

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5040
Subject Title	Supplier Development
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>(1) To ensure students are able to understand the rationales and approaches on supplier development and how suppliers can be involved in helping themselves and their customers to compete effectively and generate new competitiveness in their long-term sustainable supply chain development.</p> <p>(2) To provide comprehensive strategies, tools and emerging technologies for supplier development that are feasible for organizations to strengthen the capability of a sustainable supply base to meet current and future needs.</p> <p>(3) To ensure that students are able to analyze and consider the attributes of supplier relationship options, identify their particular features, and determine what, when, why and how the chosen relationship can best be established and subsequently managed to achieve the desired business objective.</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Realize the advantages and benefits of involving and developing suppliers through appropriate supplier development programs and projects to generate new competitive advantages in global supply chain management. b. Make use of the modern management tools and emerging technologies available to develop a supply base for meeting operations and strategic needs. c. Select the most appropriate suppliers under different settings, and to determine the necessary type and level of relationships to be developed aiming to accomplish with long term business goals in supply chain management. d. Assess the performance of suppliers and methods to improve suppliers' performance with an aim to identify improvement objectives and strategies in supplier development. e. Be attentive and responsive to ethical issues, Corporate, Social Responsibility (CSR) and Environment, Social and Governance (ESG) requirements in business through determining strategic options in supplier development to meet ethical and sustainable business requirements.

<p>Subject Synopsis/ Indicative Syllabus</p>	<ul style="list-style-type: none"> • Understand the needs and approaches to develop suppliers in pursuing a competitive global supply base to gain competitive advantage and operational sustainability. • Examine the options, models, tools and techniques available for determining the size and structure of the supply base for each category of purchase and procurement requirement, identify potential suppliers, understand the strengths and weakness of suppliers, derive the criteria of ideal suppliers and determining the fit for purpose relationships and relational strategies. • Understand corporate culture characteristics including ethics, and compliance on code of practices to build long term business relationship with harmony and mutual profitable growth including ESG between the buying firm and suppliers. • Identifying the most appropriate short-term and long-term supplier development goals and strategies dependent upon whether the relationship is collaborative or arm's-length and the certainty of transactions. • Adopt contemporary tools and emerging technologies such as but not limited to e-business, AI, big-data, information platform, analytics, digitalization and automation suitable and feasible to supplier development that encourage cooperation for mutual advantage and success in global supply chain management. • Understand and be able to adopt quality management models, TQM systems and tools for continuous improvement and to put in place appropriate supplier rating and performance measurement systems that recognize and incentivize performance. • Understand the approaches in sharing or transferring of knowledge in technological improvements and innovation in products and services development between the buying firm and the suppliers. • Understand sustainability, risks analysis and mitigation, ethical issues and impacts in procurement and purchasing, and to consider suitable strategies to achieve sustainable and ethical objectives in supplier development planning and controls.
<p>Teaching/Learning Methodology</p>	<p>Teaching Methodology adopted by Subject Lecturer: Lecturing in accordance with the syllabus, provide supporting reference materials, articles and journals with elaboration to trigger students' strategic thinking on related subjects; experience sharing by lecturer on successful and failure cases, comments on presentations, case discussions and tutorial on key topics and group project, and feedback on coursework performance.</p> <p>Learning Methodology adopted by students: Classroom learning, group discussion, library visit and searching for articles and journals, group project preparation and presentation, cross learning during classroom discussion, and in-class and off-the-class Q&A with lecturer etc.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks (During course)	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b	c	d	e
	1. Individual assignment	20%	✓	✓	✓	✓	✓
	2. Project report	30%	✓	✓	✓	✓	✓
	3. Examination	50%	✓	✓	✓	✓	✓
Total	100 %						
<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>The individual assignment can drive the students not only studying the course materials but also searching for more readings in library and websites to enhance and enrich their learning results.</p> <p>The group project can help the students to share and exchange learned techniques, and apply learned knowledge and concepts in real practice. The Group Project consists of oral presentation (15% weight) and written report (15% weight).</p>							
Student Study Effort Expected	Class contact:						
	▪ Lectures / Tutorials	39 Hrs.					
	Other student study effort:						
	▪ Assignments and project	35 Hrs.					
	▪ Self study	52 Hrs.					
	Total student study effort		126 Hrs.				
Reading List and References	<p>Bensaou, B. (1999) Portfolios of buyer-supplier relationships, <i>Sloan Management Review</i>, 40 (4).</p> <p>Burt D.N./ Dobler D.W./ Starling L.S. (2004) <i>World Class Supply Management</i>, Seven Edition, McGraw Hill.</p> <p>Cavinato, Joseph L. & Kauffman, Ralph G. (1999) <i>The Purchasing Handbook: a guide for the purchasing and supply professional</i>, National Association Of Purchasing Management.</p>						

	<p>Chong Wu, Hubert Pun, Zhenhua Zhang (2017) <i>COLIN Co.: New Product Development</i>, Ivey Publishing.</p> <p>Larry Huston, Nabil Sakkab (2006) <i>Connect and Develop: Inside Procter & Gamble's New Model for Innovation</i>, Harvard Business School Publishing – HBR.</p> <p>Lee Hau, Sheila Melvin (2015) <i>Everything is Connected: A New Era of Sustainability at Li & Fung</i>, Graduation School of Stanford University</p> <p>Larry Huston, Nabil Sakkab (2006) <i>Connect and Develop: Inside Procter & Gamble's New Model for Innovation</i>, Harvard Business Review.</p> <p>Monczka, R.M./Handfield, R.B./Giunipero, L.C. (2009) <i>Purchasing and Supply Chain Management</i>, South-Western, Mason, OH.</p> <p>Morgan L. Swink, Vincent A. Mabert (2000) <i>Product Development Partnerships: Balancing the Needs of OEMs and Suppliers</i>, Business Horizons/Indiana Univ.</p> <p>Neale O'Connor, Anne Wu, Shannon Anderson, Yu Chen (2011) <i>Strategic Performance Measurement of Suppliers at HTC</i>, Asia Case Research Center, University of Hong Kong.</p> <p>Robert S. Kaplan, David P. Norton (2003) <i>Strategy Maps: Converting Intangible Assets into Tangible Outcomes</i>, HBS Press</p> <p>Van Weele A.J. (2005) <i>Purchasing & Supply Chain Management: Analysis, Strategic, Planning and Practice</i>, Fourth Edition, Thomson.</p>
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