

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
Role and Purposes	<ol style="list-style-type: none"> (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. (2) To establish an awareness of the options, tools and techniques available for organisations to develop the capability of a supply base to meet current and future needs. (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.
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Realize the advantages of involving and developing suppliers to generate new competitive advantages in global supply chain management. b. Make use of the tools 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 of relationships to be developed. d. Assess the performance of suppliers and methods to improve suppliers' performance with an aim to identify improvement objectives in supplier development. e. Be attentive and responsive to ethical issues in business through determining strategic options in supplier development to meet ethical requirements.
Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none"> • Understand the need to have a competitive global supply base to provide 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 requirement, identifying potential suppliers, deriving the criteria of ideal suppliers and determining the fit for purpose relationships and relational strategies.

	<ul style="list-style-type: none"> 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. Look at tools and techniques used in supplier development that encourage cooperation for mutual advantage and success in supply chain management. Consider options to achieve continuous quality improvement and to put in place appropriate suppliers performance management systems that recognise and incentivise performance and the sharing of technological improvements and innovation in products and processes between the buying firm and the suppliers. Understand sustainability, 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 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&A with lecturer etc.</p>																																														
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="518 1243 1468 1758"> <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> <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</i></p>	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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	<i>BOTH the Continuous Assessment and Exam components.</i>	
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>Cousins,P. (1999) Supply base rationalisation: Myth or reality, <i>European Journal of Purchasing and Supply Management</i>, Vol.5.</p> <p>Cousins,P./Lamming,R./Lawson,B./Squire,B. (2008) <i>Strategic Supply Management: Principles, Theories and Practice</i>, Prentice Hall.</p> <p>Harris, Chris (2011) <i>Lean Supplier Development: establishing partnership and true costs throughout the supply chain</i>, CRC Press</p> <p>Hines,P. (1994) <i>Creating World Class Suppliers: Unlocking Mutual Competitive Advantage</i>, London, Pitman Publishing.</p> <p>Hines,P./Rich,N./Esain,A. (1998) Creating a lean supplier network: a distribution industry case, <i>European Journal of Purchasing and Supply Management</i>, Volume 4, Number 4, pp. 235-246.</p>	

	<p>Imai,K. (1986) <i>Kaizen</i>, New York, McGraw-Hill.</p> <p>Lamming,R. (1993) <i>Beyond Partnership: Strategies for Innovation and Lean Supply</i>, New York, Prentice Hall.</p> <p>Macbeth,D./Ferguson,N. (1994) <i>Partnership Sourcing: An Integrated Supply Chain Approach</i>, London, Pitman Publishing.</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>Sako, M. (1992) <i>Prices, Quality and Trust: Inter-firm Relations in Britain and Japan</i>, Cambridge, Cambridge University Press.</p> <p>Van Weele A.J. (2005) <i>Purchasing & Supply Chain Management: Analysis, Strategic, Planning and Practice</i>, Fourth Edition, Thomson.</p> <p>Watts,C./Hahn,C. (1993) Supplier development programmes: An empiric analysis, <i>International Journal of Purchasing and Supply Management</i>, Vol.29, (2).</p>
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