

# The Hong Kong Polytechnic University

## Subject Description Form

<b>Subject Code</b>	LGT5040
<b>Subject Title</b>	Supplier Development
<b>Credit Value</b>	3
<b>Level</b>	5
<b>Normal Duration</b>	1-semester
<b>Pre-requisite / Co-requisite/ Exclusion</b>	Nil
<b>Role and Purposes</b>	<ol style="list-style-type: none"> <li>(1) To ensure that students fully understand how suppliers can be involved in helping themselves and their customers to compete effectively in their supply chains.</li> <li>(2) To establish an awareness of the options, tools and techniques available for organizations to develop the capability of a supply base to meet current and future needs.</li> <li>(3) To ensure that students are able to consider the attributes of supplier relationship options, identify their particular features, and identify when and how the chosen relationship can best be established and subsequently managed to achieve the desired business objective.</li> </ol>
<b>Subject Learning Outcomes</b>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> <li>a. Realize the advantages and benefits of involving and developing suppliers to generate new competitive advantages in global supply chain management.</li> <li>b. Make use of the modern management tools available to develop a supply base for meeting operations and strategic needs.</li> <li>c. Select the most appropriate suppliers under different settings, and to determine the necessary type of relationships to be developed aiming to accomplish with long term business goals.</li> <li>d. Assess the performance of suppliers and methods to improve suppliers' performance with an aim to identify improvement objectives in supplier development.</li> <li>e. Be attentive and responsive to ethical issues, Corporate and Social Responsibility (CSR) in business through determining strategic options in supplier development to meet ethical and quality requirements.</li> </ol>
<b>Subject Synopsis/ Indicative Syllabus</b>	<ul style="list-style-type: none"> <li>• Understand the needs and approaches to develop a competitive global supply base to gain competitive advantage and operational sustainability.</li> <li>• Examine the options, models, tools and techniques available for determining the size and structure of the supply base for each category of purchase requirement, identify potential suppliers,</li> </ul>

	<p>understand the strengths and weakness of suppliers, derive the criteria of ideal suppliers and determining the fit for purpose relationships and relational strategies.</p> <ul style="list-style-type: none"> <li>• Understand corporate culture characteristics including ethics, between buying firm and suppliers to build long term business relationship with harmony and mutual profitable growth.</li> <li>• Identifying the most appropriate short term and long term supplier development strategy dependent upon whether the relationship is collaborative or arm's-length and the certainty of transactions.</li> <li>• Adopt contemporary tools and techniques such as but not limited to e-business, big-data, information platform, analytics, digitalization and automation in supplier development that encourage cooperation for mutual advantage and success in global supply chain management.</li> <li>• Understand and consider to adopt quality management models and tools for continuous improvement and to put in place appropriate supplier performance measurement systems that recognize and incentivize performance and the sharing of technological improvements and innovation in products and processes between the buying firm and the suppliers.</li> <li>• 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.</li> </ul>																																														
<p><b>Teaching/Learning Methodology</b></p>	<p>Teaching Methodology adopted by Lecturer: Lecturing in accordance with the syllabus, provide 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.</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&amp;A with lecturer etc.</p>																																														
<p><b>Assessment Methods in Alignment with Intended Learning Outcomes</b></p>	<table border="1"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks (During course)</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> <th></th> </tr> </thead> <tbody> <tr> <td>1. Individual assignment</td> <td>20%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>2. Project report</td> <td>30%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>3. Examination</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="6"></td> </tr> </tbody> </table>	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 %						
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	<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>The individual assignment and group project report can both drive the students searching for more readings in library to enhance learning results.</p> <p>The group project can help the students to apply learned knowledge and concepts in real practice.</p> <p><i>To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.</i></p>	
<p><b>Student Study Effort Expected</b></p>	<p>Class contact:</p>	
	<ul style="list-style-type: none"> <li>▪ Lectures / Tutorials</li> </ul>	<p>39 Hrs.</p>
	<p>Other student study effort:</p>	
	<ul style="list-style-type: none"> <li>▪ Assignments and project</li> </ul>	<p>35 Hrs.</p>
	<ul style="list-style-type: none"> <li>▪ Self study</li> </ul>	<p>52 Hrs.</p>
	<p>Total student study effort</p>	<p>126 Hrs.</p>
<p><b>Reading List and References</b></p>	<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. &amp; 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 &amp; 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 &amp; Fung</i>, Graduation School of Stanford University</p> <p>Larry Huston, Nabil Sakkab (2006) <i>Connect and Develop: Inside Procter &amp; 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</p>	

Horizons/Indiana Univ.

Neale O'Connor, Anne Wu, Shannon Anderson, Yu Chen (2011) *Strategic Performance Measurement of Suppliers at HTC*, Asia Case Research Center, University of Hong Kong.

Robert S. Kaplan, David P. Norton (2003) *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*, HBS Press

R "Ray" Wang (2015) *Disrupting Digital Business: Create an Authentic Experience in the Peer-to-Peer Economy*, HBS Press.

Tingting Yan, Hubert Pun, Timothy Butler, Melissa Srock, James Preslar, Kate Plegue, Jilianna Meldrum (2017) *General Motors: Supplier Selection for Innovation*, Ivey Publishing

Van Weele A.J. (2005) *Purchasing & Supply Chain Management: Analysis, Strategic, Planning and Practice*, Fourth Edition, Thomson.