Determine the potential risks plus the degree of probability and time frame, work out various risk scenarios

≡ TACKLED CONCEPTS

- Managing Businesses and understanding challenges of operating in the Digital World
- Digital Disruption vs. Digital Transformation & Digital Optimization
- Digital transformation pillars & strategy
- Digital disruptive technologies in SCM
- Cloud Computing & Digital Transformation
- Blockchain & Digital Transformation : what is Blockchain and how to use it in Supply Chain & Logistics

≡ LEARNING METHODS

This course will combine short lectures, in-class discussions, readings, exchange of personal experiences, videos, articles, case presentation and discussion, etc. All these learning methods are used to discuss the current digital transformation concepts, principles and practices in use in the enterprise and its environment. Each session is designed to explore practical issues in the use of disruptive digital technologies to influence or implement corporate and competitive strategy of an enterprise. In order to gain maximum benefit from the course, course participants are expected to:

- Complete all assigned reading prior to the designated class
- Prepare assigned activities in advance of the class for which they are assigned.
- All class sessions are designed to augment, rather than repeat/duplicate assigned reading.

≡ EXPECTED WORK AND EVALUATION

Class Participation : 10%
Case Study: 40%
Final Exam: 50%

≡ BIBLIOGRAPHY

ARTICLES :

- Bailey D.E., Faraj, S., Hinds, P.J., Leonardi, P.M., Von Krogh, G. (2022), "A Relational View of Emerging Technology: A Relational Perspective on Emerging Technology and Organizing", *Organization Science*, 33(1): 1-18
- Bodrozic, Z., Adler, P. (2022), "Alternative futures for the digital transformation: A macro-level Schumpeterian perspective", *Organization Science*, 33(1):105-125.
- Canhoto, A., Quinton, S., Pera, R., Molinillo, S., Simkin, L. (2021), "Digital strategy aligning in SMEs: A dynamic capabilities perspective", *Journal of Strategic Information Systems*, 30 (3).

≡ EVALUATION METHODS

50 % : Examen
40 % : Continuous Assessment
10 % : Participation

≡ SESSIONS

1 Managing Businesses in the digital world (1/2)

LECTURE : 02h00

- Operating in the Digital World : Why Digital Disruption Matter?
 - Digital Transformation : Physical, Digital & Phygital.
 - What is the price of your organization's survival: the most critical questions about Digital Transformation?
 - Incumbents' Dilemma : how to deal with Digital Disruption ?
 - Role of Digital Transformation in achieving competitive advantage and operational efficiency
 - Companies cases : Nokia, Kodak, Blockbuster
-

2 Managing Businesses in the digital world (2/2)

LECTURE : 02h00

- Operating in the Digital World : Why Digital Disruption Matter?
 - Digital Transformation : Physical, Digital & Phygital.
 - What is the price of your organization's survival: the most critical questions about Digital Transformation?
 - Incumbents' Dilemma : how to deal with Digital Disruption ?
 - Role of Digital Transformation in achieving competitive advantage and operational efficiency
 - Companies cases : Nokia, Kodak, Blockbuster
-

3 Digital Transformation Strategy Pillars & Challenges (1/2)

LECTURE : 02h00

- Digital Transformation Strategy Pillars & Challenges
 - Why Information Systems & Information Technology Matter?
 - Digital Transformation Pitfalls : examples of Success and Failures
 - Companies cases : GE, Ford, Nike & Corning
 - Case Study Assignment / Coaching
-

4 Digital Transformation Strategy Pillars & Challenges (2/2)

LECTURE : 02h00

- Digital Transformation Strategy Pillars & Challenges
 - Why Information Systems & Information Technology Matter?
 - Digital Transformation Pitfalls : examples of Success and Failures
 - Companies cases : GE, Ford, Nike & Corning
 - Case Study Assignment / Coaching
-

5 Industry 4.0, New Challenges for Digital Transformation

LECTURE : 02h00

- Digital Transformation & Industry 4.0 : Why, How & What ?
- Digital Transformation of Manufacturing in the 4th Industrial Revolution
- Digital Platforms, Digital Twin, Industrial IoT, Digital Ecosystems
- Industry 4.0 Strategy and Implementation : Benefits and Challenges
- Companies cases : Siemens, GE, BMW, Faurecia

6 Enterprise Systems & Digital Transformation

LECTURE : 02h00

- Enterprise Systems : The Operational Backbone of any Digital Transformation
- Why Enterprise Systems are the Operational Backbone for Digital Transformation?
- Operational Excellence in the Digital Transformation Age.
- Enterprise Systems Implementation strategies / Operations and Post-Implementation
- The Future of Enterprise Systems in the New Digital World
- Companies cases : SAP, Salesforce, Workday

7 Using Cloud Computing to enable Digital Transformation

LECTURE : 02h00

- The role of Cloud Computing in supporting Digital transformation
- Cloud types & Characteristics : SaaS / PaaS / IaaS
- Cloud Computing Value, Limits and challenges
- On-Permise vs. Cloud computing : Hybrid IT Challenges & Strategies
- Companies cases : AWS, Ali Baba, Mohawk

8 Digital Change Management : The critical Part to Drive Digital Transformation

LECTURE : 02h00

- Digital Transformation Is Not About Technology
- Key Problems and Obstacles of Digital Transformation
- How To Handle Change Management In Digital Transformation: The need of Digital culture & Agile Thinking.
- Defining Effective Change Management in Digital Transformation : Strategies & Models
- Companies cases : BMW, Visa, Air Liquide

9 Privacy & Security in Digital Transformation

LECTURE : 02h00

- Why cybersecurity is a key pillar of any Digital Transformation initiative?
- Why do we face an increasing number of cyber-attacks? What are the impacts of cyber-attacks?
- The principles of cybersecurity for Digital Business
- Cyber security Strategy components, Architecture and Operations
- Cybersecurity Policy, Governance, Law and Compliance
- Companies cases : Tesla, Facebook, CapitalOne Bank

10 Case Studies Presentations

LECTURE : 02h00

- Student's Presentation : DBS, Volkswagen, Tetra Pack
- Discussion & Feedbacks

11 Case Studies Presentations

LECTURE : 02h00

- Student's Presentation : Siemens, Michelin, Burberry
- Discussion & Feedbacks

12 Case Studies Presentations

LECTURE : 02h00

- Student's Presentation : Henkel, L'Oréal, Lego
- Discussion & Feedbacks

MSC_RPSCM521

DISTRIBUTION AND TRANSPORTATION MANAGEMENT

Number of ECTS credits : 3

Course language : English

Course leader : CONSTANT François

Speakers : CELERIER Amandine

Term: FALL

≡ COURSE DESCRIPTION

This course aims to provide academic frameworks for managing and taking decisions in the fields of distribution and logistics. We explore the various aspects of logistics in companies and determine which ones are strategic, those which can be outsourced.

≡ COURSE OBJECTIVES

Students learn to critically evaluate the advantages of Incoterms for a company in terms of services to customers, to control costs and to manage responsibilities. They will discuss the relevance of international transport as strategic tools for a company, from a legal obligations perspectives, to various regimes and possibilities of international customs rules. They learn how to evaluate and classify payment means in accordance with the global strategy of the firm, critically evaluate the impact of fluctuation of currencies on the TCO, critically evaluate and engage the possibility of outsourcing logistics in part or in whole taking in consideration the disruptions of the Transport & Logistics industry / market.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 2 - Determine the potential risks plus the degree of probability and time frame, work out various risk scenarios

≡ TACKLED CONCEPTS

- Incoterms 2020
- Transport means, 1PL to 5PL
- Payment means, customs management
- Currency risks
- Management of the information flow
- Disruptions in the Transport & Logistics industry / market
- Outsourced logistics strategies
- Information system applications in logistics

≡ LEARNING METHODS

- Interactive lecture sessions
- Presentation and discussion of case studies
- Group work and presentations
- Individual writing and analysis

≡ EXPECTED WORK AND EVALUATION

Continuous assessment 50% + written exam 50%

≡ BIBLIOGRAPHY

[MANGAN, John](#) ; [LALWANI, Chandra](#) ; [BUTCHER, Tim](#) [JAVADPOUR, Roya](#) (2011). Global Logistics and Supply Chain Management.

Additional readings e.g. articles on Blackboard

≡ EVALUATION METHODS

50 % : Continuous Assessment

50 % : Examen

≡ SESSIONS

1 Introduction and course overview

LECTURE : 02h00

This session introduces strategies regarding logistics, transport and distribution. It highlights the links between logistics and marketing strategies. Get the right product delivered to the right customer, at the right time and right cost. In order to do so, companies have to make decisions regarding distribution strategies and choose a distribution network.

2 Case study

LECTURE : 02h00

Case study

3 Incoterms 2010 and 2020

LECTURE : 02h00

definition and goals of Incoterms 2010
detailed study of each Incoterm
impact of Incoterm on total cost
obligations between buyers and sellers
Incoterms 2020: modifications and improvements

4 Case study

LECTURE : 02h00

Case study

5 international customs system

LECTURE : 02h00

international customs system
various regimes
calculation of rights and taxes, customs clearance
import/export documents

6 international customs system: exercises

LECTURE : 02h00

international customs system: exercises

7 Transport means

LECTURE : 02h00

main actors and transportation means
how to choose the right transportation means and partner
1 to 3 PL and more

8

Application exercise about international transportation.

EXERCICES : 02h00

Application exercise about international transportation.

9

Management of currency risks

LECTURE : 02h00

what is the risk with currencies?
various methods of currency risk management
selection of the adapted method
study case: Lunetic

10

Payment means

LECTURE : 02h00

various payment means
focus on cash against documents and letters of credit
case study: Intermed (oral presentation by teams)

11

Process and Information system applications in logistics

LECTURE : 02h00

WMS (warehouse Management System)
Case study : supply chain provider for aerospace manufacturer
Operational process (order fulfilment) and information system

12

Process and Information system application in logistics

LECTURE : 02h00

TMS (Transport Management System)
Case study 'distribution center in retail network of consumer goods' : Operational process (warehousing, picking, transport) and information system

MSC_RPSCM522_2024

SUSTAINABLE OPERATIONS MANAGEMENT

Number of ECTS credits : 3

Course language : English

Course leader : MARQUES GOMES Leonardo

Speakers : MARQUES GOMES Leonardo

Term: FALL

≡ COURSE DESCRIPTION

The course aims to provide the foundations and key frameworks of Operations Management (OM). The course covers key terminology, concepts and management tools that are part of OM as a Business discipline. The course explores interconnections with other areas of management, such as marketing, strategy, and finance. Therefore, the issues addressed are relevant not only for those who wish to specialize in OM, but also for those who intend to follow other areas of expertise within the Management discipline. The course revisits core concepts under the light of sustainability and that extent that this pressures changes in the way we define and manage Operations.

≡ COURSE OBJECTIVES

The main goal of this course is to provide students with a sound conceptual understanding of OM, its strategic importance, and its links with other business functions. The course emphasizes OM applications by using theory in conjunction with problem solving tools, so that students may apply their acquired knowledge to real business problems and work better with people from other departments of the firm.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 2 - Formulate hypotheses to understand a complex situation, in a structured way, by mobilizing disciplinary frameworks if necessary
C4B learning goal	LG5 - Cooperation
C4B learning objective	LO14 - Work effectively in a team
Outcomes	Lev. 2 - Contribute to the development of a collective production

≡ TACKLED CONCEPTS

- Process flow, process analysis, process typology, process layout
- Operations strategy and the impact of sustainability
- Capacity management
- Inventory and waste management
- Quality management
- Lean operations
- Transparency and sustainability in Operations management

≡ LEARNING METHODS

Lectures, business game, exercises, case studies.

≡ EXPECTED WORK AND EVALUATION

Prior to class: reading book chapters (available online) and reports, preparing case studies and exercises.

In-class: quiz, case study presentation and discussion and tutorial of exercises.

Assessment: 60% Final Exam + 40% CC (20% Groupwork + 20% Online quiz)

≡ BIBLIOGRAPHY

Slack, N., Johnston, R., Brandon-Jones, A. (2016). [Operations management](#) (8th ed.). Pearson.
Slack, N., Brandon-Jones, A. (2019). [Operations management](#) (9th edition). Pearson.
Slack, N., Brandon-Jones, A., Burgess, N. (2022). [Operations management](#) (10th ed.). Pearson. [EBOOK](#)

≡ EVALUATION METHODS

40 % : Continuous Assessment
60 % : Final exam

≡ SESSIONS

1 Introduction to Operations Management

LECTURE : 02h00

Presentation of the course syllabus. Historical perspective of the Operations function. Defining Operations Transparency.

2 Operation as a process

SIMULATION/ SERIOUS GAMES : 02h00

Operations as a Process. Lego simulation game.

3 Process analysis, capacity, performance

LECTURE & PRACTICAL WORK : 02h00

Process analysis exercise and tutorial.. Exercise Uni-snack

4 Operations typology and layout

LECTURE : 02h00

Fundamentals of operations typology (4Vs) and operations layout.

5 Operations strategy and sustainability

LECTURE : 02h00

Defining operations strategy. The five performance objectives. Sustainability as a new performance objective.

6 Revision of Sessions 1 to 5

LECTURE & CASE STUDIES : 02h00

Case presentations (Case Shimizu). Revision of sessions 1 to 5.

7 Fundamentals of inventory management

LECTURE & CASE STUDIES : 02h00

Case presentations (Case The Moon Clinic). Inventory management techniques. Managing waste in operations management.

8 Fundamentals of capacity management

LECTURE : 02h00

Case presentations (Case Laboratory Argentina). Capacity management, strategies, key performance indicators.

9

Fundamentals of quality & waste management

LECTURE : 02h00

Fundamentals of quality & waste management.

10

Lean and just-in-time

LECTURE : 02h00

Lean operations. Lean as a philosophy. Just-in-time principles.

11

Lean and value stream mapping

LECTURE & CASE STUDIES : 02h00

Case presentations (Case VMI Industries). Lean implementation. Value stream mapping tutorial.

12

The Road to Sustainable Operations

LECTURE : 02h00

Sustainability and transparency in operations. Exam preparation.

Number of ECTS credits : 3

Course language : English

Course leader : MEQDADI Osama

Speakers : MEQDADI Osama

Term: FALL

≡ COURSE DESCRIPTION

This course aims to provide academic frameworks for analyzing and taking supply chain and logistics decisions in a sustainable way. Building on general supply chain and logistics concepts and models (which are prerequisites), this course focuses specifically on the challenges and opportunities presented by sustainability and the implications of these on supply chain and logistics models and practices. The course provides the necessary skills and knowledge to enable students to understand many of the issues surrounding the subject of green or sustainable logistics. For instance, the course develops the ability to appreciate the environmental impact of the various modes of transport, logistics and supply chain operations, reverse logistics activities and how to improve energy efficiency within the logistics and transport sectors. It also explores how companies can control and develop their supply chains to ensure compliance with environmental and social standards and how they analyze their carbon footprint. We explore trends in urban logistics.

≡ COURSE OBJECTIVES

This course will help students to:

- Appreciate the role of logistics within the context of supply chain management
- Demonstrate a systematic understanding of the concepts and approaches of logistics used to analyse and resolve environmental issues
- Assess the new practices in logistics

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 2 - Formulate a personal and well-informed opinion
C4B learning goal	LG4 - CSR
C4B learning objective	LO12 - Take a decision from economic, social and environmental perspectives
Outcomes	Lev. 2 - Quantify and prioritize the impact of one's activities on the ecosystem concerned

≡ TACKLED CONCEPTS

The key concepts include:

- The financial impact of logistics
- Logistics infrastructure and transportation modes
- Third-party logistics
- Green logistics and reverse logistics
- Logistics 4.0 and trends in green logistics

≡ LEARNING METHODS

The course will employ:

- Interactive lecture sessions
- Numerical exercises
- Presentation and discussion of case studies
- Group management - presentation

≡ EXPECTED WORK AND EVALUATION

Continuous Assessment (40%): group assignment

An important part of the assessment for this course is a group project. Each group will deliver a written report before the specified submission date. Each group will do an oral presentation and details of the presentation will be conveyed to the students in advance. The assessment grade will be based on the written report and oral presentation. Details of the assignment will be provided to the students at the beginning of the course.

Exam (60%): an individual closed book exam at the end of the course covering the learning objectives of the course.

≡ BIBLIOGRAPHY

Core textbook

In this unit, we will be using chapters from different textbooks.

- Grant et al. *Sustainable Logistics and Supply Chain Management*. KoganPage – 3rd Edition
- Johnsen, T., Howard, M., Miemczyk, J. (2019). [*Purchasing and supply chain management: a sustainability perspective*](#). (2nd ed.). Routledge.
- Additional readings e.g. case studies and articles will be made available on Blackboard.

≡ EVALUATION METHODS

60 % : Final exam

40 % : Continuous Assessment

≡ SESSIONS

1 Session 1: Introduction and course overview

BRIEFING : 02h00

This session provides an overview on the logistical and SCM activities. This includes the role of logistics in the globalized supply chains. The details of the assignment will be distributed to the students and groups are assigned.

2 Session 2: Logistics concepts and impact on financial performance

BRIEFING : 02h00

The session discusses the various logistics concepts and elements and the impact of logistics on companies' bottom-line. Importance of logistics in competitiveness of companies and their operations performance is highlighted.

3 Session 3: Logistics infrastructure and transportation modes

BRIEFING : 02h00

This session provides an understanding on the various modes of transportation, their pros and cons and impact of transportation modes on logistics and financial results.

4 Session 4: Global logistics networks

BRIEFING : 02h00

The session discusses global logistics networks. An inherent part of global supply chains and logistics networks is risks management which the session will cover in detail.

5 Session 5: Green logistics strategy

BRIEFING : 02h00

The session discusses the green logistics strategies. This includes logistics and supply network design, cost trade-offs and green logistics performance measurement.

6 Session 6: Reverse logistics

BRIEFING : 02h00

The session discusses reverse logistics and recycling activities. This includes the factors required for implementing reverse logistics and regulatory frameworks.

7**Session 7: Green transportation**BRIEFING : 02h00

The session focuses on impact of transportation on environment and covers issues of CO2 emission, fuel consumption and congestion. The role of technology is highlighted in reducing transportation impact on environment.

8**Session 8: Green warehousing**BRIEFING : 02h00

The session discusses the contribution of storage facilities, warehousing and distribution centers to the environmental issues. The session discusses the approaches to reduce warehousing impact on the environment.

9**Session 9: Logistics 4.0 and trends in Green Logistics**BRIEFING : 02h00

The session introduces the integration of digitalization aspects in logistics activities. This includes the impact of digitalization on the flow of information and raw materials through various stages of supply chain.

10**Session 10: Green logistics case study**BRIEFING : 02h00

A case study will be provided to the students and discussion will take place in the class.

11**Session 11: Group Presentations - Part 1**BRIEFING : 02h00

Each group will present the assignment findings and answer the questions.

12**Session 12: Group Presentations - Part 2 & Course Concluding**BRIEFING : 02h00

Continuation of the group presentations and course wrap-up.

MSC_RPSCM531

PURCHASING MANAGEMENT

Number of ECTS credits : 3

Course language : English

Course leader : CONSTANT François

Speakers : CONSTANT François

Term: FALL

≡ COURSE DESCRIPTION

This course is an introduction to purchasing management, focusing on sourcing process. It will tackle the main concepts of strategic sourcing, supplier selection, sourcing to contract process (S2C) and Procure to Pay (P2P) with a strong emphasize on category management. It tackles the main concepts of strategic sourcing process, supplier selection and RFx. Students will learn how to profile a sourcing category, how to define a relevant sourcing strategy, and how to select the best supplier portfolio for their business context, using responsible approach. It develops analytical skills and risk management skills in a purchasing environment.

≡ COURSE OBJECTIVES

At the end of this course students should be able to:

- Evaluate the role of purchasing and sourcing in the firm's organization.
- Implement a 7-step process to select suppliers for a specific category of purchase.
- Critically analyze a sourcing strategy and the maturity of an existing sourcing process.
- Adapt a sourcing strategy based on sourcing risks

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG2 - Action
C4B learning objective	L05 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 2 - Determine the potential risks plus the degree of probability and time frame, work out various risk scenarios

≡ TACKLED CONCEPTS

- Sourcing process (using 7-steps approach), Kraljic matrix.
- Category management
- Global sourcing, volume concentration, price optimization
- Make or buy, supplier relationship restructuring, product/process optimization
- RFI, RFQ, RFx
- Supplier selection, Supplier audit, Supplier management.
- Total cost of ownership (TCO), price formula, cost breakdown.
- Sourcing Risk management

≡ LEARNING METHODS

The course will be a combination of lectures on purchasing management, short case studies, in-class simulation exercises, discussions.

Examples are drawn from various industrial sector: automotive, textile, IT, consumer electronics, etc. Because a significant portion of this course is built on a sequential process, students' attendance at every class and wholehearted classroom participation are integral to its success.

For nearly every class meeting, we provide information on one or more compulsory readings (books or journal's articles) related to the topics covered in that class. In addition to these compulsory pre-readings, you may find helpful to read additional session's "Recommended Readings" to develop your knowledge further.

≡ EXPECTED WORK AND EVALUATION

50% Written exam

50% Group report+poster presentation in class: students will work in teams of four to complete a final project for the course, which consists of a presentation in class. Students will be assigned to a team. The final presentation will give the team an opportunity to demonstrate what its members have learned about sourcing strategies. The group has to choose a company + a sourcing category and present the maturity of the sourcing strategy, using tools seen in class. Their analysis will be discussed during a Q&A session (10' pres + 5' Q&A). All members of the team will receive the same grade, but it can be adjusted individually according to the peer-review assessment launched after the presentation.

≡ BIBLIOGRAPHY

O'brien, J. (2019). [Category management in purchasing: a strategic approach to maximize business profitability](#). (4th ed.). Kogan Page. + [Ebook](#)

Monczka, R-M., Handfield, R-B., Giunipero, L-C., Patterson, J-L. (2021). [Purchasing and supply chain management](#). (7th ed.). Cengage. + [Ebook](#)

Additional readings supplied on Blackboard during the course

≡ EVALUATION METHODS

50 % : Continuous Assessment

50 % : Examen

≡ SESSIONS

1

Session 1 : Introduction to purchasing management and to strategic sourcing

LECTURE : 02h00

In this session we explain the reasons why purchasing has become a strategic function for companies. We define purchasing and supply chain management in relation to related concepts, such as strategic sourcing, category management, purchasing process, supplier management.

Pre-readings:

1/ O'Brien book / Chapter - 01: Introducing category management (pp 5 to 42)

2/ O'Brien book / Chapter - 02: The principles of category management (pp 43 to 77, including noting of category management in retail + public sector);

2

Sourcing process: step 1.1

LECTURE : 02h00

This session presents the first stage of the strategic sourcing process. This first stage consists of various tasks, aiming to analyse the spend, to classify and to better understand what needs to be purchased: categorization activities, defining internal needs (tech specs) and understanding supply market. This step 1 poses the bases of what must be done prior to make any sourcing decision.

Pre-readings:

1/ O'Brien book / Chapter - 03: Laying the groundwork for success (pp 78 to 100) + Stage 1 : initiation (pp 101 to 158)

2/ SPENDMATTERS - Indirect category sourcing savings _ April2013 (pdf)

3/ Kraljik - Purchasing must become supply management -1983 (pdf)

4/ TESLA - Vertical integration strategy (pdf)

3

Sourcing process: step 1.2

LECTURE : 02h00

This session follows on from the first stage of the strategic sourcing process. It focuses on understanding the supply market, which is a critical step before making any strategic choice for sourcing.

4**Sourcing process: step 2.1**

LECTURE : 02h00

This session presents the different possible strategies which can be chosen to implement a relevant sourcing. Building on the findings from step 1, we assess the supply market complexity and how impactful is the category on the firm's business. We position the category on a tetra-categorization matrix. Then, various strategies are described and classified in a "diamond of strategies", which shows two different approaches to source a supplier: 1/ leverage purchasing power and 2/ create an advantage. It gives a particular look at the appropriateness of supplier partnership restructuring.

At the end of this session, the professor will introduce the TEAM WORK (group assignment), and show examples of what is expected. Professor will assign groups. Students will have 1 hour to work in team and to ask questions to the professor.

Re-readings:

- 1/ O'Brien / Chapter 5 (Stage 2: Insights pp158 to 238).
- 2/ Strategic sourcing at DOD (pdf)
- 3/ The Long-Tail Strategy for IT outsourcing ((pdf from MIT press review)

5**Sourcing process: step 2.2**

LECTURE : 02h00

Following up of Sourcing process step 2.

6**Team work Q&A + examples**

INDIVIDUAL OR GROUP WORK : 02h00

Time devoted to check the progress of each team about Team work, show examples of past studies. Q&A session.

7**Sourcing process: steps 3**

LECTURE : 02h00

In this session we discuss the importance of asking suppliers to fill in a RFI (Request For Informations). We critically analyse a real-case RFI. We review various methods to assess suppliers' compliance to standards through the supplier assessment process (from a single visit to a full audit).

Pre-readings:

- 1/ O'Brien book / Chapter 6 (Stage 3: Innovation). This chapter examines how the outputs of preliminary steps suggest different solutions of how the category can be sourced in the future.
- 2/ Article "how-to-write-an-rfp-s" (pdf)

8**Purchasing decision simulation: case study about a supplier selection (BOSCH CASE)**

EXERCICES : 02h00

This real-world exercise illustrates a case of purchasing decision: students work in teams and are expected to select a supplier among a shortlist of 6 pre-selected suppliers, by analysing supplier offers (including financial criteria and non-financial criteria). Making a sourcing decision is an important step of the sourcing process: this case illustrates what a purchasing manager needs to embrace in his daily tasks. This exercise may introduce the 7-step process seen later in the module.

Pre-readings before class:

- 1/ Case introduction.

9**Sourcing process: step 4-5**

LECTURE : 02h00

Step 4 is a short (but critical) milestone in which purchasing has to put bases of the coming RFQ and negotiation processes. It is a tactical approach for preparing "how" we will send the RFQ (Request For Quotation).

Step 5: RFQ. The supplier selection stage is explained through a case study: the use of The critical activities of the quotation will be discussed, from defining the RFQ criteria and template, through the RFQ follow-up process, until the final decision.

Pre-readings:

- 1/ O'Brien book / Chapter - 07: Stage 4: Implementation
- 2/ RFQ for IT equipments (pdf).

10**Group presentations and discussions 1/2**

GROUP PRESENTATION : 02h00

Students have to present their team work. This team work consists in a maturity assessment, focusing on a real sourcing strategy. After choosing the company of their choice and one single sourcing category, students describe the firm's context, its purchasing and sourcing strategy (three first steps of the sourcing process only), critically analyze this sourcing strategy, and make recommendations for improvement. This presentation and the related written report is part of the assessment (counts for 50% of the final grade for the module)

11**Group presentations and discussions 2/2**GROUP PRESENTATION : 02h00

Students have to present their team work. This team work consists in a maturity assessment, focusing on a real sourcing strategy. After choosing the company of their choice and one single sourcing category, students describe the firm's context, its purchasing and sourcing strategy (three first steps of the sourcing process only), critically analyze this sourcing strategy, and make recommendations for improvement. This presentation and the related written report is part of the assessment (counts for 50% of the final grade for the module)

12**Sourcing process: step 6-7 and conclusion**LECTURE : 02h00

MSC_RPSCM532

THE ECONOMICS OF CONTEMPORARY GEOPOLITICS

Number of ECTS credits : 3

Course language : English

Course leader : BURLAT CLAIRE

Speakers : HASHIMOTO Tom

Term: FALL

≡ COURSE DESCRIPTION

Positioning itself as a general introduction to geopolitics, this course will discuss some of the most prominent frameworks in the field (clash of civilisations, 'flat world' hypothesis, cultural imperialism, geopolitics of the Anthropocene, systemic approaches, etc.), enabling students to reflexively make sense of the many global challenges they are facing. In particular, this course will question the impact of contemporary geopolitical trends on the new economy and on the changing ways of living, with a focus on the geopolitical trends associated with global warming.

≡ COURSE OBJECTIVES

The students will gain a better understanding of geopolitics and geoeconomics and will be able to use some of the main concepts developed in these fields to assess complex situations and make decisions.

By completing this course, students shall:

- Demonstrate their understanding of contemporary geopolitics and their impact on global supply chain,
- Be able to identify various sources of conflicts and their stakeholders by applying appropriate conceptual frameworks,
- Be able to effectively communicate with peers their understanding of complex geopolitical issues and challenges, and
- Cultivate their interest in tackling regional and global challenges in a socially responsible manner.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 2 - Formulate hypotheses to understand a complex situation, in a structured way, by mobilizing disciplinary frameworks if necessary
C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 3 - Prioritize risk scenarios, decide a risk management plan and ensure the implementation of a risk management/prevention plan

≡ TACKLED CONCEPTS

civilization, diachronie, diatopie, empire, national interest, realism, representation, soft power, sovereignty, etc.

≡ LEARNING METHODS

The course is based on lectures/seminars, readings and research, in-class discussions, and team projects (including oral presentations).

≡ EXPECTED WORK AND EVALUATION

60% individual evaluation (final exam based on case studies and the main concepts of the course); 40% collective evaluation (oral presentation with supporting written documents and/or presentations)

≡ BIBLIOGRAPHY

Dodds, K. (2015). Geopolitics: A Very Short Introduction. Oxford University Press.
Huntington, S. P. (1996). The Clash of Civilizations and the Remaking of World Order. New York: Simon and Schuster.
Miller, C. (2022) Chip War: The Fight for the World's Most Critical Technology. New York: Simon and Schuster.
Sassen, S. (2001) The Global City: New York, London, Tokyo. Second Edition. Princeton: Princeton University Press.
Solberg Soilen, K. (2012). Geoeconomics. London: Bookbon.
Taylor, P. And Derudder, B. (2015) World City Network: A Global Urban Analysis. London: Routledge.

Additionally, we refer to articles and excerpts from major media outlets such as Foreign Affairs, Economist, Bloomberg, and Le Monde Diplomatique.

≡ EVALUATION METHODS

40 % : Collective Evaluation
60 % : Individual Evaluation

≡ SESSIONS

1 Introductory discussion – what makes ‘geography’?

LECTURE : 02h00

In this session, we discuss what ‘political geography’ and ‘economic geography’ are all about and challenge the Chicago-style neoliberal understanding of the world economy.

2 Theoretical frameworks – is culture immobile?

LECTURE : 02h00

In this session, we continue our discussion on geopolitics/economics through various conceptual frameworks.

3 Case study 1 – Afghanistan

EXERCICES : 02h00

We now try to apply some of these concepts in the context of Afghanistan. The guiding question is: Does it really matter which framework we use? (If so, for whom?)

4 Theory and practice – different actors

LECTURE : 02h00

In this session, we add other actors into the picture, such as financial institutions, NGOs, higher education institutions, mass media, and social media.

5 Case study 2 – the War in Ukraine

EXERCICES : 04h00

Each group chooses a sector, with a handful active companies in mind. Utilising Porter’s 5 forces framework as a reference, we identify challenges the sector faces as a result of the War in Ukraine. The data shall be presented both in quantitative and qualitative manner.

6 Case study 3 – COVID-19

EXERCICES : 04h00

What makes the recent issues more complicated is the simultaneous nature of multiple crises. Building up on the previous case study, each group shall now focus on the impact of the COVID-19. The in-class discussion is supplemented by the activities in the financial sector, especially on insurance and logistics index (e.g. Baltic Exchange)

7**Case study 4 – the Middle East**EXERCICES : 04h00

In this session, we briefly review the situations in the Middle East (including the current War in Gaza). As a part of in-class discussion, we take a look at the EU's Green Deal as the reliance on oil and gas from the region partially accelerates the energy transition.

8**Digital geopolitics**LECTURE : 02h00

This brief seminar touches the issues surrounding digitalisation, financial and sociopolitical disintermediation, and cybersecurity. It is also linked to the EU's ambition to become an innovative global power/actor, challenging the US 'dominance' in the field.

9**Group presentation + debriefing**GROUP PRESENTATION : 02h00

This session is reserved for group presentations and debriefing of the course. It also functions as a review session for the final assessment.

RESPONSIBLE AND GLOBAL SOURCING

Number of ECTS credits : 3

Course language : English

Course leader : JOHNSEN THOMAS

Speakers : JOHNSEN THOMAS , RUAMPS Chin

Term: FALL

≡ COURSE DESCRIPTION

The course explores corporate social responsibility (CSR) in a global sourcing context. Global sourcing presents both opportunities for companies and a wide range of risks, where many concern sustainability and CSR.

CSR is a broad concept that includes the economic, environmental and social dimensions (i.e. sustainability) as well as stakeholder, voluntary and ethical dimensions.

≡ COURSE OBJECTIVES

The course will examine the relevance of CSR to global sourcing practices and strategies and will provide insights into the implementation and challenges of responsible global sourcing.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG4 - CSR
C4B learning objective	LO11 - Identify ethical issues and act on them from an ethical perspective
Outcomes	Lev. 3 - Clarify one's own positioning on ethical issues, adapt decisions to these ethical and responsible aspects

≡ TACKLED CONCEPTS

- CSR & Sustainability
- Ethical and sustainable procurement
- Corporate Sustainability Strategies
- Sustainable Business Models
- Leadership
- Social and Environmental Sustainability in Operations & Supply Chains
- Reporting and disclosure
- Supply Chain Collaboration
- Global Networks

≡ LEARNING METHODS

This course will mix several methods, to stimulate students and help them to develop knowledge and skills:

1. Lectures
2. In-Class Group Discussions
3. In-Class Group Presentations
4. Readings & Case Studies

≡ EXPECTED WORK AND EVALUATION

- Active Participation in Class, in both In-Class Group Discussions and In-Class Group Presentations (20%)
- Final Presentation Project Group work (40%)
- Sit-In In-Class Reflective Individual Essay (40%)

≡ BIBLIOGRAPHY

Core Text and Required reading:

Garriga, E. & Melé, D. (2004). [Corporate Social Responsibility Theories: Mapping the Territory](#). *Journal of Business Ethics*, 53, 51–71.

Ohreen, D. (2012). [Social Responsibility: Concepts and Normative Ethics](#). *International Journal of Management Concepts and Philosophy*, 6(4), 242-255. <https://doi.org/10.1504/IJMCP.2012.051452>

Hoffman, W. M. (1991). [Business and Environmental Ethics](#). *Business Ethics Quarterly*, 1(2), 169–184. <https://doi.org/10.2307/3857261>

Villena, V. H., & Gioia, D. A. (2020). [A More Sustainable Supply Chain](#). *Harvard Business Review*, 98(2), 84–93.

Johnsen, T., Howard, M., Miemczyk, J. (2019). [Purchasing and supply chain management : a sustainability perspective](#). (2nd ed.). Routledge. (1st edition also approved for course.) + [Ebook](#)

Recommended reading:

Carroll, A. B. (2016). [Carroll's pyramid of CSR: taking another look](#). <https://doi-org.audenciagroup.idm.oclc.org/10.1186/s40991-016-0004-6>

Porter, M. E., & Kramer, M. R. (2018). [Creating Shared Value: How to Reinvent Capitalism—And Unleash a Wave of Innovation and Growth](#). Springer Netherlands. https://doi-org.audenciagroup.idm.oclc.org/10.1007/978-94-024-1144-7_16

Lawrence, A. T. (2010). [Managing Disputes with Nonmarket Stakeholders: WAGE A FIGHT, WITHDRAW, WAIT, OR WORK IT OUT?](#). *California Management Review*, 53(1), 90–113. <https://doi-org.audenciagroup.idm.oclc.org/10.1525/cmr.2010.53.1.90>

≡ EVALUATION METHODS

50 % : Group Work presentation

50 % : Individual Essay

≡ SESSIONS

1 Introduction to CSR & Global Sourcing (CR)

BRIEFING : 02h00

This session introduces the course, giving an overview of the aim and learning outcomes and structure of the course and assessment. We explore the following issues:

- Understanding the concept of CSR
- Understanding the links between CSR, outsourcing and global sourcing
- CSR issues in global sourcing

2 Responsible global sourcing: case IKEA (TJ)

BRIEFING : 02h00

This session is based on the IKEA case. We use the case to examine how a 5-stage global sourcing process model can be applied.

3 Global sourcing category risks (TJ)

BRIEFING : 02h00

In this session, we examine the drivers (or motivations) for global sourcing, and explore different global sourcing risks in purchase categories. We run an exercise using a tool to analyse in particular industries and countries.

4 CSR and its Normative Basis: part 1 (CR)

BRIEFING : 02h00

This lecture discusses CSR through the lenses of different normative theories, most importantly, focusing on ethics. Different theories are given to understand the normative foundations of CSR. How ethics are an integral part of business management and its social responsibilities are also discussed.

5 CSR and its Normative Basis: part 2 (CR)

BRIEFING : 02h00

This lecture discusses CSR through the lenses of different normative theories, most importantly, focusing on ethics. Different theories are given to understand the normative foundations of CSR. How ethics are an integral part of business management and its social responsibilities are also discussed.

6 **CSR, Environmental Ethics, and Global Sourcing: part 1 (CR)**

BRIEFING : 02h00

This lecture discusses CSR through the lens of environmental ethics. How business relates to the environment it operates in is discussed with the concept of 'responsible sustainability' and 'critical human-interests', which relates to how rationales global sourcing of different materials can be based on. Different conceptions of sustainability reflecting environmental ethics are also discussed.

7 **CSR, Environmental Ethics, and Global Sourcing: part 2 (CR)**

BRIEFING : 02h00

This lecture discusses CSR through the lens of environmental ethics. How business relates to the environment it operates in is discussed with the concept of 'responsible sustainability' and 'critical human-interests', which relates to how rationales global sourcing of different materials can be based on. Different conceptions of sustainability reflecting environmental ethics are also discussed.

8 **Monitoring suppliers in the context of responsible global sourcing (TJ). Maisons du Monde guest presentation**

BRIEFING : 02h00

Topics:

- Supplier assessment & supplier sustainability monitoring
 - Role of third parties: NGOs and platform providers & Example EcoVadis
 - Kraljic matrix revisited: managing sustainable sourcing across different purchase categories
- NB: this session will include a presentation by Maisons du monde
-

9 **Beyond monitoring: Case Danone (TJ)**

BRIEFING : 02h00

Many companies limit their responsible global sourcing to supplier monitoring, relying on questionnaires and audits. More advanced companies use developmental approaches to help suppliers to create the necessary capability and mindset changes. We use the case of Danone to understand how a systematic process for monitoring suppliers and appropriate follow-up action.

10 **Final Group Presentation Preparation Time (CR)**

BRIEFING : 02h00

This two-hour session will give students time to finalise and fine-tune the final presentation project that will be presented in the next session.

11 **Final Group Presentation Project**

BRIEFING : 02h00

This session will be devoted to group presentations. Each group will present the outcome of their project and answer questions from the audience.

12 **Sit-In In-Class Individual Reflective Essay**

BRIEFING : 02h00

Number of ECTS credits : 3

Course language : English

Course leader : CONSTANT François

Speakers : EROL Caroline

Term: SPRING

≡ COURSE DESCRIPTION

The module provides students with an overview of the legal and ethical issues at the various stages of the supply chain, from contractual negotiation to choosing the most suitable distribution network, keeping in mind the international context in which business transactions take place and the impact of e-commerce on the purchasing model.

≡ COURSE OBJECTIVES

At the end of this course, students will be able to :

- Have a basic understanding of the legal systems revolving around the supply chain and recognize when and where legal and ethical issues may arise
- Have the necessary knowledge to convey purchasing needs and ethical requirements into contractual terms
- Identify legal and ethical issues arising out of an international business context

≡ TACKLED CONCEPTS

The topics in the units focus upon:

- Introduction to law and legal systems
- Contract law & ethics
- International private law
- The Vienna Convention on Contracts for the International Sale of Goods (CISG)
- Competition law & ethics issues in the supply chain
- Compliance & ethics issues in the supply chain
- Intellectual property

≡ LEARNING METHODS

The module employs:

- Interactive lecture sessions
- Presentations and discussions of case studies
- In-class Group work/presentations

≡ EXPECTED WORK AND EVALUATION

- Assigned readings to prepare before coming to class
- After each in-class lecture, students work in small groups on problems related to the topics of the day and submit it to the professor for a Pass/Fail grade

Exam: 60%

Continuous assessment: 40% (20% midterm + 20% in class assignments)

≡ BIBLIOGRAPHY

Raymond Wacks, A very short introduction to law, Oxford Press, 2008

Ian Longdin, Legal aspects of purchasing and supply chain, Liverpool Academic Press 2009

Ingeborg Schwenzer, Mariel Dimsey, Christina Fountoulakis, International Sales law: a guide to the CISG, Bloomsbury Publishing, 2019

≡ EVALUATION METHODS

≡ SESSIONS

1 Introduction

LECTURE : 02h00

Course overview; Introduction to business law, ethics, & international law ; Definitions of key legal concepts

2 Basics of contract law

LECTURE : 02h00

Characteristics, requirements for validity, effects, contractual liability, breach, sanctions and remedies

3 Negotiating a commercial contract

LECTURE : 02h00

Contract as a risk management tool, overall organization of a contract, overview of main clauses: obligations of parties, penalty, confidentiality, exclusivity, dispute resolution, force majeure, choice of law...

4 International private law

LECTURE : 02h00

Applicable law to an international dispute, competent jurisdiction to resolve the dispute (arbitral/judicial), enforcement of judgment/award (Brussels Regulation ; Rome Regulation; New York Convention)

5 Vienna Convention on Contracts for the International Sale of Goods (part 2)

LECTURE : 02h00

Introduction to the CISG (main regulation in terms of sale of goods in international business)
Applicability of the CISG, General provisions, Formation of contract

6 Vienna Convention on Contracts for the International Sale of Goods (part 2)

LECTURE : 02h00

Obligations of Seller and Buyer, Fundamental breach and effects, Remedies, Damages calculation

7 Midterm examination

INDIVIDUAL OR GROUP WORK : 02h00

Review session + Midterm exam

8

Competition law issues in the supply chain (part 1)

LECTURE : 02h00

Horizontal competition law issues: exchange of sensitive information; price cartels; collusive behavior

9

Competition law issues in the supply chain (part 2)

LECTURE : 02h00

Vertical competition law issues: retail price maintenance; prohibition to sell online

10

Compliance and ethics (part 1)

LECTURE : 02h00

Introduction to the notion of compliance & ethics
History of compliance regulations

11

Compliance and ethics (part 2)

LECTURE : 02h00

Understanding the structure and role of an anti-corruption compliance program : risk assessment, due diligence of commercial partners; conflicts of interests...

12

Preparation for final exam

MEETING POINT : 02h00

Review session

Number of ECTS credits : 3

Course language : English

Course leader : CONSTANT François

Speakers : GAVALAS Dimitris

Term: SPRING

≡ COURSE DESCRIPTION

This course provides an integrated framework of modern principles and practices in applied Supply Chain Finance (SCF), for companies operating in a competitive and risky globalized setting. Among the sessions of the course, the basics of Corporate Finance will be discussed and crucial modules of SCF will be unfold.

≡ COURSE OBJECTIVES

The key characteristic of SCF is that the techniques available are driven by the nature of the physical supply chain. Analyzing a client's underlying trade cycle and accurately identifying and applying for finance, risk mitigation (including foreign exchange management) and settlement are central to any approach in meeting clients' needs and expectations. This course provides with an opportunity to develop a broad understanding of the available finance options, a central facet to success within this industry.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
<hr/>	
C4B learning goal	LG2 - Action
C4B learning objective	L05 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 2 - Determine the potential risks plus the degree of probability and time frame, work out various risk scenarios

≡ TACKLED CONCEPTS

- Fundamental Properties of SCF
- Critical Corporate Financial Management Decisions
- Strategic Investment Decisions of Companies
- Financing Companies and Cost of Capital
- SCF solutions including approved payables finance, dynamic discounting, reverse factoring, p-cards and receivables finance
- Pricing, legal documentation and technological requirements for SCF platforms
- Regulatory issues facing the SCF industry

≡ LEARNING METHODS

The course will consist of a combination of lectures, case presentations, and class discussion. The syllabus of the course will be covered in total 24 hours. The lecture/discussion component will be devoted to presentation and discussion of concepts, frameworks, financial analytical techniques, and improvement strategies that may be deployed to drive greater supply chain management performance. The books proposed serve as background information for understanding lecture content and casework materials, as well as problems to build financial skills.

≡ EXPECTED WORK AND EVALUATION

Participation and continuous assessment, plus appropriate expressions of interest, and meaningful contributions to class activities are expected, valued, and graded. The written (group) assignment must be delivered on time. Students should maintain an awareness of current business dynamics and apply their knowledge to class discussions. Oral contributions to class discussions and activities, and completion of any take-home and in-class related exercises will contribute in course's added value.

Group assignment 50%
Final individual exam 50%

≡ BIBLIOGRAPHY

All courses shall be accompanied by the Speaker's learning material.

Recommended books (indicatively, not compulsory):

- Hoffman, E. and Belin, O., 2011, Supply Chain Finance Solutions, Relevance-Propositions-Market Value, Springer.
- Megginson, W.L., Lucey, B.M. and Smart, S.B., 2008, Introduction to Corporate Finance, Cengage Learning EMEA.

≡ EVALUATION METHODS

Number of ECTS credits : 3

Course language : English

Course leader : EL AMRANI REDOUANE

Speakers : EL AMRANI REDOUANE

Term: SPRING

≡ COURSE DESCRIPTION

Artificial Intelligence (AI) and data analytics are rapidly emerging as the most important and transformative technologies of our time. Recent advances, particularly in machine & deep learning, a computer's ability to improve its performance without human instruction, have held to a rapid proliferation of new applications that are changing the game for companies in almost all industries. AI and data analytics can help accomplish many business activities with greater accuracy and at a fraction of the time; it would take humans to do the same.

The effects of AI will only be magnified in the coming decade, as industries transform their core processes and business models to take advantage of its capabilities. Companies need to establish an AI and data strategy to govern and manage these complex challenges and changes. In this course, emphasis will be on the management of AI and data analytics in supply chain management, from both process and system perspectives, as well as issues and opportunities in innovating through technology.

≡ COURSE OBJECTIVES

In this course, we'll learn about more advanced machine learning and data analytics methods that are used to tackle problems in the supply chain. Upon completion of this course, participants will be able to:

- Understand the basic concepts of AI and data analytics by applying them to SCM processes.
- Explore the role AI and data analytics technologies in obtaining a strategic competitive advantage and act on the tremendous opportunities AI offers in SCM area.
- Give managers an understanding of the growing deployment of AI and usage of data analytics in SCM and logistics.
- Understand when, and when not, to rely on AI and the role of big data in fueling AI algorithms
- Understand ethical and privacy issues surrounding AI in organization and the limits and dangers of blindly relying on algorithms

≡ LEARNING OBJECTIVES

C4B learning goal	LG2 - Action
C4B learning objective	LO4 - Make proposals, take initiatives
Outcomes	Lev. 3 - Support and argue new proposals in a context where they were not envisaged

C4B learning goal	LG5 - Cooperation
C4B learning objective	LO14 - Work effectively in a team
Outcomes	Lev. 3 - Demonstrate a commitment to group work, encourage partners and create involvement and adherence

≡ TACKLED CONCEPTS

- Artificial Intelligence : Machine Learning, Deep Learning, Reinforcement learning
- Business Intelligence & Big Data
- AI project : PoC approach, testing environment, deployment phase
- AI strategy & project
- Data analytics and visualization
- Ethics & AI

≡ LEARNING METHODS

This course will combine short lectures, in-class discussions, readings, exchange of personal experiences, videos, articles, case presentation and discussion, etc. All these learning methods are used to discuss the current AI concepts, principles and practices in use in the SCM and its environment. Each session is designed to explore practical issues in the use of AI technologies to influence or implement corporate and competitive strategy of an enterprise SCM. In order to gain maximum benefit from the course, participants are expected to:

- Complete all assigned reading prior to the designated class
- Prepare assigned activities in advance of the class for which they are assigned.
- All class sessions are designed to augment, rather than repeat/duplicate assigned reading.

≡ EXPECTED WORK AND EVALUATION

Participant's grade will reflect the way in which they present and support their topics and positions in the various learning activities used in this course.

- Continuous Assessment : 50 %
- Final Exam : 50%

≡ BIBLIOGRAPHY

- Toorajipour R., Sohrabpour V., Nazarpour A., Oghazi P., Fischl M. (2021), « Artificial intelligence in supply chain management: A systematic literature review », *J. Bus. Res.*, 122, pp. 502-517
- Amirkolaii, K. N., Baboli, A., Shahzad, M. K., & Tonadre, R. (2017). Demand forecasting for irregular demands in business aircraft spare parts supply chains by using artificial intelligence (AI).
- Byun, S.-E., Han, S., Kim, H., & Centrallo, C. (2020). US small retail businesses' perception of competition: Looking through a lens of fear, confidence, or cooperation. *Journal of Retailing and Consumer Services*, 52,
- Camarillo, A., Ríos, J., & Althoff, K.-D. (2018). Knowledge-based multi-agent system for manufacturing problem solving process in production plants. *Journal of Manufacturing Systems*, 47, 115–127.
- Canhoto, A. I., & Clear, F. (2020). Artificial intelligence and machine learning as business tools: A framework for diagnosing value destruction potential. *Bus. Horiz. Artificial Intelligence and Machine Learning*, 63, 183–193
- Dimitrakopoulos, G., Uden, L., Varlamis, I., 2020. Chapter 16 - Transportation network applications, in: Dimitrakopoulos, G., Uden, L., Varlamis, I. (Eds.), *The Future of Intelligent Transport Systems*. Elsevier, pp. 175–188

≡ EVALUATION METHODS

Number of ECTS credits : 3

Course language : English

Course leader : JOHNSEN THOMAS

Speakers : CONSTANT François , JOHNSEN THOMAS

Term: SPRING

≡ COURSE DESCRIPTION

Building on previous learning in purchasing management, the Procurement Strategy and Innovation course analyses in more depth some key areas in which procurement is increased expected to act strategically and contribute to value cration beyond making cost savings. In particular, we explore complex organisational and strategic issues and how procurement can contribute to new product development and innovation.

≡ COURSE OBJECTIVES

At the end of this course students should be able to:

- to understand the meaning of strategic procurement and different levels of procurement maturity
- to evaluate the methods of early supplier involvement and early purchasing involvement in new product development and innovation and assess the potential performance implications of these practices
- to explain new trends in sourcing innovation through supply networks including sourcing from start-up companies
- to assess the advantages and disadvantages of different organisational structures including centralised, decentralised and centre-led models
- to explain the differences between direct and indirect procurement and the different challenges these present*
- to discuss the importance of digital systems in procurement, their features and the challenges of procurement digital transformation.
- to learn basic features of a procurement system.

≡ LEARNING OBJECTIVES

C4B learning goal LG3 - Entrepreneurship and Innovation

C4B learning objective LO9 - Develop innovative solutions and test them

Outcomes Lev. 2 - Think "out of the box" to imagine and submit new ideas. Arbitrate between innovative ideas

≡ TACKLED CONCEPTS

- Early supplier involvement (ESI) in new product development (NPD)
- Procurement involvement in innovation
- The NPD process: stage gate models
- Absorptive capacity of Procurement to manage new supplier technologies and markets
- Procurement digital innovation
- Cross-functional integration e.g. between procurement, marketing and R&D
- Strategic procurement
- Procurement organisation
- Indirect procurement and buying services

≡ LEARNING METHODS

As this course is at an advanced level, the idea is to engage students in debate and critical reflection on the strategic role and contribution of procurement management. There will therefore be extensive use of practical case studies as well as academic journal articles.

≡ EXPECTED WORK AND EVALUATION

The assessment will be based on one group assignments and one individual exam. The group assignment is a written report based on a company maturity analysis.

≡ BIBLIOGRAPHY

Hervé Legenvre, & Jury Gualandris. (2017). [Innovation sourcing excellence: Three purchasing capabilities for success](#). *Business Horizons*, 61, 95–106.

Constant, F., Johnsen, T.E., and Calvi, R. (2020). Managing tensions between exploitative and exploratory innovation through purchasing function ambidexterity. *Journal of Purchasing & Supply Management*, 26 (4), 100645.
[Managing tensions between exploitative and exploratory innovation through purchasing function ambidexterity](#).

Rozemeijer, F. A., van Weele, A., & Weggeman, M. (2003, January 1). [Creating Corporate Advantage through Purchasing: Toward a Contingency Model](#). *JOURNAL OF SUPPLY CHAIN MANAGEMENT*, 39(1), 4–13.

≡ EVALUATION METHODS

≡ SESSIONS

1 Introduction: Procurement strategy and innovation (TJ)

LECTURE : 02h00

This session gives an overview of the course and an introduction to Procurement Strategy and Innovation. We discuss the meaning of procurement strategy, exploring how procurement can add value to a company, beyond making cost savings, especially by contributing to innovation. We examine maturity models and their applications, preparing students for one of the assignments.

2 Early supplier involvement in new product development: Case Airbus A380 (TJ)

LECTURE & CASE STUDIES : 02h00

New product development time and cost can be reduced significantly through early supplier involvement (ESI). We explore some practical models and tools for ESI and using an assessment model. We explore how practices need to change when companies are faced with discontinuous innovation. The case of Airbus A380 is used to illustrate ESI challenges and lessons from practice.

3 Supply network-enabled innovation (TJ)

LECTURE & CASE STUDIES & EXERCISES : 02h00

We critically evaluate the concept of ESI when companies embark on discontinuous innovation. We unpack how innovation needs to be managed within supply networks and the new concept of supply network-enabled innovation. We discuss the implications for supplier relationships. We explore the role of procurement in innovation.

4 Procurement's role in innovation (FC)

LECTURE & CASE STUDIES : 02h00

In this session, students will investigate why and how Procurement can contribute to the firm's innovation capabilities. We evaluate new challenges faced by Procurement, including contracting with start-ups, adapting Procurement organization design, the concept of "champions" to support the innovation exploration phase, and using digital tools to explore innovation. All these new activities are part of the Procurement function enlargement adopted by the most advanced companies.

5 Hard control on innovation: Case study ALSTOM (FC)

LECTURE & CASE STUDIES : 02h00

In this session, students will investigate how purchasing can use open innovation to capture innovations from suppliers. The case emphasizes how suppliers can take advantage of open innovation practices, when not well managed by the buying firm. Problems like knowledge leakage or Intellectual Property (IP) rights are discussed. The case highlights how suppliers can use data from the buying company to their own profit, and suggest various methods for purchasers to deal with sensitive data.

6 Sourcing from start-ups (FC)

LECTURE & CASE STUDIES & EXERCISES : 02h00

Procurement teams are increasingly realizing that they need to look beyond the traditional supply base and search for new opportunities to contribute to their company's success. This sometimes includes working with start-ups! Firms are surrounded with innovative start-ups, incubators who are gradually taking prominent roles. Procurement teams can contribute throughout various stages of collaboration with start-ups. To do so, they need specific tools and processes, as the traditional approaches to source suppliers are no longer valid. In this session, students will discover best practices for Procurement to collaborate with start-ups.

7**Indirect procurement and buying services (TJ)**LECTURE & PRACTICAL WORK : 02h00

- Group exercise: buying different products and services
 - Defining indirect procurement and categorising services
 - The unique characteristics of services and their implications
 - Challenges of buying services
 - E-procurement and platforms for buying services
 - Service level agreements (SLAs)
-

8**Procurement organisation: decentralised, centralised and centre-led structures (TJ)**LECTURE & CASE STUDIES : 02h00

Procurement organizations could be fully decentralized, fully or partially centralized or nowadays center-led. In this session we will take a look to the different organizational set-up, reflect the benefits & challenges of each and highlight their differences.

Case study: NHS

9**(Final 4 sessions)**SIMULATION/ SERIOUS GAMES : 06h00

Game play. Students will be working with a purchasing information system: SILEX. They will discover the software, manipulate basic functions, view system data and carry out a number of actions via the system.

Number of ECTS credits : 3

Course language : English

Course leader : CONSTANT François

Speakers : LE MAIRE Jérôme

Term: SPRING

≡ COURSE DESCRIPTION

This module provides understanding and methodology to detect/ evaluate external and internal risks existing on supply chain and will bring methodology (stress test, supplier evaluation) and tool (technology) to increase the resilience of supply chain in the current VUCA world

≡ COURSE OBJECTIVES

This module will allow the student to properly understand typical weakness of any supply chain, the way to detect it depending on the localization (capacity planning , supplier management , logistic network) and about the main field of actions/ projects to increase the resilience (process adjustment , additional technology , changes in practices , etc...)

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 2 - Formulate a personal and well-informed opinion
C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 3 - Prioritize risk scenarios, decide a risk management plan and ensure the implementation of a risk management/prevention plan

≡ TACKLED CONCEPTS

- Supply Chain resilience, a company challenges and not just a logistic issue
- Challenges in evaluating Supply Chain risks
- Integrated business planning as a key element for Supply Chain Resilience
- Supply Chain based on PESTEL approach
- Flexibility versus standardization in logistics
- Scenario Planning, how to consider several plans as one is not enough
- Stress test (Supply Planning / Logistic planning / Supplier planning)
- Business Continuity plan
- Risk evaluation and stock management (is Just in Time the right approach?)
- How can we learn from military logistics strategy?
- Changes in Supply Chain score card
- Technology & Data to increase Supply Chain resilience
- Technology and risk, Importance of master data (purchasing and supply chain)
- How damaging the Earth is creating additional risks for Supply Chain
- Supply Chain resilience and R&D

≡ LEARNING METHODS

- Introduction to majors risks foreseen for any supply chain (geopolitics, demand / supply issue , cyber security , etc.....)
- Introduction of existing methodology and tool to detect and increase resilience
- Business case: Covid / Electronic crisis / Suez Canal crisis
- Learning by doing

≡ EXPECTED WORK AND EVALUATION

+ Continuous assessment (50%) : In class exercise around 2 core exercise:

WHAT IF exercise based on PESTEL approach where with some data the students will have to detect planning bottleneck and identify best way to convince management or the necessity to invest in new production capacity. Prepare a standardized evaluation questionnaire to be used for a risk maturity assessment (act as a future consultant about supply chain risks assessment)

+ Exam: 50%

≡ BIBLIOGRAPHY

Supply Chain resilience: Is there a holy grail ?, December 8, 2021 podcast Mc Kinsey
Briefing EU Resilience of Global supply chain November 2021

≡ EVALUATION METHODS

≡ SESSIONS

1 Introduction to Supply Chain risks in a VUCA (BANI) World

LECTURE : 02h00

What are the core sources of Supply Chain disruption expected to continue in future?

VUCA versus BANI world

Supply Chain & Geopolitics

2 Evaluate the risks.

LECTURE : 02h00

Internal Risks: Within the company's control, such as manufacturing delays, inventory issues, labor strikes.

External Risks: Outside the company's control, like natural disasters, economic fluctuations, supplier failures, geopolitical tensions.

Tiered Risk Structure: Supplier, customer, and logistical risks.

Challenges for risk identification (PESTEL) , added value of Technology.

Disruption Supply Chain check list

3 Planning evaluation: Stress Test WHAT IF scenario

LECTURE : 02h00

Scenario management, a new MUST to practice!

Importance of a mature S&OP Process

How to develop scenario? How to run simulation?

How to share results with Top management?

Challenges of the WHAT IF scenario, how to make the exercise trustable enough!

4 Scenario Planning

LECTURE : 02h00

Introduction to scenario Planning

Why integrated planning is a MUST! (Alignment Finance and Supply Chain planning)

How to deal with scenario planning from Demand to Material requirement

Main difficulties foreseen.

5 Technology and Supply chain risks

LECTURE : 02h00

How technology can support the assessment and increase resilience

Challenges foreseen regarding master data management.

6

Paradigm Change from a Just in Time Supply Chain to a robust one.

LECTURE : 02h00

What is news?
What to learn from the military experience?

7

Consequences of a more resilient Supply Chain from organization and skills

LECTURE : 02h00

What will change for SCM org chart ?
New skills required.
How to develop the resilience culture inside Supply Chain Team

8

Performance Score Card & Resilience

LECTURE : 02h00

How to adjust KPI system with new metrics
How to bring a more balanced KPI system

9

Introduction to WHAT IF exercise and Maturity assessment.

EXERCICES : 02h00

Introduce the 2 exercises.

10

Final WHAT IF presentation

EXERCICES : 02h00

Final review of the main conclusion from teams

11

Final presentation Resilience assessment 1/2

GROUP PRESENTATION : 02h00

Final review of the assessment tool and methodology from teams

12

Final presentation Resilience assessment 2/2

GROUP PRESENTATION : 02h00

Final review of the assessment tool and methodology from teams

Number of ECTS credits : 3

Course language : English

Course leader : JOHNSEN RHONA ELIZABETH

Speakers : JOHNSEN RHONA ELIZABETH , JOHNSEN THOMAS , MEQDADI Osama

Term: FALL

≡ COURSE DESCRIPTION

This course covers key issues in the development and management of buyer-supplier relationships. The characteristics of relationships, the specificities of asymmetric relationships and the balance of power & development of trust in relationships are introduced. Supplier partnerships & portfolio models and international buyer-supplier partnerships & networks are discussed. Recent developments in research related to relational capital, customer attractiveness and preferred customers and supplier diversity are introduced.

≡ COURSE OBJECTIVES

To identify key issues in the development and management of buyer-supplier relationships

To analyse the characteristics and specificities of buyer-supplier relationships, partnerships and networks

To develop strategies for better managing buyer-supplier relationships

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 2 - Formulate a personal and well-informed opinion
C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	LO9 - Develop innovative solutions and test them
Outcomes	Lev. 2 - Think "out of the box" to imagine and submit new ideas. Arbitrate between innovative ideas

≡ TACKLED CONCEPTS

- Buyer-supplier relationship development
- Characteristics of asymmetric relationships
- Balance of power & development of trust in relationships
- Supplier partnerships & portfolio models
- International buyer-supplier partnerships & networks
- Customer attractiveness & preferred customers
- Relational capital development

≡ LEARNING METHODS

- Lecture sessions
- Presentation and discussion of case studies and academic articles
- Group work and presentations

≡ EXPECTED WORK AND EVALUATION

50% individual case scenario activity & report

50% group article review presentation

≡ BIBLIOGRAPHY

Bibliography

Johnsen, T., Howard, M., Miemczyk, J. (2019). [Purchasing and supply chain management : a sustainability perspective](#). (2nd ed.). Routledge. + [Ebook](#)

Additional articles will be advised.

≡ EVALUATION METHODS

≡ SESSIONS

1 Introduction to the course & assessment. Buyer-supplier relationship development & management

LECTURE & PRACTICAL WORK : 02h00

This session introduces key themes and frameworks related to supplier relationship management.

- process of development of buyer-supplier relationships
- structure & characteristics of buyer-supplier relationships
- asymmetric relationship development & management issues
- power & trust in relationships
- managing the 'dark side' of relationships

2 Developing supplier partnerships

LECTURE & CASE STUDIES : 02h00

This session is based on a case study of a UK helicopter manufacturer, which has decided to implement strategic purchasing. As part of this development, the company wants to change the way it works with key suppliers: developing strategic partnerships. We use the case study to explore the need for a new approach to the strategic supplier selection process and a shift from supplier assessment to supplier *relationship* assessment methods.

3 Supplier relationship portfolio models

LECTURE & PRACTICAL WORK : 02h00

Building on the well-known Kraljic portfolio matrix, we explore alternative portfolio models and what these can add to Kraljic analysis. We run an exercise to simulate how the analysis can be used in practice.

4 Customer attractiveness & preferred customers

LECTURE & PRACTICAL WORK : 02h00

The concept of "preferred suppliers" is well-established in purchasing and supply management. This session turns this idea upside down and explores how a company can become the "preferred customer" of its key suppliers. We also consider the related concept of customer attractiveness and the impacts of being an attractive customer.

5 International buyer-supplier collaboration, partnerships & networks

LECTURE & PRACTICAL WORK : 02h00

This session focuses on the development & management of international relationships & partnerships. We discuss internationalization process theories and approaches, partnership evolution & relationship management challenges in the international context.

Exercise: Developing a strong international partnership

6 Introduction to the 'International buyer-supplier relationship case scenario'

PRACTICAL WORK : 02h00

In this session we will introduce the case, the context and readings to support preparation for the assessment for the 'International buyer-supplier relationship case scenario'. Students will be advised on the materials available and the required approach and expectations for the assignment.

7**Guest speaker; mondelez**LECTURE & PRACTICAL WORK : 02h00

Julia Ferret, procurement specialist at Mondelez, will discuss SRM in the case of Mondelez.

8**SRM case activity**PRACTICAL WORK : 02h00

This session focuses on case activity which develops knowledge of the challenges of SRM in specific sectors and settings.

9**International buyer-supplier relationship case scenario: group preparation and strategy development**PRACTICAL WORK : 02h00

This session enables students to discuss their instructions, develop their strategies and assign group roles before playing out the role assigned to them for the case scenario implementation in the next session.

10**International buyer-supplier relationship case scenario implementation**PRACTICAL WORK : 02h00

In this session students play out the case scenario and perform individual roles.

11**Article review presentations**GROUP PRESENTATION : 02h00

The final two sessions will be dedicated to the presentations made by student groups. These sessions focus on students' evaluation of an assigned article covering key themes of the course. The article reviews are part of the course assessment.

Student groups will present their reviews of articles that have been assigned and that form part of the course assessment. Class discussions will be developed around the article reviews.

12**Article review presentations**GROUP PRESENTATION : 02h00

Student groups will present their reviews of articles that have been assigned and that form part of the course assessment. Class discussions will be developed around the article reviews.

Number of ECTS credits : 3
Course language : English
Course leader : VENARD BERTRAND
Speakers : VENARD BERTRAND
Term: SPRING

≡ COURSE DESCRIPTION

Barings, Enron, Worldcom, Ford, Parmalat, Siemens, Tyco, Olympus, BNP Paribas, many companies have faced over the years massive frauds. According to the Serious Fraud Office, fraud is a type of criminal activity, defined as “abuse of position, or false representation, or prejudicing someone’s rights for personal gain”.

The corporate crimes are obviously morally wrong, legally unacceptable but unfortunately not so rare. As a matter of fact, research suggests that 37% of worldwide firms declared to have been victim of fraud in the previous two years (PWC, 2014). Commercial organisations could be the victims of diverse frauds including asset misappropriation, corruption, accounting fraud, cybercrime, investment fraud or unfair trading. The list of corporate frauds seems to have no end. Considering the necessity to combat corporate fraud, this course aims at developing the knowledge regarding economic fraud in general, and corruption in particular. Corruption is here taken as an example of fraud.

The fight against corruption has been pushed forward by several international organizations. Indeed, the United Nations have included the combat against corruption as part of the Goal 16 (“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”). Combatting corruption underpins all efforts to achieve the Sustainable Development Goals (SDGs). SDG 16 acknowledges the importance of anti-corruption as an institutional principle through target 16.5, which aims to substantially reduce corruption and bribery in all their forms.

Not only participating to this course is important for future executives willing to increase their awareness regarding economic crimes, but also the goal is to help them in their efforts to fight corporate frauds. In this respect, the most important question is for future managers: what should do an executive facing an economic fraud?

≡ COURSE OBJECTIVES

- To comprehend fundamental concepts in the field of the deviance, criminology and corporate crime,
- To apply these various concepts to corporate cases of economic frauds,
- To analyse various cases with a selection of articulated concepts,
- To develop critical thinking regarding the role of firms in economic frauds and the role of individuals in such wrongdoing.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 3 - Detect one's own biases and evaluate their impacts on the formulated opinion
C4B learning goal	LG4 - CSR
C4B learning objective	LO10 - Identify and understand stakeholder interests
Outcomes	Lev. 2 - Categorize the relevant stakeholders and explain their interests
C4B learning goal	LG4 - CSR
C4B learning objective	LO11 - Identify ethical issues and act on them from an ethical perspective
Outcomes	Lev. 2 - Identify, categorize and prioritize ethical issues concerning one's activities

≡ TACKLED CONCEPTS

This course investigates the main theories and underpinning principles related to deviance and corporate crimes. A wide range of concepts is discussed including:

Anomy
Conflict
Corporate fraud
Corruption
Deviance
Differential association
Fraud
Fraud Prevention
Fraud Triangle
Guardianship
Individual fraud
Labelling
Neutralization
Organisational responses to fraud
Potential individual reactions to corporate frauds
Social bonding
Social control
Social disorganization
Social influence
Sustainable development

≡ LEARNING METHODS

Among the pedagogical tools, the course will use :

- class discussion,
- academic article study and discussion
- case studies
- videos
- team project about a specific fraud.

≡ EXPECTED WORK AND EVALUATION

ASSIGNMENTS

1. It is essential that participants share their experiences, describing their personal cases, their moral conflicts, individual and organisational responses to economic frauds. An emphasis will be then to discuss the specific circumstances facing participants.
2. The students will have also to read cases and course materials in advances.
3. Teams of students will be created by the professor and will have a report and oral presentation to do about a real white collar crime. The white collar crime to be presented will be selected by the professor.

EVALUATION METHODS

Students will be evaluated in the following manner:

- 50 % Individual Class Participation,
- 50 % Team Final Project.

≡ BIBLIOGRAPHY

- Adler, P., Adler, P. (2006). *Constructions of Deviance*, Thomson.
- Carrabine, E., Iganski, P., Lee, M., Plummer, K., Sotuh, N., (2004). *Criminology. A sociological introduction*. Routledge.
- Castro, A., Phillips, N., & Ansari, S. (2020). Corporate corruption: A review and an agenda for future research. *Academy of Management Annals*, 14(2), 935-968.
- Goode, E., (2008). *Deviant Behavior*. Pearson.
- Johnson, M., (2005). *Syndrome of Corruption*. Cambridge University Press.
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- Pfohl, S. (1994). *Images of Deviance and Social Control*. McGraw-Hill.
- Podgor, E., Israel, (1997). *White Collar Crime*. Thomson.
- Rose-Ackerman, S., (2005). *Corruption and Government*. Cambridge University Press.
- Simon, D., (2006). *Elite Deviance*, Pearson.
- Torsello, D., Venard, B. (2016). "The anthropology of corruption". *Journal of Management Inquiry*, 25(1), 34-54.
- Venard, B., Hanafi, M. (2008). "Organizational isomorphism and corruption in financial institutions. An empirical research in emerging countries". *Journal of Business Ethics*, 81 (2): 481-498.
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≡ EVALUATION METHODS

≡ SESSIONS

1

Introduction

LECTURE : 02h00

In this session, we will introduce the course objectives, methods and requirements. We also discuss the key topics of the course.

Case: The Ford Pinto (Automobile)

To do : Read the case Ford Pinto

2

Deviance

LECTURE : 02h00

We will discover several theories and concepts used in the field of criminology to understand deviance, fraud being an example of deviance.

Cases: The Fall of Barings & The Wolf of Wall Street (Finance)

Read the case : Barings Bank

3

Deviance

LECTURE : 02h00

In the session 3, we will continue to discuss several theories about deviance, starting to apply them to different short cases.

4**Introduction to White Collar Crime**

LECTURE : 02h00

After discovering the field of criminology, we will start applying these concepts to frauds in organizations. We will also introduce specific concepts of the field of white collar crimes.

5**Individual Frauds**

LECTURE : 02h00

This session will allow to discover frauds from the perspective of individuals. Indeed, frauds could be perpetrated by individuals, with the companies being their victims. The students will also present shortly 2 cases using the previous learning concepts.

Team presentation of 2 cases: Madoff & Kerviel (Finance) Case: Enron (Energy)

To do : Read the case Enron

6**Corporate Frauds**

LECTURE : 02h00

In the session 6, we will analyse frauds done by organizations or even group of companies.

Case: Philipp Morris et al. (Tobacco)

To do : Read the Judgment P. Morris et al. vs US

7**Examples of White Collar Crimes**

LECTURE : 02h00

In this session, we will discuss several cases in different contexts, sectors, countries. This will allow to discover the heterogeneity of white collar crimes and revise several concepts.

Mini Cases: Union Carbide's Bhopal Plant (Chemical Industry), Worlcom (Telecom), Parmalat (Food), Vivendi (Medias), SK Bankruptcy (Foods)

To do : Read the case Worldcom

8**Corruption**

LECTURE : 02h00

In the session 8, we will discuss an example of frauds: corruption. Class discussions will entitle to confront various points of view about the matter, even discovering the dark consequences of corruption. **Video Case: Corporate Crime, Corruption and Terror**

To do : Read the case Siemens (Industry)

9**Team Projects**

LECTURE : 02h00

The session 9 will allow to make sure that the different teams are progressing in writing their final reports about a case of a white collar crime. The professor will discuss with each team to see the progress and the difficulties. Some discussion about the Team Projects will be also done with all students.

10**Individual and Organizational Responses to Frauds**

LECTURE : 02h00

In the session 10, we will discover and talk about the responses of individuals and companies when facing a fraud.

Case: Lost Alone in India GVV Approach

To do : Read the case Lost Alone in India Read the presentation of the Siemens compliance system

11**Team Project Presentations**

LECTURE : 02h00

In this session 11, 3 teams will present real white collar crime to the class. This will lead to a class discussion about frauds and responses to frauds.

To do : Oral Presentations of team 1,2 and 3

12**Team Project Presentations and Conclusion of the course**

LECTURE : 02h00

In this final session, 3 teams will present real white collar crime to the class. This will lead to a class discussion about frauds and responses to frauds. We will also conclude the course.

Case: Janaagraha : I paid a bribe

To do : Oral Presentations of team 4, 5 and 6

Read the case Janaagraha

