

Module Description

Sourcing international, Outsourcing/Offshoring

General Information
Number of ECTS Credits

3

Abbreviation

TSM_Sourcing

Version

2.12.2016

Responsible of module

Prof. Dr. Ing. Herbert Ruile (MBA), FHNW

Language

| | Lausanne | Bern | Zürich |
|---------------|-------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------|
| Instruction | <input type="checkbox"/> E <input type="checkbox"/> F | <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F | <input type="checkbox"/> D <input checked="" type="checkbox"/> E |
| Documentation | <input type="checkbox"/> E <input type="checkbox"/> F | <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F | <input type="checkbox"/> D <input checked="" type="checkbox"/> E |
| Examination | <input type="checkbox"/> E <input type="checkbox"/> F | <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F | <input type="checkbox"/> D <input checked="" type="checkbox"/> E |

Module category

- Fundamental theoretical principles
- Technical/scientific specialization module
- Context module

Lessons

- 2 lecture periods and 1 tutorial period per week

Brief course description of module objectives and content

Procurement may be defined as the management of the company's external resources in such a way that supply of all goods, services, capabilities and knowledge which are necessary for running, maintaining and managing the company's primary and support activities is secured at the most favourable conditions (Van Weele, 2010). A company's spend for goods and services can account for 50% to 70% of total cost of goods sold and in order to improve company's competitive position procurement must become international. Procurement as a strategic business driver turns into strategic importance with increasing spend volume and enhancing complexity caused by expanding the nature and geographic distribution of goods and services procured. Therefore the objective of the module is to learn how companies can realize most favourable conditions from international resources for their goods and services.

Aims, content, methods
Learning objectives and acquired competencies

Students of the module are able

- to understand drivers for using international resources
- to prepare outsourcing decisions (i.e. make or buy, business process outsourcing)
- to prepare sufficient statements of requirements for goods and services
- to select countries and suppliers with favourable conditions
- to define an appropriate supplier relationship in international context
- to use instruments to control the outsourcing process

Contents of module with emphasis on teaching content

- | | |
|-----|--------------------------------------|
| 1 | Strategy |
| 1.1 | competitive advantage & value chains |
| 1.2 | Theory and practice |
| 1.3 | Assessment of Potentials |
| 1.4 | Risk Management |
| 2 | Statement of Requirement |
| 2.1 | Business process analysis |
| 2.2 | value stream analysis |
| 3 | Supply Management |
| 3.1 | Supply Market Intelligence |
| 3.2 | Supplier Relationship Management |
| 4 | Controlling |
| 4.1 | Investment appraisal |
| 4.2 | Performance based contracting (SLA) |

Teaching and learning methods

Lectures, Case study Method
Assignments, written and oral presentation

Prerequisites, previous knowledge, entrance competencies

Knowledge about strategic purchasing/supply management process and models
Knowledge of basic purchasing portfolio Management (Kraljic)
Basics of logistic processes, Process management
Basics of project management and system engineering (esp. qualitative evaluation methods)

Literature

H. S. Kehal, V. P. Singh (2006) Outsourcing and Offshoring in the 21st Century: A Socio-Economic Perspective. Idea
J. K. Halvey, B. M. Melby (2007): Business Process Outsourcing: Process, Strategies, and Contracts. John Wiley & Sons
P. Barrer, R. Gervais (2006): Global Outsourcing Strategies. Gower
R. Monzka, R. Trent, R. Handfield (2005): Purchasing & Supply Chain Management. 3rd ed., Thomson
R. Hanfield (2006): Supply Market Intelligence. Auerbach

Assessment**Certification requirements for final examinations (conditions for attestation)**

80% of assignments completed in time and passed. Assignments are based on case study approaches

Written module examination

Duration of exam : 120 minutes
Permissible aids: Written documents, no computer