



**Bachelor of Business Administration
in
LOGISTICS & SUPPLY CHAIN MANAGEMENT**

Introduction

The knowledge economy is very demanding for today's management. New technologies offer an array of opportunities and challenges. Latest web technologies and integrated systems will bring the global market within reach. Communication, flexibility, efficiency and the power to learn is obligatory for any organization. Winning in the New Economy requires a dramatic shift in strategy and companies must rethink their existing roles as both suppliers and buyers.

The globalization requires people to work together with people from different cultural backgrounds, and to think of possible international aspects of the different elements of management. Moreover globalization puts more pressure on firms to make the transition to a knowledge-based enterprise.

Echelon Institute of Management Development's latest educational program, BBA in Logistics & Supply Chain Management, offers professionals a chance to take full advantage of the new developments. The program is designed to integrate technological, organizational, logistical, financial and human aspects. All programs in the series Supply Chain Management provides highly interactive environments where you can share ideas and experiences with a peer group. The development of the course is based on three pillars:

1. Logistic Management
2. Supply Chain Management
3. International Business



1. LOGISTIC MANAGEMENT

The American Production and Inventory Control Society (APICS) is internationally recognized as the global leader and premier provider of resource management education and information for individuals and organizations. The certification program, Certified in Production and Inventory Management (CPIM), is known globally as a standard of competence in business and manufacturing. CPIM provides a common basis for individuals and organizations to evaluate their knowledge of the evolving field of production and inventory management. The program has helped individuals and their organizations become more productive and competitive because it is designed to test candidates' in-depth knowledge of a variety of subjects specific to production and inventory management. CPIM has helped more than 66,000 professionals:

- learn to predict outcomes more accurately and take actions that achieve necessary results;
- gain peer and industry recognition;
- contribute to their organizations' success through increased efficiency across the processes of the supply chain;
- earn university credit.

2. SUPPLY CHAIN MANAGEMENT & TECHNICAL SYSTEMS

Echelon Institute of Management Development has developed a so-called PLUS Education Program; Supply Chain Management & Technical Systems an addendum to the standard APICS Program various real-life case studies are introduced, as well as up-to-date professional accounting and audit principles, E-commerce & networking, introductions to logistics software and components of Continuous Improvement and Continuous Learning. This PLUS Program is linked with a Master of Business Administration in Procurement Management, which link is effected through the topics Supply Chain Management and Managing Global Resources.

The faculty in the program is multi-talented. Besides teaching, they are responsible for program design and management. They are not just academics but possess extensive "real world" business experience obtained in senior management positions, management consulting and board memberships. The Program is internationally focussed and uses information technologies to the maximum extent possible in all phases of the program.

3. INTERNATIONAL BUSINESS

Besides the Focus courses on Logistics and Supply Chain Management, the student will take 6 core courses of the MBA in International Business program on a BBA level.

Curriculum

1. International Business
2. International Management
3. International Managerial Accounting
4. International Organizational Behavior
5. International Economics
6. International Finance and Investment

Thesis

Objectives

The focus of this part of the program centers on the full range of international business functions and disciplines and is designed for promising professionals with an active interest in International Business and addresses the differing needs of managers with varied background and experience.

It provides an attractive and stimulating multi cultural environment for intensive learning, focused on international business issues.



PARTICIPANTS PROFILE

Participants will come from a diverse range of backgrounds, organizations and cultures. As target group we seek project managers, team leaders, aspiring managers, operations staff members, consultant, and other professionals in all industries who seek to improve their decision-making abilities. Certification is also recommended for individuals who would benefit from a clearer understanding of horizontal management and cross-functional operations on MBA level.

PROGRAM BENEFITS

BBA Logistics & Supply Chain Management helps to create cross-functional professionals who will:

- Gain a deeper insight into the context in which they and their organizations operate;
- Understand the implications of strategic and tactical actions through the supply chain;
- Make decisions that will be in the best interest of an organization;
- Successfully initiate and manage change within an organization;
- Contribute directly to the improved operational performance of an organization;
- Build strategic alliances with co-workers, suppliers and customers;
- Adapt to rapidly changing business conditions;
- Integrate people, technology and resources for competitive advantage;
- Take action to continually increase the value of organizations;
- Ensure that they are up-to-date with the current Best Practices.

ECHELON INSTITUTE OF MANAGEMENT DEVELOPMENT

Objectives

Echelon Institute of Management Development provides specialized, high quality education to persons already employed or engaged in business or non-profit organizations allowing them to pursue degree programs without interrupting their professional careers and without any compromise on the quality of education, as well as non-degree programs for staff training and management development to enhance productivity, efficiency and skills.

Echelon Institute of Management Development uses information technology to the maximum extent possible in all phases of the programs. The frontiers of knowledge are explored through independent research in order to pursue improvements in the quality of higher education and management development.

Faculty

Echelon Institute of Management Development's is multi-talented. Besides teaching, they are responsible for program design and management, research activities and they publish extensively. They are not just "academics" but possess extensive "real world" business experience obtained in senior management positions, management consulting, and board memberships.

The faculty is comprised of experienced professors who are dedicated to excellence and outstanding performance both as teachers and working professionals. Next to that, the faculty is multi disciplinary in professional training, international in experience, practical in orientation, and focused on their teaching and scholarly mission. Professors and students work together closely to meet educational goals and to achieve professional standards in a supportive collegial atmosphere.

International Focus

Echelon Institute of Management Development is international by the nature of its faculty and staff, its teaching methods and materials that cover global issues, and its participant mix. All programs are focused on organizational, business, and management issues in a global context.



EDUCATION PROGRAM CONTENT

LOGISTIC MANAGEMENT

1. Basics of Supply Chain Management

This module covers basic concepts in managing the complete flow of materials that represents a supply chain from suppliers to customers. The basic module introduces supply chain concepts and emphasizes basic terminology and covers various relationships among activities in the supply chain. The Basic Module is divided into four major areas:

- Business wide concepts for satisfying customer expectations;
- Determining and managing customer demand;
- Managing the transformation processes used to satisfy customer demand;
- Managing the supply activity supporting transformation processes;

The first section outlines concepts like Manufacturing Resource Planning (MRP II), Just-in-time (JIT) and Total Quality Management (TQM) and their interrelationships are presented. The second and third section covers demand planning, including a basic understanding of markets and customer expectations and a fundamental overview of demand forecasting, planning systems, execution controls and performance measures. The last section of the APICS content is devoted to supply issues, specifically inventory, purchasing and physical distribution.

PLUS:

The process of Continuous Improvement will be introduced including the concepts of the Continuous Improvement Model. The last element of this model is Performance Measurement (being the development of critical success factors and key performance indicators). A specialized case study is presented including an integrated element of quality control. Additionally we will discuss the organizational developments in change processes, like implementing integrated systems.

2. Demand Management and Sales & Operations Planning

Master Planning of Resources for this certification module encompasses the following activities: demand management, sales and operation planning, and master scheduling.

Demand management is the function of recognizing all demands for goods and services to support the marketplace. Proper demand planning facilitates the planning and use of resources for profitable business results. Part of the demand management is the business function of forecasting, attempting to predict sales and use of products and services, which permits planning for product purchase or manufacture in appropriate quantities in advance of the need date. Forecasting is meaningful only as it relates to and supports decision-making within the planning process.

Sales and operations planning (S&OP) is a process that gives management the ability to strategically direct its business to achieve competitive advantage on a continuous basis by integrating marketing plans with the management of the supply chain. The S&OP process, validated through the use of resource planning, links the strategic plan for the business with its execution and reviews performance measures for continuous improvement.

Master scheduling encompasses the variety of activities involved in the preparation and maintenance of the master production schedule (MPS). The MPS is the anticipated build schedule for a company's products and is consistent with the production plan as developed by the S&OP process. The MPS is validated by rough-cut capacity planning, which converts the MPS into requirements for key resources and identifies potential bottlenecks. The MPS provides input into the material and capacity requirements planning.

PLUS:

The Master Planning Course will be strengthened by means of an integrated case study, which will cover the planning and production control.



3. Planning and Scheduling

Detailed scheduling and planning translates product-level plans and schedules generated at the master planning level into requirements that can be procured or produced. This process supports the strategies and objectives established by the company, as constrained by lead-time, costs, equipment or personnel. The subject matter therefore encompasses anything required to bridge the master plan area with the execution and control area of the CPIM body of knowledge. Relevant strategy-level implications are also considered.

PLUS:

In this session additional case studies are included with inventory related accounting principles and international regulations with respect to financial reporting and auditor's reports. The purposes and types of inventory items are covered. Furthermore we will discuss the matters "inventory as collateral" and "inventory as investment".

4. Execution and Control of Operations

Execution and control of operations encompasses the principles, approaches, and techniques needed to schedule, control, measure, and evaluate the effectiveness of production operations. This certification module addresses a broad base of production operations in a variety of production environments, including job shops, process plants, high-volume production facilities, and re-manufacturing. It provides feedback about how well plans are being executed and provides information for customers and suppliers about the status of work in process. The importance and emphasis of the principles, approaches, and techniques addressed are relative to the production environment, the labor environment, and the physical organization of the plant.

PLUS:

The JIT Management Philosophy will be evaluated in the light of the strategic planning & control process. The strategic cost analysis methods will be introduced including a specialized case study. Additionally a continuous improvement workshop is included in this course. A KPN case and an Arthur Andersen & Co business case will be introduced with a separate assignment.

5. Strategic Logistic Management

The strategic management of resources possesses a significant potential to dramatically increase any company's competitive position by reshaping not only its production processes, but its management processes as well. Taking advantage of these new capabilities has proven to be a difficult task that involves virtually the entire organization and usually requires widespread changes. To contribute to this effort, the production and inventory management professional must understand the organization's strategic goals, as well as how to configure systems and technologies to address strategic objectives, and how to manage the organizational dimension of the implementation.

PLUS:

As addendum to the Strategic Management of resources course an introduction is provided regarding E-Business & Logistics and regarding Inventory Systems. In the E-Business topic a complete assessment with the status of your E-Business Transformation Quotient for your organization is provided.



EDUCATION PROGRAM CONTENT

SUPPLY CHAIN MANAGEMENT

1. Supply Chain Management

We supply an integrated view of an organization and its supply chain as a processing network, which has an overall goal of matching its output with customer demand in the most economical way. In this course we study *lean operations* to improve process performance first at the plant level and then extend it to include improvements in the entire supply chain. A company responds better to customer demand when it replaces the old reactive supply chain concept with a value chain or network.

It focuses on what it does best and forges operating links with partners that engage in other specialties.

Ensure that you have successfully integrated your own internal systems and have high quality data before you attempt to integrate with external suppliers and customers, otherwise your shortcomings will be exposed ("the lipstick on a pig syndrome"). Linked to the supply chain management issue is "benchmarking", learning from the best in class. It requires external orientation, open mindedness and the ability to perceive underlying similarities in apparently dissimilar situations.

In this course case studies of Joh.A. Benckiser GmbH (detergents and perfume industry), Merck Sharp & Dome and Dell Computers are provided.

2. Managing Global Resources

This course is executed during a 4 day seminar and focuses on the efficient and effective conversion of global resources in pursuing the maximization of the value of outcomes to all those who are members of the organization. It includes coverage of strategic thinking on international operations, the ability to recognize and capitalize on opportunities anywhere in the world, and the capacity to respond to global threats to business operations in a timely fashion.

We don't reinforce the separation of functions by focusing on them one at a time. Instead, the program is organized around four objectives that are vital to today's corporations: *creating customer value, managing the supply chain, building competitive advantage and leading and managing change*. Rather than treat functional areas in isolation, we demonstrate how they can be integrated to achieve each objective adopting a global perspective.

3. Technical Systems

Implementation of ERP systems in companies nowadays is not a simple activity. ERP systems can handle a more complex world although individuals still tend to think in old-fashioned work methods. In the implementation process companies have a tendency not to use their system in the most optimal way. In this seminar we will show a complete case study of a company in the process industry using SAP R-3 ERP. The strategies within the system are explained and an integrated scheduling system is shown.

In the seminar the participants will have an opportunity to develop the market structure, capacity structure, managerial structure, organizational structure and information structure for a company in the process industry. We will also handle most common problems and sub-optimal settings of ERP systems within the process industry.

The seminar will be facilitated by ERP implementation specialists and scheduling system specialists, respectively Pyramid Applied Solutions and Supply Chain Technology Ltd.



EDUCATION PROGRAM CONTENT

INTERNATIONAL BUSINESS

MGT 501 INTERNATIONAL MANAGEMENT

This course examines both theory and practice of Management in the International Arena. The course will serve as an introduction to international business, international management, international companies and organizations. The course includes topics covering the evolution of international companies, the generic objectives and sources of competitive advantage of global companies, the external environment in which international companies have to function, management functions, management skills, international business negotiations, comparative management, cross-cultural management, international strategy frameworks, management decision making, modes of entry in foreign markets, international organizational design, international management behavior, international human resources management, business ethics and corporate control.

MGT 504 INTERNATIONAL ORGANIZATIONAL BEHAVIOR

This course addresses the interdisciplinary foundation of fundamental concepts about the nature of people and organizations. It provides insights about people at work in all kinds of organizations, with emphasis on the international company and international organizations.

The course provides a framework for integrating the four elements of people, structure, technology, and the environment. Topics include fundamental concepts, systems, models, organizational culture, communication forms, mainsprings of motivation, appraising and rewarding performance, employee attitudes and their effects, leadership and supervision, participation, interpersonal and group dynamics, managing change, organization development, organizational environment, sociotechnical work systems, coaching, stress and counseling. Special attention will be placed on the international dimensions of organizational behavior such as social, political, and economic conditions affecting multinational operations, managing an international workforce, barriers to cultural adaptation, and productivity and cultural contingencies.

BUS 601 INTERNATIONAL BUSINESS

This course introduces the field of international business and examines the forces underlying its expansion and the patterns that are emerging from this growth. Monetary, trade, and regulatory frameworks within which international business transactions take place are examined. It further addresses the construction of global strategies and structures, the goals of nation - states regarding international business and the controls they adopt.

It also examines risks in the environment within which the international firm operates, operational management of the multinational firm and the future of international business.

BUS 603 INTERNATIONAL MANAGERIAL ACCOUNTING

This course examines the international dimensions of accounting, including financial-accounting reporting, managerial accounting and control, and taxation. Topics include comparative accounting practices and international harmonization, foreign currency translation, analysis of foreign financial statements, performance evaluation and budgeting for foreign operations, and the special problems of foreign taxation.



BUS 604 INTERNATIONAL ECONOMICS

This course offers the student a framework of macroeconomic concepts, international economic relations, contemporary economic systems, and an introduction to international fiscal and monetary policy. Emphasis will be placed on international financial relations and systems, and international trade issues. Topics covered include macroeconomic theory and theorists, economic models, monetary relations between nations, international transactions, exchange rates, the international currency system, national income, balance of payments, exchange control, the international monetary system, comparative advantage, tariffs, non tariff barriers to trade, commercial policy, international and regional trade organizations, international mobility of productive factors

BUS 606 INTERNATIONAL FINANCE AND INVESTMENT

This course offers a comprehensive overview of significant financial markets, the principles and concepts of sound international financial management, financial institutions, and key areas of international finance and investment theory and research. Topics covered include; foreign exchange rate distributions, international portfolio management, emerging market investment, international capital budgeting, import - export finance, cross - border positioning of funds, international tax planning, global debt and equity markets and global capital structure issues, currency and interest swaps, international asset pricing models, currency risk management, currency option pricing, international listing and transmission of returns and volatility, and corporate international diversification.

THESIS



TIME DURATION

Time duration of Logistics & Supply Chain management is maximum 1 year.

Time duration of International Business is maximum 1,5 year.

The total duration of this program is 1 year. Actual time duration per week - including attending classes and work related projects - is approximately 10 hours.

FINANCIAL CONDITIONS ACADEMIC YEAR 2003 – 2004

Logistic & Supply Chain Management

Tuition fee for this part of the program is € 7.940,00
This includes costs of literature & supplies.

International Business

Registration Fee (each course) € 45,40

Tuition Fee (each course) € 1.361,35
This includes costs of literature & supplies.

Tuition Fee Thesis € 1.361,35

Application Fee (non-refundable) € 113,45