



BCLA BUSN 3377
Transportation and Logistics Management

CAPA BARCELONA PROGRAM

Course Description

Logistics and supply chain management are not new ideas. From the building of the pyramids to the relief of hunger in Africa, the principles underpinning the effective flow of materials and information to meet the requirements of customers have altered little. Throughout the history of mankind wars have been won and lost through logistics strengths and capabilities – or the lack of them. It has been argued that the defeat of the British in the American War of Independence can largely be attributed to logistics failure. The British Army in America depended almost entirely upon Britain for supplies. At the height of the war there were 12,000 troops overseas and for the most part they had not only to be equipped but fed from Britain. For the first six years of the war the administration of these vital supplies was totally inadequate, affecting the course of operations and the morale of the troops.

Logistics plays a huge role within today's economy. It is estimated that the UK Logistics & Posts Sector is worth 55 billion to the economy and comprises 5% of the UK GDP. The industry also employs 1.7m people.

Just imagine a world where nothing was delivered or transported between places. Not only is logistics vitally important to the distribution industry, it has made distribution prompt and efficient. In fact, according to the FTA (Freight Transport Association), in 2014, 139-billion-ton km of goods were moved by HGV. In this very competitive market, it is extremely useful that companies no longer have to wait for what they need.

This course uses a combination of lectures, case discussions and interactive classroom activities. Students are expected to have read any assigned readings and cases before the corresponding class session, so they are prepared to actively take part in class discussion.

Course Aims

Through a combination of readings, class discussion, case analyses, group projects, field trips and invited experts, students will gain a deeper understanding of the following topics:

- The overall course objective is for students to gain skills and knowledge in all aspects and issues of logistics in a sustainable supply chain. These include purchasing and procurement of materials, inventory flow and control, storage and material handling in warehousing, economics of mode of transport, and distribution and shipment. The detailed course objectives are to:
- Provide students with the principles and practices, knowledge and attributes of a Logistic professional required in the increasingly complex global business environment.
- Develop the knowledge and skills in the development and operation of integrated logistics, supply management, warehousing, inventory, transport, and sustainable business relationships in an international business environment.
- To understand the impact of logistics functions and their integration with other business functions.
- To assess, monitor and maintain quality systems in logistic through the effective use of information technology, human resources, and accounting processes.

- Enable students to research, critique and evaluate the implementation of cost-effective solutions to assist enterprises enhance their competitive advantage.
- Develop independent and academic learning skills, thereby facilitating graduates ongoing professional development, including further study at undergraduate or postgraduate level.

Requirements and Prerequisites

- Business organization and administration courses.

Learning Outcomes

At the end of the course, students should be able to:

- Learn terminology, jargon, and theoretical inputs in the field of transportation and logistics.
- Identify key industry practices in logistics and transportation.
- Describe how organizations create value through their logistics strategies. Analyze complex inter and intra-organizational issues in transportation, logistics and supply chain management
- Understand logistics and transportation from a global approach
- Learn how to approach international cost analysis when exporting
- Learn how to approach international contracts and offers in an import-export process.

Developmental Outcomes

Students should demonstrate:

- responsibility & accountability
- independence & interdependence
- goal orientation, self-confidence
- resilience
- appreciation of differences.

Class Methodology

The course is both lecture and discussion based. Students are encouraged to participate in class debates in order to better their understanding of the issues facing the region. The readings are essential to following the course as they will provide the basis for discussions and lectures. Multimedia activities will also be prioritized to increase the spectrum of perspectives given in class.

Assessment/Grading Policy

Descriptor	Alpha	UK	US	GPA
Excellent	A	75+	93+	4.0
	A-	70-74	90-92	3.7
Good	B+	66-69	87-89	3.3
	B	63-65	83-86	3.0
	B-	60-62	80-82	2.7
Average	C+	56-59	77-79	2.3
	C	53-55	73-76	2.0
Below Average / Poor	C-	50-52	70-72	1.7
	D+	46-49	67-69	1.3
	D	40-45	60-66	0.7
			1.0	
Fail	F	<40	<60	0

Mid-Term & Final Exams

The mid-term exam consists of 4 short questions asking for definitions and a 5th essay question of self-reflection and critical thinking on the main units completed. 90 minutes time. This exam weights 30% over the total grade of the course.

The final exam consists of the mid-term exam consists of 4 short questions asking for definitions and a 5th essay question of self-reflection and critical thinking on the main units completed. 90 minutes. This exam is not cumulative. This exam weights 50% over the total.

A 20% is evaluated as well by the professor taking into consideration class participation of the student during all semester. Notice that these aspects of evaluation have nothing to see with class attendance. This evaluation system takes into consideration, students' interest, and qualitative contributions to the course.

Grade Breakdown and Assessment of Learning Outcomes

Assessment Task	Grade %	Learning Outcomes	Due Date
Class participation/Small group discussion	20%	all	Weekly
Mid-term exam	30%	a,b, c, d	Week 6
Final Exam	20%	e,f,g,h	Week 12
Teamwork project	30%	all	Weekly

Dress Code None

Course Materials

- Slides
- Case studies
- Complementary articles formerly cited
- Research Software open source. PSPP Statistical Package and Jamovi

Required Readings: Books

Logistics and Supply Chain Management. Martin Cristopher. 2011. Pearson Education. ISBN 978-1292083797

Recommended Reading(s): Books

- Ackerman, K.B., *Practical Handbook of Warehousing*, 4th Ed., Chapman & Hall, 1997 (ISBN 0412125110).
- Ballou, R.H., *Business Logistics Management: Planning, Organizing, and Controlling the Supply Chain*, 4th Ed., Prentice Hall, 1998 (ISBN 0137956592).
- Blanchard, B.S., *Logistics Engineering and Management*, 5th Ed., Prentice Hall, 1998 (ISBN 0139053166).
- Bowersox, D.J. and D.J. Closs, *Logistical Management: The Integrated Supply Chain Process*, McGraw Hill, 1996 (ISBN 0070068836).
- Patton, J.D., *Logistics Technology and Management: The New Approach- A Comprehensive Handbook for Commerce, Industry, Government*, Solomon Press, 1986 (ISBN 0934623023).
- Pooler, V.H. and D. Pooler, *Purchasing and Supply Management: Creating the Vision*, Chapman & Hall, 1997 (ISBN 0412106019).
- Robeson, J.F. (Preface) and W.C. Copacino (Editor), *The Logistics Handbook*, Free Press, 1994 (ISBN 0029265959).

Weekly Schedule

WEEK 1 Session 1	
Description	Readings & Assignments
<ul style="list-style-type: none"> Course introduction: Welcome, overview and presentation of all the different aspects of the course (activities, Policies, assessment methods, etc.) Unit 1: Logistics, the supply chain and competitive strategy. 	<ul style="list-style-type: none"> Readings: Supply Chain Resilience Roadmaps for Major Disruptions Jessica Olivares-Aguila and Alejandro Vital-Soto
WEEK 2 Session 2	
Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Unit 2: Logistics and customer value 	<ul style="list-style-type: none"> Readings: China–Pakistan Economic Corridor, Logistics Developments and Economic Growth in Pakistan. Zunaira Khadim 1,2, Irem Batool 2,* and Muhammad Bilal Lodhi 2
WEEK 3 Session 3	
Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Unit 3: Measuring logistics costs and performance 	<ul style="list-style-type: none"> Smart Mobile Application for Short-Haul Cargo Transportation. Ahmed Azab 1, Jaehyun Park 2 and Noha A. Mostafa 3,4,*
WEEK 4 Session 4	
Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Unit 4: Matching supply and demand Unit 5: Creating a responsive supply chain 	<ul style="list-style-type: none"> Readings: Policy Implications on Transport Infrastructure–Trade Dynamics: Case of Turkey. Duygu Sahan * and Okan Tuna
WEEK 5 Session 5	
Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Unit 6: Strategic lead-time management Unit 7: The synchronous supply chain 	<ul style="list-style-type: none"> Readings: Blockchain Solutions for International Logistics Networks along the New Silk Road between Europe and Asia. Bernard Aritua 1, Clemens Wagener 2, Norbert Wagener 3,4,* and Michał Adamczak
WEEK 6 Session 6	
Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Mid-term exam Review class: Reviewing content of the previous sessions, explanation of the exam, problem solving. 	None
WEEK 7 Session 7	

Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Unit 8: Complexity and the global chain Unit 9: Managing the global pipeline 	<ul style="list-style-type: none"> Reading: Transparency in Global Agribusiness: Transforming Brazil's Soybean Supply Chain Based on Companies' Accountability. Gabriel Medina * and Karim Thomé
WEEK 8 Session 8	
Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Unit 10: Managing Risk in the supply chain Unit 11: The era of network competition 	<ul style="list-style-type: none"> Reading: Production-Distribution Model Considering Traceability and Carbon Emission: A Case Study of the Indonesian Canned Fish Food Industry. Dwi Iryaning Handayani 1, Ilyas Masudin 2,* , Ahmad Rusdiansyah 3 and Judi Suharsono
WEEK 9 Session 9	
Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Unit 12: The supply chain of the future 	<ul style="list-style-type: none"> Reading: Using a Modified SERVQUAL Approach to Assess the Quality of Supply Chain Services in Greek Online Supermarkets. Anastasia D. Mitropoulou 1 and Gianis T. Tsoulfas 1,2,*
WEEK 10 Session 10	
Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Project presentation Vaccines Logistics Worldwide 	<ul style="list-style-type: none"> Readings: E-Business Strategy for Logistics Companies: Achieving Success through Information Systems Planning. Maria Kamariotou *, Fotis Kitsios and Michael Mada
WEEK 11 Session 11	
Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Field Trip TBD 	<ul style="list-style-type: none"> Readings: The Role of Logistics in Food Waste Reduction in Wholesalers and Small Retailers of Fruits and Vegetables: A Multiple Case Study. Patrícia Guarnieri 1,2, Raiane C. C. de Aguiar 2, Karim M. Thomé 2 and Eluiza Alberto de Moraes Watanabe 1,*
WEEK 12 Session 12	
Content & Description	Readings & Assignments
<ul style="list-style-type: none"> Final exam 	

Attendance, Participation & Student Responsibilities

Attendance: CAPA has a mandatory attendance policy. Attendance is taken at the beginning of every class. The first time a student has an unexcused absence for a class, their grade will not be impacted. The second time a student has an unexcused absence in that class, it will result in a 3 percent reduction of the final grade (for example: an A- [92] will become a B+ [89]). The student will be placed on academic probation at this time. Three unexcused absences per class will result in failure of the course. A pattern of three absences in more than one course will result in dismissal from the program. If a student arrives late for a scheduled class, it is the student's responsibility to notify the instructor to ensure that they are added to the class register for the session.

Excused Absences: Absences are only excused for medical reasons, for a family emergency or for a religious holiday. To request an excused absence, students must email excusedabsencesbarcelona@capa.org ahead of time and provide evidence (e.g., a doctor's note) of the reason for their absence, otherwise the absence will not be excused. Even if the student knows the absence will not be excused, the student should still contact CAPA to inform CAPA they will not be in class. In addition to contacting excusedabsencesbarcelona@capa.org, it is the responsibility of the student to contact their instructor and make up any missed assignments.

Class Participation: Students are expected to participate in all classes and to participate actively and critically in class discussions, and the participation portion of the class will be graded accordingly. Students must read assigned reading BEFORE the class and arrive at the session on time. Participation is a vital part of students' grade: students are expected to participate in class and in online forums and discussions in a critical and evaluative manner; to interact with the faculty and fellow students with respect and tolerance; and to actively engage in discussion. Derogatory or inflammatory comments about the cultures, perspectives or attitudes of others will not be tolerated.

Academic Accommodations: Any student who feels they may need an accommodation based on the impact of a physical, psychological, medical, or learning disability should contact the instructor and/or the Director of Academic Affairs privately to discuss their specific needs. Students requesting accommodations must have their home institution's Disabilities Services or an appropriate licensed professional or healthcare provider submit official documentation directly to CAPA in a timely manner outlining their specific needs. If the documentation is submitted by a provider other than the home institution's Disabilities Services, it must be someone familiar with the history and functional limitations of the student's disability (not a relative or family member of the student). Any required accommodations will be approved by CAPA's Vice President for Academic Affairs, in consultation with relevant Academic Directors, before being relayed to faculty. Any student who requires an accommodation based on official documentation should also discuss their needs directly with their instructor.

Academic Integrity: A high level of responsibility and academic honesty is expected. Because the value of an academic course depends upon the absolute integrity of the work done by the student, it is imperative that a student demonstrates a high standard of individual honor in their scholastic work and class behavior. Plagiarism, self-plagiarism, and cheating can result in dismissal from the program. Self-plagiarism, copying an assignment entirely or partially to submit to a different class in an attempt to receive credit twice for one piece of work is unacceptable and considered cheating by duplication. Student's risk receiving a "0" for any assignments in which they have duplicated their own work. All substantial writing assignments will be run through the plagiarism checking software Turnitin when submitted via CANVAS. See CAPA's Academic Standards and Policies for more information and resources on plagiarism.

Sexual Misconduct, Required Reporting, and Title IX: CAPA: The Global Education Network is committed to encouraging a safe and healthy environment at our CAPA centers. This commitment includes the understanding of, and applicable adherence to, the guidelines outlined in Title IX of the Education Amendments of 1972. Title IX necessitates that US universities provide equity in all educational programs and activities without sex discrimination. CAPA understands the implications of Title IX compliance for our institutional partners and thus endeavors to support this compliance as a vital aspect of partnership. The safety and security of all students during a program is a matter of crucial importance to CAPA. To facilitate this, CAPA encourages students to openly disclose any and all information that is Title IX relevant so that CAPA staff can provide support and connect students with appropriate resources. Because students may not understand the implications of Title IX abroad, CAPA will work to advise students about the resources available through Title IX and explain the importance of compliance in Title IX reporting. CAPA will work to build student confidence in CAPA's status as a mandated reporter by outlining the advantage of disclosure for the student, reassuring them that any information disclosed will not be used in an inappropriate manner, and stressing that individuals will only be informed on a need-to-know basis.

Use of Electronic Equipment in Class: All devices such as laptops, i-pods, i-pads, netbooks, notebooks and tablets, smartphones, cell phones, etc. are NOT allowed unless students have express permission from the faculty, or they have been instructed to do so. If students require an accommodation to use any type of electronic equipment, they must inform the Director of Academic Affairs at the beginning of term.

Use of Electronic Translators: In language courses students are NOT allowed to use electronic translators for writing texts in the target language: those submitting compositions and texts of whatever kind translated in such a fashion will receive a “0” (F) grade for the course.

Late Submission: Late submission of papers, projects, journal entries, pieces of homework and portfolios is only permitted with prior approval. A request for an extension must be made to the relevant faculty member no later than two days prior to the due date. Late submission without prior approval will result in a 3 percent per day deduction of the final grade. In either case, work cannot be submitted after feedback has been provided to the rest of the class on the relevant assessment or one week after the due date whichever comes first, after which point a grade of “0” (F) will be given for the assessment.

Behavior during Examinations: During examinations, students must do their own work. Unless specifically instructed by the lecturer or instructor, talking during an exam is not permitted, and students may not access online resources of any kind, compare papers, copy from others, or collaborate in any way. Any failure to abide by examination rules will result in failure of the exam and may lead to failure of the course and disciplinary action.