



Module Specification

Supply Chain Strategy and Management

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Part 1: Information

Module title: Supply Chain Strategy and Management

Module code: UMSCCE-10-M

Level: Level 7

For implementation from: 2023-24

UWE credit rating: 10

ECTS credit rating: 5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Not in use for Modules

Field: Strategy and International Business

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: It is increasingly evident that purchasing and supply chain management are critical functions of business management. Indeed, business success is frequently determined by the overall competitiveness of a firm's supply chain rather than by the competitiveness of a single company ie achieving and sustaining a market advantage involves supply chain competing with supply chain rather than company competing with company. The professional purchaser is an indispensable

link between a 'user', the source of demand, and a 'seller', the source of supply, and is, therefore, directly involved in supply chain strategy and management. It is evidently apparent that, for many firms, the purchasing function is no longer limited to the administrative process of selecting suppliers and managing contracts. increasingly, professional purchasers are concerned with selecting strategic partners and managing longterm mutually dependent relationships. This module will explore established 'good practice' in supply chain strategy and management, as well as conceptualising an 'ultimate goal' or strategic role for the purchasing function.

Features: Not applicable

Educational aims: The overall aim of this module is to assess and explore the significance of 'input market management' in relation to 'output market competitiveness'. This module will develop the student's appreciation and expectation, of the opportunities and limitations of a firm's Supply Chain Strategy and Management.

Outline syllabus: The syllabus includes:

Internal Market - Relationships and responsibilities:

Value analysis and cost improvement engineering, implications for purchasing.

Simultaneous and concurrent engineering: Lean Supply (JIT), MRP, MRPII - implications for purchasing.

Countertrade: offset and reciprocal - implications for purchasing.

Variety reduction, standardisation and rationalisation; implications for purchasing.

Purchasing performance, motivation, incentives, expectations, benchmarking.

Effective organisation structures (OD & HR issues). Inventory management.

Input Market - Managing external relationships:

Input market management - upstream value improvement.

Negotiation strategies, implications of relationship management.

Single and multiple sourcing strategies.

Business Ethics and integrity - the professional purchaser/supply manager.

Vendor analysis and measuring (benchmarking) supplier performance.

Relationship strategies between buyer, seller and the internal customer - predatory, adversarial, co-operative, partnership and mutually dependent.

Relationship management.

Managing international/global sources of supply.

Supply related vulnerability and risk management.

Electronic data transfer/exchange (EDI), the virtual corporation - implications for purchasing.

Output Market - Contributing to competitiveness (Strategic Purchasing):

The make or buy decision, implications for purchasing (spilt milk concept).

Limitations of competitive bidding/tendering - public accountability, delegating risk.

True procurement cost, total cost of ownership/acquisition.

Lead-time and manoeuvre strategy (outbound logistics).

Supply innovation and reverse marketing.

Input market myopia - strategic supply management/issues.

Management of quality assurance (procedures and practice).

Part 3: Teaching and learning methods

Teaching and learning methods: The module's learning outcomes will be accomplished by a combination of lectures, case analysis, tutorial group discussion, role/game play, student presentations and other supporting activities. It is intended that the teaching plan will incorporate a guest speaker programme. The guest speaker programme will be used to augment the 'theoretical' content of the module, and provide an important link with practical reality and contemporary industrial society.

The module will incorporate a 'required text' book (eg Dobler and Burt). A premodule preparatory and post-module consolidation reading schedule, listing essential, recommended and optional chapters will be issued to students before, or on, commencement of the 'taught' programme.

Central to teaching and learning at M level is the high level of critical discourse in contact sessions and assessed work. A participative ethos allows the contribution of both staff and students to be equally valued in the exploration, evaluation and

creation of theory and its application to problem solving in both case and real organisational contexts. This approach requires the ability to define, obtain, rigorously analyse and evaluate information quickly and communicate relevant conclusions and recommendations to team colleagues and professional and academic audiences in a range of formats.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

MO1 Have a comprehensive knowledge and critical understanding of the procedures and processes of locating, evaluating and selecting external sources of supply; particularly appreciating the use of the external supplier as a source of innovation technology and competence; the importance of an effected (added value) relationship between buyer and user; the responsibility and contribution of the purchasing function to the firms efforts to create, coordinate and control upstream value; the role of the purchasing and supply function as a centre for skills, competencies and information; the tasks undertaken and the responsibilities of the professional buyer

MO2 Have a critical approach to the literature on supply chain strategy and management

MO3 Be able to use conceptual frameworks to analyse and critically evaluate the risks and opportunities of various buyer/supplier relationship styles, including predatory, adversarial, collaborative and partnership

MO4 Be able to synthesise conceptual frameworks from the literature with their own professional experiences and develop new approaches for understanding purchasing and supply issues, which will enable them to generate creative solutions to supply chain management problems, - such as the use of supply innovation as a means of achieving a sustainable “supply derived” competitive advantage

Hours to be allocated: 100

Contact hours:

Independent study/self-guided study = 76 hours

Face-to-face learning = 24 hours

Total = 100

Reading list: The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link <https://uwe.rl.talis.com/index.html>

Part 4: Assessment

Assessment strategy: See Assessment.

Assessment components:

Project (First Sit)

Description: Supervised mini project

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

Project (Resit)

Description: resubmission of the supervised mini project

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

Part 5: Contributes towards

This module contributes towards the following programmes of study: