BUSI3030
International Supply Chain Management
Semester 2, 2014

Course Description

Global economic integration and global business competition require firms to design products for international markets, and rationalise their purchasing, production and distribution options accordingly. To facilitate such business activities, supply chain management is taking an increasing important place in the international strategies that firms pursue.

The course explores the main issues in international logistics (IL) and supply chain management (SCM) to underline their strategic importance to firms. It first places IL and SCM in the context of international business. It then discusses the core concepts of IL and SCM, supply chain strategies, and international logistics operations.

When introducing the operational aspects of international logistics, the course highlights the roles of inventory management, international transportation, international payment, and information systems in a firm's international operation.

The later part of the course focuses on the designing of global supply chain to counter risks, enhance efficiency, promote sustainability.
Mode of Delivery | On Campus
---|---
Prerequisites | To enrol in this course you must have completed 48 Units of courses
Incompatible Courses | n/a
Course Convenor /Lecturer and Tutor: | Ms Felicity Mullens
Phone: | (02) 6125-1525 Room No. 1100
Email: | felicity.mullens@anu.edu.au
Office hours for student consultation: | 11:00am -12:30pm Friday (before lecture)
Student administrator/s | RSM Student Office (Monday to Friday 9am to 5pm)
Phone: | 6125 6737 or 6125 9839
Email: | enquiries.rsm@anu.edu.au

http://programsandcourses.anu.edu.au

COURSE OVERVIEW

Learning Outcomes
LO1: define, explain and illustrate the key operational issues involved in international logistics;
LO2: explain and illustrate the significance of logistics and supply chain management in international business;
LO3: explain and illustrate the composition of global supply chain;
LO4: apply this knowledge of managing logistics in international trade operations in analysis, discussion and argument;
LO5: analyse the supply chain strategies of firms;
LO6: examine the levels of risk, efficiency, and sustainability of a supply chain; and,
LO7: communicate effectively in oral and written forms about international supply chain management using appropriate concepts, logic and rhetorical conventions.

Finalisation of Marks and Grades
After marking is concluded the lecturer will submit a report to the Committee of Examiners for the course recommending final marks and letter grades for each student. The Committee comprises, at a minimum, the Director of the Research School of Management, the lecturer, and at least one second examiner. The lecturer’s recommendations are based on the points accumulated by each student and judgments about individual student performance, guided by the ANU Policy on Coursework Assessment: https://policies.anu.edu.au/ppl/document/ANUP_004603

The Director of the Research School of Management then forwards the marks and grades to the Executive of the College of Business and Economics for final approval.
**Proposed Assessment (Summary):** Assessment for this course will be confirmed after consultation with students at the first lecture of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Linked Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Seminar Participation</td>
<td>10%</td>
<td>Ongoing</td>
<td>LO 4</td>
</tr>
<tr>
<td>2. Seminar Activity and</td>
<td>20%</td>
<td>During nominated</td>
<td>LO 2, 5, 7</td>
</tr>
<tr>
<td>Presentation</td>
<td></td>
<td>seminars</td>
<td></td>
</tr>
<tr>
<td>3. Mid Semester Exam</td>
<td>30%</td>
<td>Week 7 (TBC)</td>
<td>LO 1, 2, 3, 4</td>
</tr>
<tr>
<td>4. Essay (3000 words)</td>
<td>40%</td>
<td>4pm Wed 15 Oct 2014</td>
<td>LO 2, 4, 6, 7</td>
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</tbody>
</table>

**Research-Led Teaching**

This course aims at giving students a balance of theoretical background and practical exposure. The distinctive and research-led features of this course lie in its ‘student-centred’ and ‘learning by doing’ approaches to teaching and learning - combined with a component of reflective learning via review of contemporary case study, scholarly articles, media reportage and a field trip.

The course facilitates student engagement with research via:

- Research informed learning:
  - A comprehensive introduction to a wide range of contemporary knowledge in international supply chain management. Sourced from scholarly research in the field. It will also include data, concepts and research not covered in the text book and may come from research institutes and international agencies.
  - An application of SCM theories through seminar activities in order to analyse strategies and key operational issues involved in international logistics.

- Learning to do research:
  - Independent research, addressing core international supply chain management issues, which will encourage students to analyse and synthesise academic research to understand and apply concepts in SCM practice and operations.

**Feedback**

**Staff Feedback**

Students will be given feedback in the following forms in this course:

- Verbal and written feedback on the seminar activities and presentations;
- Written feedback on mid semester take home exam, with ongoing feedback to the whole class on performance indicators via Wattle;
- Optional verbal feedback via appointment on essay drafts and written comments on final essay submissions;
- Written feedback via emails to any course-related matters.

**Student Feedback**
ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to:
http://unistats.anu.edu.au/surveys/selt/students/ and
http://unistats.anu.edu.au/surveys/selt/results/learning/

**Policies**
ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: http://policies.anu.edu.au/

Students are expected to have read the **Code of Practice for Student Academic Integrity** before the commencement of their course.

Key policies include:
- [Student Assessment (Coursework)]
- [Student Surveys and Evaluations]
- [Assessment of Student Learning]
## COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week/Session</th>
<th>Topics and Reading Requirements</th>
<th>Activities and Assessment</th>
</tr>
</thead>
</table>
| Wk 1 beginning 21 Jul | 1. Lecture: Introduction to ISCM and Course Structure  
2. Seminar: Activities and sign up explained  
(read textbook Ch 1,2 plus assigned readings on Wattle.) | Media presentation by Felicity  
(Intro from Grp 1) |
| Wk 2 beginning 28 Jul | 1. Lecture: Supply Chain Strategies  
2. Seminar: Wk 1 Re-cap, Question Workshop and Presentation of relevant ISCM issue  
(read textbook Ch 3,4 plus assigned readings on Wattle.) | Grp 1 Page:33  
5 question solutions and  
Grp 2 media presentation |
| Wk 3 beginning 4 Aug | 1. Lecture: Supply Chain Members  
2. Seminar: Wk 2 Re-cap, Question Workshop and Presentation of relevant ISCM issue  
(read textbook Ch 8, plus assigned readings on Wattle) | Grp 2 Page:56  
3 questions  
Page:75  
2 question solutions and  
Grp 3 – media presentation |
| Wk 4 beginning 11 Aug | 1. Lecture: Up-and-down stream linkages  
2. Seminar: Wk 3 Re-cap, Question Workshop and Presentation of relevant ISCM issue  
(read textbook Ch 9 plus assigned readings on Wattle) | Grp 3  
Page:164  
5 question solutions and  
Grp 4 – media presentation |
| Wk 5 beginning 18 Aug | 1. Lecture: Inventory and Warehousing  
2. Seminar: Wk 4 Re-cap, Question Workshop and Presentation of relevant ISCM issue  
(read textbook Ch 10,11 plus assigned readings on Wattle) | Grp 4 Page:186  
5 question solutions and  
Grp 5 – media presentation |
| Wk 6 beginning 25 Aug | 1. Lecture: Information Flow  
2. Seminar: Wk 5 Re-cap, Question Workshop and Presentation of relevant ISCM issue  
(read textbook Ch 12 plus assigned readings on Wattle) | Grp 5 Page: 207  
3 questions  
Page: 225  
2 questions solutions and  
Grp 6 – media presentation |
<table>
<thead>
<tr>
<th>Wk 7</th>
<th>Mid Semester Exam</th>
<th>TBC</th>
</tr>
</thead>
<tbody>
<tr>
<td>beginning 1 Sept</td>
<td><strong>Mid Semester Exam</strong></td>
<td>TBC</td>
</tr>
<tr>
<td><strong>MID SEMESTER BREAK 8-19 SEPTEMBER</strong></td>
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</tbody>
</table>
| Wk 8 | **Sydney Field Trip** to Australia Post International Distribution Centres | **Grp 6 Page: 244**
****All day bus trip to Sydney to visit two sites involved in International Supply Chain Operations. **Details on Wattle and in class Week 6** | **Question solutions and**
**Grp 7 – media presentation** |
| beginning 22 Sept | 1. Lecture on-the-go: Transportation, Mid Semester Exam Feedback
2. Seminar: Question Workshop and Presentation of relevant ISCM issue (on the bus!) (read textbook Ch 6,7 plus assigned readings on Wattle) | |
| Wk 9 | 1. Lecture: Financial Flow
2. Seminar: Wk 8 Re-cap, Question Workshop and Presentation of relevant ISCM issue (read textbook Ch 13 plus assigned readings on Wattle) | **Grp 7 Page: 132**
3 questions **Page: 152**
2 question solutions and
Grp 8 – media presentation |
| beginning 29 Sept | | |
| Wk 10 | 1. Lecture: Supply Chain Risks (Possible Guest Presenter)
2. Seminar: Wk 8 Re-cap, Question Workshop and Presentation of relevant ISCM issue (read textbook Ch 15 plus assigned readings on Wattle) | **Grp 8 Page: 264**
5 questions and
Grp 9 – Media presentation |
| beginning 6 Oct | | |
| Wk 11 | 1. Lecture: Logistics Performance Measurement and Costs
2. Seminar: Wk 10 Re-cap, Question Workshop and Presentation of relevant ISCM issue (read textbook Ch 14 plus assigned readings on Wattle **ESSAY Due Wednesday 15 October 4pm**) | **Grp 9 Page: 324**
5 questions and
Grp 10 – media presentation |
| beginning 13 Oct | | |
| Wk 12 | 1. Lecture: Efficiency and Sustainability
2. Seminar: Wk 11 Re-cap, Question Workshop and Presentation of relevant ISCM issue (read textbook Ch 16 plus assigned readings on Wattle) | **Grp 10 Pg: 282**
5 questions and
Grp 11 – media presentation |
| beginning 20 Oct | | |
| Wk 13 | 1. Lecture: Course Summary
2. Seminar: Last question workshop | **Grp 11 Pg: 336**
5 questions |
| beginning 27 Oct | | |
| **Examination Period** | | |
ASSESSMENT REQUIREMENTS

Assessment Tasks

Assessment Task 1: Seminar Participation

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Ongoing Throughout the Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting</td>
<td>10%</td>
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</tbody>
</table>

**Instructions**

It makes a difference to your learning if you can participate and be involved in discussions. To achieve high results in this class you need to:

a) **Attend class**. It’s a chance for you to focus, learn new concepts and have that learning reinforced through discussion and activity in the seminar.

b) **Come prepared**. I will assume that you have read (as a minimum) the assigned textbook chapter. And have familiarised yourself with the questions even if it isn’t your turn to answer them.

c) **Actively participate in the learning**. You have a wonderful opportunity and rich potential to learn. Jump in now and enjoy the process.

**Purpose**

To evaluate and conceptualise the issues relating to international supply chain management.

**Marking Criteria**

This component will evaluate the level and quality of your contribution to seminar discussions which will be a reflection on your analytical and problem solving abilities (a skill important in ISCM).

Assessment Task 2: Seminar Question Solution and Presentation

<table>
<thead>
<tr>
<th>Due Date</th>
<th>TBC - Students will choose a due date at random in Seminar 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting</td>
<td>20%</td>
</tr>
</tbody>
</table>

**Instructions**

Students will form into groups (preferably no larger than 3 but dependent on final class numbers) and then during the first seminar will randomly choose a number that will correspond to the week they must present solutions to the previous weeks questions and related lecture.

An average of 5 questions are assigned to each chapter. **All students in a group must prepare at least one written answer to these questions.** The groups must then prepare the consolidated response for hard copy distribution to your colleagues in the seminar.

Students must then explain their answers and where possible add additional information obtained from research and engage your classmates in discussion or even debate. Results of the discussion and perhaps correction of some of the answers (that will be done during the seminar) will not be made available to
students who do not attend class.

The second part of this task is for next weeks group to find a recent mention in the media (any channel acceptable) of an international supply chain management issue or issue that may affect international business and hence supply chains. Groups are to have done this before the seminar, uploaded to the database on Wattle and come ready to present it to the seminar class for 10 minutes and explain how it relates to ISCM.

Articles, press clips, video or media files must be in English so that they’re accessible to everyone in the course.

### Purpose
To encourage students to reflect on what they have just learned and to discover more information about the issues and concepts in international supply chain management. To become alert to the contemporary business discussions and issues surrounding and related to international supply chain management and logistics in the media.

### Word Limit
Referencing will be required and responses should be limited to 300wds each question - however there is no minimum word limit.

### Marking Criteria
- Five (5) questions must be attempted and all aspects of the question must be addressed.
- Accuracy of answers.
- Evidence of additional independent research
- Ideas, theory and information sources well integrated within word limit.
- Ability to communicate clearly and explain their solutions to class-mates and generate discussion.
- Relevance and currency of media clip
- Insightful consequences for ISCM and IB articulated

### Submission and Presentation Details
Question solutions must be submitted online before class to lecturer for review (A database on Wattle will be created). Submissions must be word-processed. Use of strict professional expression is expected. Hard copies must be made for all seminar participants. Media clip presented during seminar.

### Estimated Return Date
After seminar presentation and before next lecture posted on Wattle.

### Assessment Task 3: Mid Semester Exam
<table>
<thead>
<tr>
<th>Due Date</th>
<th>TBC - During Mid Semester Exam Period in Week 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting</td>
<td>30%</td>
</tr>
<tr>
<td>Instructions</td>
<td>Students will write a closed book exam. The format of the exam will be announced during the course.</td>
</tr>
<tr>
<td>Purpose</td>
<td>To demonstrate your progress and reinforce your learning so far in the course and work towards building your knowledge for later assessments.</td>
</tr>
</tbody>
</table>

### Assessment Task 4: Essay
<table>
<thead>
<tr>
<th>Due Date</th>
<th>Wednesday 1 October 2014, 4pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting</td>
<td>40%</td>
</tr>
<tr>
<td>Instructions</td>
<td>Students will write an essay addressing one of the following essay questions:</td>
</tr>
</tbody>
</table>

**Question 1**: How might International Logistics Management play a role in a business environment of increasing globalization and competition? Support your ideas with references from academic research or case studies.

**Question 2**: What are some common inefficiencies and highly consequential risks in international supply chains and how might they be mitigated? Explain your ideas and support your suggestions with references.

Formal essay style is to be used and your essay should:
- persuade readers of an idea based on evidence
- include relevant examples, supporting evidence and information from academic texts or credible sources.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>To demonstrate a higher understanding of issue and concepts in ISCM and an ability to communicate them in a way that integrates into a logically sound essay. An opportunity to reflect on broader issues in the area of International supply chain management and be analytical about consequences.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Word Limit</td>
<td>More than 1,000 and less than 3,000 (including references)</td>
</tr>
<tr>
<td>Marking Criteria</td>
<td>See Wattle for full criteria</td>
</tr>
</tbody>
</table>
| Presentation requirements | • Submissions must be word-processed. Use of strict professional expression is expected.  
• 1.5 spacing is recommended.  
• Use of tables and figures/charts to illustrate your points is not required  
• Failure to reference and acknowledge the source will be interpreted as plagiarism which is a serious offence.  
• Use headings and sub-headings is not recommended in an essay format.  
• Do NOT use appendices, bullet points, or speaking language.  
• Illegible writing will be penalised. |
| Submission Details | • Online, through the link specified on Wattle  
• Essays must be submitted with the marking criteria sheet (available soon on Wattle) and will need to be submitted with the official coversheet also. |
| Estimated Return Date | 3 weeks after submission |
| Alternative Assessment Task 4: Exam TBC |  |
| Due Date | During Exam period |
| Weighting | 40% |
| Instructions | Students will write a 2hour closed book exam. The format of the exam will be announced during the course, however it is likely to be a format of multiple choice, short answer and short essay |
Assignment submission

Online Submission: Assignments may be submitted using the course Wattle site – if required direction will be provided in class. Submitted assignments must include the cover sheet provided on Wattle. Please keep a copy of the assignment for your records.

Identify your Assignment with your Student Number only
When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

Late submission of Assignments
If an assignment is submitted after the due date it will not be marked unless an application for Special Consideration is approved. An application for Special Consideration must:

- where relevant include a medical report completed by a medical practitioner (an ordinary "medical certificate" is not sufficient);
- include a copy of as much of the assignment as has been completed by the due time and date; and
- be submitted as soon as practicable, preferably before or on the due date.

In general, a successful application for Special Consideration will result in the marking of the work completed at the due date with some upward adjustment of the mark, rather than an extension of time. However, in extenuating circumstances, supported by appropriate documentation, an extension may be granted.

Note that decisions about Special Consideration are not made by the teaching staff for this course.

Returning assignments
Assignments will be available for collection from the course convenor about three weeks after the submission date. The course convenor will post a message on Wattle indicating when the assignments are available for collection. If students do not collect assignments during the specified time from the course convenor, they will be available for collection from the RSM School Office.

Resubmission of assignments
Re-submission of assignments is not permitted in this course.

Use of Assignments as exemplars and grade moderation
An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.
**Referencing requirements**
The Harvard referencing style is to be used. Links to documentation on proper referencing methods are available on the course website or from the ANU library website: http://anulib.anu.edu.au/lib_home.html

**Examination material or equipment**
Students are permitted to bring a foreign language dictionary into the final exam. Requests to use a dictionary must be approved by the lecturer using the dictionary requests form: http://cbe.anu.edu.au/media/1357099/dictionary_request.pdf

Once timetabled, exam information can be found at: http://timetable.anu.edu.au/exams/

**Tutorial and/or Seminar signup**
Sign up for individual seminars and tutorials will not be required. A combined lecture seminar session for all enrolled students will be the format.

**Workload**
Students taking this course are expected to commit at least 10 hours a week to completing the work. This will include 3 hours per week in class and at least 7 hours a week on average (including non-teaching weeks) on course reading, research, writing and assignment work.

**Prescribed Texts and Reference Materials**

**Recommended Reading**

See library for reserve information: http://anulib.anu.edu.au/services/reserve/

**Other Resources**
The ANU Library subscribes (electronically) to a wide range of academic journals. Journals that may be helpful for your research include:

- Academy of Management Review
- Academy of Management Journal
- Asia-Pacific Journal of Management
- International Journal of Production Economics
- International Journal of Supply Chain Management
- Journal of Management Studies
- Journal of International Business Studies
- Supply Chain Management

**Support for Students**
The University offers a number of support services for students. Information on these is available online from http://students.anu.edu.au/studentlife/