

City University of Hong Kong
Course Syllabus

offered by Department of Management Sciences
with effect from Semester A 2024 /25

Part I Course Overview

Course Title: Strategic Sourcing and Procurement

Course Code: MS6323

Course Duration: One Semester

Credit Units: 3

Level: P6

Medium of Instruction: English

Medium of Assessment: English

Prerequisites:
(Course Code and Title) Nil

Precursors:
(Course Code and Title) Nil

Equivalent Courses:
(Course Code and Title) Nil

Exclusive Courses:
(Course Code and Title) Nil

Part II Course Details

1. Abstract

This course introduces the concepts, principles and methods for strategic sourcing and purchasing and their implementation in practice. We start from introducing key drivers of purchasing processes and the strategic roles and values of purchasing and supply management in value chains and discussing how to align a firm's purchasing and sourcing strategy with its corporate strategy and introduce a portfolio analysis approach. We then introduce the core topics in strategic sourcing: supplier evaluation, selection and relationship management, global sourcing strategy, service outsourcing/E-sourcing/crowdsourcing, financial and risk management in sourcing, supply chain finance, negotiation, contracting and legal issues, green sourcing and sustainability issues, and market research method and data analytics in strategic sourcing, etc. We also invite professional guest speakers to introduce industrial practices. The form of the course delivery consists of lectures, case studies, individual/group coursework, presentations and interactions with practitioners.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Demonstrate competence in using appropriate frameworks to identify supply needs and determine the strategy and business process of sourcing.	25%		✓	
2.	Employ and design concepts, metrics and models to qualitatively and quantitatively evaluate and select potential vendors and manage supplier relationship.	25%		✓	
3.	Identify the risks and financing strategies in sourcing.	25%		✓	
4.	Conduct case study arising from real-world situations.	25%			✓
		100%			

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Learning and Teaching Activities (LTAs)

(LTAs designed to facilitate students' achievement of the CILOs.)

LTA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4			
Lecture	Students will understand the concepts and frameworks for sourcing and procurement processes, and real world complexities.	✓	✓	✓	✓			
Class participation	Students will be expected to attend all classes and be proactive in asking and answering questions originated from textbook material, additional reading materials, and cases.	✓	✓	✓	✓			
Group Project, Case Studies and Presentation	Students will form groups to conduct case studies based on a real-world example. Presentation sessions will then be arranged to have open discussions. They will then submit a business report and a presentation slide to summarize their findings and provide insights.	✓	✓	✓	✓			

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4				
Continuous Assessment: 60%								
Group project, case studies report and presentations	✓	✓	✓	✓			40%	30% for report, and 10% for presentation
Class participation	✓	✓	✓	✓			20%	
Examination: 40% (duration: 2 hours, if applicable)								
Written Examination	✓	✓	✓	✓			40%	
							100%	

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Applicable to students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Group project, case studies report and presentation	Capacity to analyse the real-world cases and ability to employ principles and methods to explain the findings and insights, and conduct a presentation.	High	Significant	Moderate	Basic	Not even reaching marginal levels
2. Class participation	Attend the lectures and engage in class discussions.	High	Significant	Moderate	Basic	Not even reaching marginal levels
3. Examination	Attend the lectures and engage in class discussions.	High	Significant	Moderate	Basic	Not even reaching marginal levels

Applicable to students admitted from Semester A 2022/23 to Summer Term 2024

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
1. Group project, case studies report and presentation	Capacity to analyse the real-world cases and ability to employ principles and methods to explain the findings and insights, and conduct a presentation.	High	Significant	Moderate	Not even reaching marginal levels
2. Class participation	Attend the lectures and engage in class discussions.	High	Significant	Moderate	Not even reaching marginal levels
3. Examination	Attend the lectures and engage in class discussions.	High	Significant	Moderate	Not even reaching marginal levels

Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

1. Fundamentals of Sourcing and Procurement
Learning Objectives:
 - Understand strategic role of purchasing and strategic sourcing in value chains
 - Understand key drivers of purchasing and sourcing processes
2. Strategic Sourcing and Business Strategy
Learning Objectives:
 - Know how to align purchasing and sourcing strategies with corporate strategies
 - Know how to use the portfolio approach in purchasing
3. Supplier Evaluation, Selection, and Relationship Management
Learning Objectives:
 - Know how to select suppliers
 - Understand Key Performance Indicators (KPIs) of Purchasing
 - Know Balanced Scorecard (BSC) and Analytical Hierarchy Process (AHP) approaches
 - Know how to manage supplier relationship
4. Global Sourcing, Offshoring and Reshoring
Learning Objectives:
 - Understand global trends and sourcing evolution
 - Understand how to source globally
 - Understand key driving forces of offshoring and reshoring
5. Service Outsourcing, E-Sourcing and Crowd Sourcing
Learning Objectives:
 - Understand service outsourcing
 - Understand E-sourcing and crowd sourcing
6. Supply Chain Financing and Risk Management in Purchasing and Sourcing
Learning Objectives:
 - Know how to manage trade credit and working capitals in sourcing
 - Know how to identify, assess and mitigate risks in sourcing
 - Know how to manage commodity risk in spot and derivatives markets
7. Negotiations and Competitive Auctioning and Bidding
Learning Objectives:
 - Understand negotiation strategies
 - Understand competitive auctioning and bidding
8. Contracting and Legal Issues in Sourcing
Learning Objectives:
 - Know how to design purchasing contracts
 - Know legal Issues in Sourcing
9. Green Sourcing and Social Responsibility
Learning Objectives:
 - Understand green sourcing and sustainability issues in purchasing
 - Understand social responsibility in sourcing
10. Sourcing Market Research and Data Analytics (TBD)
Learning Objectives:
 - Understand how to conduct sourcing market research
 - Understand how to analyze market data to provide insights

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Handfield, Monczka, Giunipero, Patterson. Sourcing and Supply Chain Management, 6th edition, 2016 (recommended)
----	---

2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

1.	Van Weele, A., 2014, Purchasing and Supply Chain Management, Cengage (recommended)
2.	Chopra, S., and P. Meindl, Supply Chain Management: Strategy, Planning and Operation, 6th ed., Prentice Hall, 2015, New Jersey.
3	Simchi-Levi, D., P. Kaminsky, and E. Simchi-Levi, Designing and Managing the Supply Chain, 3rd ed., McGraw-Hill, 2007, New York.