I. General Information
   - Course number: SCM 625
   - Title: Global Supply Chain Strategy
   - Units: 3
   - Prerequisites: Graduate standing
   - Course Coordinator / SCO Prepared by Dr. Sabine Reddy
   - Date prepared / revised: Jan. 15, 2013

II. Catalog Description

   Current theory and principles of global business pertaining to problems of formulating and implementing strategies and tactics in multinational corporations. Special emphasis on management of supply chain operations across cultural, economic and political boundaries. Case studies, readings, and research report. Letter grade only (A-F).

III. Curriculum Justification(s)

   This is an advanced course in the formulation and implementation of strategies for the multinational corporation (MNC). Students will learn to evaluate the complex environment within which the MNC operates, the current challenges facing decision makers in this environment, the strategy options available to the MNC, and strategy implementation issues facing the modern day MNC. In order to pursue a global operations strategy, companies are realizing that they need to coordinate their global operations and supply chain activities, and develop an effective linkage with their business strategy. This linkage is essential in effectively utilizing their global resources, and coordinating the international manufacturing and movement of goods and services so as to create a competitive advantage in the global marketplace. The course brings into focus the interrelationship of economic, cultural, legal and political factors of host countries, international organizations, and the managerial process. Moreover, the course integrates such areas of study as international economics, economic development, international marketing, and multinational planning, organization, and control. Embedded in the specific subject matter of the course is an appreciation of the following CBA graduate learning goals:

   - Critical Thinking (General)
   - Ethics (General)
   - Business Functions (Management-specific)
   - Domestic & Global Environment (Management-specific).

IV. Course Objective(s)

   (Management Specific) Business functions: Students will demonstrate understanding of all business functions, practices and related theories and be able to integrate this functional knowledge in order to address business problems.
Students will be able to:

- Demonstrate understanding of how multinational companies formulate successful strategies to compete internationally.
- Recognize basic configurations of multinational strategies and structures, given the challenges associated with learning, innovation and knowledge management across borders.
- Show understanding of the key technological and management issues related to the successful management and coordination of global supply chains, and appreciate the linkage between the coordination of the global supply chain and other functional areas of the firm.

Suggested methods of assessment: objective test questions, essay test questions, research paper, case analysis and presentation, simulation.

**Management Specific) Domestic & Global Environment:** Students will be able to demonstrate knowledge of today’s dynamic business environment (e.g., legal, regulatory, political, cultural, and economic), especially the links between our region and global business.

Students will be able to:

- Demonstrate understanding of global strategy, globalization, its drivers, and the analysis of industry opportunities and threats in the global market place.
- Demonstrate understanding of the special challenges managers face in the global economy, including how national cultures affect management, specifically supply chain design and implementation, and international negotiation and communication.

Suggested methods of assessment: objective test questions, essay test questions, research paper, case analysis and presentation, simulation.

**Critical thinking:** Students will demonstrate conceptual learning, critical thinking, and problem-solving skills.

- Research and examine systematically the strategic problems facing managers of multinational companies and critically evaluate potential solutions to these problems.
- Make logical and defensible recommendations that are consistent with the relevant facts, and effectively communicate these recommendations both orally (e.g., presentations, class discussion) and in writing.

Suggested methods of assessment: objective test questions, essay test questions, research paper, case analysis and presentation, simulation.

**Ethics:** Students will be able to demonstrate awareness and knowledge of social responsibility, ethical leadership, and citizenship issues in the local, regional and world communities.

- Demonstrate understanding of the management of ethical and social responsibility in multinational corporations.

Suggested methods of assessment: objective test questions, essay test questions, research paper, case analysis and presentation.
V. Outline of Subject Matter

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<thead>
<tr>
<th>Topics to be covered:</th>
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<tr>
<td>Drivers of international expansion, theories of the multinational enterprise (MNE)</td>
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<tr>
<td>The international environment: culture, organization and institutions</td>
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<tr>
<td>Strategic management in the multinational company: managing competition, leveraging resources and capabilities</td>
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<td>Multinational participation strategies, market entry strategies</td>
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<td>Worldwide innovation and learning, cross-border knowledge management, global product development</td>
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<td>Cross-border collaboration, managing strategic alliances and other cooperative ventures</td>
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<tr>
<td>Design options for MNCs and their supply chains: integration, responsiveness and flexibility</td>
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<td>Supply chain performance: strategic fit and scope, drivers and metrics</td>
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<td>Designing global supply chain networks, risk management</td>
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<td>Strategy implementation: managing cross-functional drivers in a supply chain</td>
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<tr>
<td>Managing ethics and social responsibility challenges in global supply chain management</td>
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Additional topics may include: leadership in multinational companies, cross-cultural negotiations, global sourcing strategy and procurement management, international logistics, information technology and global supply chains.

VI. Methods of Instruction

a) Instructors should use appropriate instruction methods that are consistent with the graduate level of instruction and the course description stated in Section II, and serve the course objectives listed in Section IV of this SCO. Examples of instruction methods for the course include:
   - Class lecture/examples/discussion
   - Individual and team case analysis
   - Written assignments including research papers
   - Individual and team projects
   - Debates
   - Simulations

b) The textbooks for this course should be chosen in accordance with the University Policy on textbooks. Instructors should use appropriate readings, cases and/or text books that are consistent with the graduate level of instruction and the course description stated in Section II, and serve the course objectives listed in Section IV of this SCO. Given the diverse nature of the material covered, a custom course pack may be appropriate. The following is illustrative:

Chopra, Sunil and Peter Meindl, Supply Chain Management: Strategy, Planning and Operation. Prentice Hall.

Readings packet

Appropriate graduate level cases from Harvard or Ivey

Global Supply Chain Management Simulation, Harvard.

c) Instructors in planning the exams, and other grading procedures, should adhere to the relevant University Policy on “Grades, Grading Procedures, and Final Assessments, Final Course.” Examinations must be essay-type and/or problem solving questions and avoid the predominant use of multiple-choice questions.

VII. Instructional Policies Requirements

Instructional policies should be consistent with the course description stated in Section II, and should serve the course objectives listed in section IV of this SCO.

Instructors may specify their own policies with regard to plagiarism, withdrawal, absences, etc., as long as these policies are consistent with the University policies published in the CSULB Catalog. It is expected that every course will follow University policies on Final Course Grades, Grading Procedures, and Final Assessments (PS 05-07), Attendance (PS 01-01), Course Syllabi (PS 11-07), Final Course Grades, Grading Procedures, and Final Assessments (PS 05-07), and Withdrawals (PS 02-02 rev). If some or all sections of the course are to be taught, in part or entirely, by distance learning in the future, the course must follow the provisions of PS 03-11, Academic Technology and the Mode of Instruction.

All sections of the course will have a syllabus that includes the information required by the syllabus policy adopted by the Academic Senate. Instructors will include information on how students may make up work for excused absences. When class participation is a required part of the course, syllabi will include information on how participation is assessed.

Students with Disabilities. Students with disabilities are responsible for notifying their instructor as early as possible of their needs for an accommodation of a verified disability. A student with a disability is urged to consult with Disabled Student Services as soon as possible in order to identify possible accommodations to enhance academic success.