



Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS/PGDM)
Academic Year (2014-15)

Programme Name: MMS / PGDM: MMS / PGDM

Name of the Course: **Supply Chain Risk and Performance Measurement**

Maximum marks: 100 No. of Sessions: 15

Name of the Faculty: Chaudhary, Abhijit

Mobile No

Email:

Weblink:

Learning Objectives:

Supply chain management is a set of approaches utilized to efficiently integrate suppliers, manufacturers, warehouses, and stores, so that merchandise is produced and distributed at the right quantities, to the right locations, and at the right time, in order to minimize systemwide costs while satisfying service level requirements.

The environment of production and supply chain operations has changed drastically in recent years. Due to the globalization, short product life cycle and pressure for lean production, supply chains nowadays have become more vulnerable. Natural disasters, accidents, and volatility of the financial market have caused disruption and even tremendous losses in supply chains. Thus supply chain management has the new challenges of maintaining the expected yields of the supply chain in facing risks. To cope with the difficulty of managing risk in a supply chain, we need, on the one hand, to identify potential risks, evaluate their impacts and design resilience plans before the risk events occur, and on the other hand, take actions to locate and relocate resources to mitigate risk after the occurrence of risk events.

The urgency of supply chain challenges has not diminished over the years with the recent increase in supply chain costs. With complexity driven by globalization, high transportation costs, poor infrastructure, weather-related disasters, and terrorist threats, managing the supply chain has become even more challenging. The study demonstrates how new technology and supply chain strategies can help companies deal with these challenges and achieve optimal performance.

Reference Books:

- Supply Chain Risk Management by Donald Walters, Kogan Page
- The New Supply Chain Challenge : Risk Management in a Global Economy by Bosman R., FM Global, Johnston RI, 2006
- Designing and Managing Supply Chain; Concepts, Strategies and Case Studies: David Simchi – Levi, Philip Kaminsky, Edith Simchi-Levi
- Performance Management by Herman Aguinis
- Business Continuity Management: Building and Effective Incident Management Plan by Michael Blyth



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Plan:

Session No	Topics to be covered	Pedagogy	Remark
1	Basics of Risk Management	Defining and Understanding Risk, Classifying Sources of Risk And the Resources Exposed to Risk, Decisions and Risks.	Explanation with the help of e-Commerce business scenario
2	Risk in Supply Chain	Risks arising out of trends affecting supply chain: Integration, Cost Reduction, Agile logistics, e-business, globalization, outsourcing	Explanation with the help of an International business scenario
3	Identifying and Analysing Risks	Risk Identification and Classification, Tools to measure probability, consequences and responses to Risk, Shared risks	Explanation with the help of a design of a television program for a particular type of audience
4	Identifying and Analysing Risks – Contd.	Risk Identification and Classification, Tools to measure probability, consequences and responses to Risk, Shared risks	Explanation with the help of an event management example
5	Creating a Resilient Supply Chain	Designing a Resilient supply chain, risk compensation and business continuity	Explanation with the help of business process improvement example



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6	Business Continuity Management	Planning, Crisis Management, Scope of Risk, Incident Response Management, Crisis Reporting	Explanation with the help of a BCM exercise for an organization
7	Performance Measurement Along the Supply Chain	Introduction, Measurement and Performance Improvement, BPR, Continuous improvement	Explanation with the help of an example of measurement of performance at an Institution
8	Traditional Approaches to Performance Measurement	Productivity, Quality, Customer Service and Cost Measures, Drawbacks of Traditional Measures	Explanation with the help of an example of measurement of performance at an Institution
9	Traditional Approaches to Performance Measurement	Productivity, Quality, Customer Service and Cost Measures, Drawbacks of Traditional Measures	Internal Test
10	World Class Performance Measures for Supply Chain	Balanced Scorecard, Activity Based Management, Costing, EVA	Explanation with the help of a business scenario example
11	Process Driven Metrics	Supply Chain Operations Reference (SCOR), EFQM	Explanation with the help of current business scenario examples
12	Building and Leveraging Metrics to Drive Supply Chain Performance	Establishing the Supply Chain Performance Metrics and Linking it to the Strategic Objectives of Business.	Explanation with the help of a business scenario example
13	Building and Leveraging Metrics to Drive	Establishing the Supply Chain Performance Metrics	Internal Test



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	Supply Chain Performance	and Linking it to the Strategic Objectives of Business.	
14	Case Studies	Case Studies	Discussion
15	Presentation	Supply Chain Risks and Performance Presentation	Presentation



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Evaluation:

I) Internal:

Component	Details	Marks
Class Test	2 Internal Class tests	20
Presentation	One Individual Presentation	5
Case Study	Multiple team and Individual Case Studies	5
Participation	Students Participation – Individual and Team	5
Others	Overall Attendance and Conduct within class	5

II) External:
(Sample questions)

1. Consider a firm redesigning its logistics network. What are the advantages to having a small number of centrally located warehouses? What are the advantages to having a larger number of warehouses closer to the end customers?
2. Suppose you are selecting a supplier. Would you prefer a supplier with a short but highly variable delivery lead time or a supplier with a longer but less variable lead time?
3. What are the barriers to risk mitigation within supply chain?



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Chaudhary, Abhijit

Signature of Faculty

Signature of the Co-ordinator