Unit Outline*

TRLO8506
Supply Chain Management

D4B-OFF
Shanghai

Dr Min Qiu

Business School
www.business.uwa.edu.au

* This Unit Outline should be read in conjunction with the Business School Unit Outline Supplement available on the Current Students web site http://www.business.uwa.edu.au/students
UNIT DESCRIPTION

Introduction
Welcome to the study of supply chain management. The unit and the instructional material have been developed to cover a wide range of issues in supply chain management, which lays a foundation to study specific topics or techniques of logistics and supply chain in depth.

The objective of the unit is to enable students to achieve an understanding of the terms, concepts, and principles of logistics and supply chain management; the issues faced by logistics managers and new approaches to these issues; and the transport and other physical processes in logistics operations.

The lecturer is Associate Professor Min Qiu, a transport professional with 26 years of experience in transport, logistics and supply chain management, gained through teaching, research and consultancy in China and Australia. He is also a logistics practitioner in the bulk commodity business. Min achieved his Bachelor Degree in Road and Traffic Engineering at Tongji University in Shanghai, did his PhD at The University of Western Australia in Transport Economics, and completed his Graduate Business Qualification at Curtin University of Technology in Australia. Prior to his current employment, he was Research and Development Officer for Transport Modelling and then Road Performance Evaluation Manager at Main Roads Western Australia (the road authority in Western Australia), Senior Transport Engineer at PPK Environment & Infrastructure Pty Ltd in Australia, Senior Transport Planning Engineer at GHD Pty Ltd in Australia, and Lecturer at Tongji University in China.

Unit content
This unit covers basic concepts of supply chain, strategic fit of supply chain, broad issues in distribution network and inventory management, sourcing decisions, transport, warehousing, outsourcing, materials handling, and pricing and revenue management.

The goal of the unit
This unit is pitched at students in a master program who desire to have an overall understanding of the components of a supply chain, and lays a foundation for students to further study advanced issues of supply chain management.

Learning outcomes
On completion of this unit, you should be able to:
• Take a strategic view on specific business processes/tasks in a supply chain, which makes a contribution to achieving the objectives of the organisation
• Develop supply chain processes that are consistent with the supply chain strategy and in turn with the competitive strategy of the organisation
• Develop and plan relevant distribution networks for various supply chain situations
• Formulate relevant inventory policies and measures to minimise safety inventory
• Have in-depth knowledge to make decisions in relation to transport in supply chains
• Make relevant warehousing decisions, such as warehousing types, and public versus private warehousing
• Choose appropriate materials handling equipment using principles relevant to various warehousing and production situations
• Have relevant knowledge of packaging
• Develop pricing and revenue management measures to maximise the profit of various assets of the organisation
TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies

The eleven formal lecture topics in the unit are designed to present the issues and the background reading will provide depth.

In-class discussion is an integral part to enhance understanding of the lecture contents. Students are encouraged to participate in the discussion.

Individual assignment project provides students to independently analyse business cases in supply chain management and to write analysis reports in a profession fashion.

Teaching and learning evaluation

You may be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Students’ Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.

Attendance

Participation in class, whether it be listening to a lecture or getting involved in other activities, is an important part of the learning process, therefore it is important that you attend classes. More formally, the University regulations state that ‘to complete a course or unit students shall attend prescribed classes, lectures, seminars and tutorials’. Where a student, due to exceptional circumstances, is unable to attend a scheduled class, they are required to obtain prior approval of the unit coordinator to be absent from that class. Any student absent from class without having had such absence approved by the unit coordinator may be referred to the faculty for advice and may be required to withdraw from the unit.

CONTACT DETAILS

We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

<table>
<thead>
<tr>
<th>Unit coordinator/lecturer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: Dr Min Qiu</td>
</tr>
<tr>
<td>Email: <a href="mailto:Min.qiu@uwa.edu.au">Min.qiu@uwa.edu.au</a></td>
</tr>
<tr>
<td>Phone: +61 (8) 6488 3729</td>
</tr>
<tr>
<td>Fax: +61 (8) 6488 1055</td>
</tr>
</tbody>
</table>

TEXTBOOK(S) AND RESOURCES

Recommended/required text(s)

Additional resources and reading material

- Journals
  - *International Journal of Production Economics*
  - *Transportation Research Part E: Logistics and Transportation Review*
  - *Omega*
  - *Technovation*
  - All of these journals are accessible through the UWA Library: [http://www.library.uwa.edu.au/](http://www.library.uwa.edu.au/) → SuperSearch (you will be required to login with the details on your student card) → Social Sciences → ScienceDirect → (top left) the first letter of the journal title → the journal you want
  - The authors of journal articles often try to impress referees with a lot of mathematics. Much of that can be ignored when you are seeking the substance of an article.

- Websites
  - China Supply Chain Council [http://www.supplychain.cn/](http://www.supplychain.cn/)

UNIT SCHEDULE

Overview (all lectures to be presented at SMU)

- Lectures
  - Five lecture sessions on each of 23 April (Saturday) and 24 April (Sunday) 2011, starting at 0830.
  - Two lecture sessions on each of 25 April (Monday), 27 April (Wednesday) and 29 April (Friday) 2011, starting at 1830.
  - Two lecture sessions on 30 April (Saturday) 2011, starting at 0830.
  - Details of the lecture program are shown on the next page.

<table>
<thead>
<tr>
<th>Session</th>
<th>Time</th>
<th>Textbook Reading</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 23, Saturday</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>08:30-10:00</td>
<td>21-37</td>
<td>Understanding the supply chain</td>
</tr>
<tr>
<td>2</td>
<td>10:15-11:45</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>13:00-14:30</td>
<td>38-59</td>
<td>Supply chain performance – strategic fit</td>
</tr>
<tr>
<td>4</td>
<td>14:45-16:15</td>
<td>60-81</td>
<td>Supply chain drivers and obstacles</td>
</tr>
<tr>
<td>5</td>
<td>16:30-18:00</td>
<td>91-129</td>
<td>Design distribution network and application to e-business</td>
</tr>
<tr>
<td>April 24, Sunday</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>08:30-10:00</td>
<td>91-129</td>
<td>Design distribution network and application to e-business (continued)</td>
</tr>
<tr>
<td>7</td>
<td>10:15-11:45</td>
<td>n.a.</td>
<td>Risk control and insurance in supply chain (Guest speaker: Mr Lee, CEO of Global Shipping Insurance in Zurich Financial Services Group)</td>
</tr>
<tr>
<td>Day</td>
<td>Time</td>
<td>Duration</td>
<td>Topic</td>
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<tr>
<td>8</td>
<td>13:00-14:30</td>
<td></td>
<td>Inventory management</td>
</tr>
<tr>
<td></td>
<td>14:45-16:00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>16:15-18:00</td>
<td></td>
<td>Transport in the supply chain</td>
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<tr>
<td>9</td>
<td>14:45-16:00</td>
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</table>

**April 25, Monday**

<table>
<thead>
<tr>
<th></th>
<th>Time</th>
<th>Duration</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>18:30-20:00</td>
<td>n.a.</td>
<td>Warehousing</td>
</tr>
<tr>
<td>12</td>
<td>20:15-21:45</td>
<td>n.a.</td>
<td>Materials handling</td>
</tr>
</tbody>
</table>

**April 27, Wednesday**

<table>
<thead>
<tr>
<th></th>
<th>Time</th>
<th>Duration</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>18:30-20:00</td>
<td>n.a.</td>
<td>Materials handling (continued)</td>
</tr>
<tr>
<td>14</td>
<td>20:15-21:45</td>
<td></td>
<td>Sourcing decisions in a supply chain</td>
</tr>
</tbody>
</table>

**April 29, Friday**

<table>
<thead>
<tr>
<th></th>
<th>Time</th>
<th>Duration</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>18:30-20:00</td>
<td></td>
<td>Sourcing decisions in a supply chain (continued)</td>
</tr>
<tr>
<td>16</td>
<td>20:15-21:45</td>
<td></td>
<td>Pricing and revenue management in the supply chain</td>
</tr>
</tbody>
</table>

**April 30, Saturday**

<table>
<thead>
<tr>
<th></th>
<th>Time</th>
<th>Duration</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>08:30-10:00</td>
<td></td>
<td>Pricing and revenue management in the supply chain (continued)</td>
</tr>
<tr>
<td>18</td>
<td>10:15-12:15</td>
<td>n.a.</td>
<td>Revision</td>
</tr>
</tbody>
</table>

### ASSESSMENT MECHANISM

#### The purpose of assessment

There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work provides you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.

#### Assessment mechanism summary

<table>
<thead>
<tr>
<th>Item</th>
<th>Weight</th>
<th>Due date</th>
</tr>
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<tbody>
<tr>
<td>Final exam: 3 hours</td>
<td>60%</td>
<td>28 May 2011 (at SMU)</td>
</tr>
<tr>
<td>Major assignment: independent project</td>
<td>40%</td>
<td>04 June 2011</td>
</tr>
</tbody>
</table>

**Note 1:** Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

**Note 2:** Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the unit.

**Note 3:** There is no supplementary assessment in this unit.

#### Assessment components

**Major Assignment**

- This is an individual assignment.
- It is worth 40% of the final grade.
• The completed report must be submitted to SMU by 04 May 2011, Saturday. The report needs to have an assignment cover sheet with the student’s signature. No digital copy of the report will be accepted.

• A case study paper “Amazon.com’s Inventory Management” is provided. Students are asked to use the case, and then to review and critically analyse the case study paper. Responses to the questions will be within a framework of description and diagnosis of, and prescription for the issues inherent in the case study. The corresponding questions together with allocation of marks are shown on the next page.

• Reference to a minimum of five (5) papers drawn from the journal literature or other relevant sources on logistics and supply chain management will be required in support of the analysis and answers in the report.

Lecture handouts do not count as reference.

• The report needs to have a length of 2000 to 2500 words.

CASE STUDY PAPER

• Case study paper “Amazon.com’s Inventory Management”, Purnima Pillai, ICFAI Centre for Management Research, Hyderabad, India, 2004.

ASSIGNMENT QUESTIONS

• Case study: Amazon.com’s Inventory Management (Total 100 marks)
  o Managing inventory is one of the most important tasks of a retailing company. If there are not enough goods in stock some of the customers might be disappointed. Stocking too many will reduce the profit margins. Do you think Amazon.com adopted the right strategy while trying to manage its inventory? Was it successful in its task? (45 marks)
  o When it managed its own inventory, Amazon earned the reputation of providing superior customer service. Despite this it decided to outsource inventory management. Do you think Amazon had taken the right decision in outsourcing this key area of its business? (35 marks)
  o In 2001, while Amazon was still struggling to make a profit, it decided to sell the products of competing retailers on its site, along with its own products. Do you think Amazon took the right decision in selling others’ products on its site or should it have concentrated on promoting its own products? (20 marks)

Submission of assignments

Please remember to attach an Assignment Cover Sheet to the front of your assignment. You can download and print your Assignment Cover Sheet from the Current Students web page http://www.business.uwa.edu.au/students/assessments.

Student Guild

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Website: http://www.guild.uwa.edu.au

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Appeals against academic assessment

The University provides the opportunity for students to lodge an appeal against assessment results and/or progress status (refer http://www.secretariat.uwa.edu.au/home/policies/appeals).