SYLLABI

Basic data of the subject matter	
Academic Unit:	**Faculty Management**
Program:	**Entrepreneurship and Innovation Management**
Title of subject:	**Supply chain management**
Level:	**Master**
Status of the subject:	**Obligatory**
Year of studies:	**I**
Semester:	**II-d**
Number of hours per week:	**3**
Value in credit:	**6**
Time/location:	**UASF**
Subject Teacher:	
Contact details:	
Description of the subject	This course aims to equip Master's level students with advanced theoretical and practical knowledge of the concepts, processes, and strategies of Supply Chain Management (SCM). The course focuses on integrating activities from suppliers to end consumers, including planning, sourcing, production, distribution, and logistics, in order to maximize customer value and achieve competitive advantage in global markets. Throughout the course, students will explore best practices and innovative approaches in supply chain management, including the use of new technologies, artificial intelligence, data analytics, and digital transformation. Special attention will be given to risk management, sustainability, corporate social responsibility, and the impact of globalization on supply chains. Through case studies, practical projects, and research work, students will develop the skills to design, analyze, and optimize complex supply chains, as well as to make strategic decisions that support the long-term goals of the organization.
Purposes of the subject:	The aim of this course is to develop in Master's level students advanced knowledge and practical skills for planning, organizing, directing, and optimizing the supply chain in complex and dynamic business environments. The course seeks to equip students with strategic and analytical competencies to manage processes from the supplier to the final customer, using innovative approaches, advanced technologies, and sustainable practices. Through a combination of theory, case studies, and practical projects, students will be prepared to make effective decisions to increase efficiency, reduce costs, improve customer service, and enhance the organization's competitiveness in domestic and international markets.
Expected results of the lesson:	Upon completion of this course, students should be able to:

	1. Analyze the fundamental concepts and principles of supply chain management and its strategic role in organizations **(ECTS:1),** 2. Evaluate supply chain management models, strategies, and techniques in different economic and geographical contexts. **(ECTS:1),** 3. Design advanced supply chain structures, taking into account process integration, digital technologies, and sustainability. **(ECTS:1),** 4. Apply advanced methods for demand planning, inventory management, and logistics optimization. **(ECTS:1),** 5. Analyze the impact of globalization, technological innovations, and Artificial Intelligence on supply chain management. **(ECTS:1),** 6. Develop skills to make strategic and operational decisions to improve supply chain efficiency. **(ECTS:0.5),** 7. Evaluate ethical issues arising in supply chain management. **(ECTS:0.5),**

Contribution to student's load (which should correspond to the student's learning scores)

Activity	Hours	Day/week	Total
Lectures	2	15	30
Theoretical exercises / laboratory	1	15	15
Internship	5	1	5
Contacts with teacher / consultations	1	5	5
Field exercises	5	2	10
Midterm, Test			
Homework	1	10	10
Studying (at the library or at home)			45
Final preparation for the exam	3	5	15
Time spent on evaluation (tests, quiz and final exam)	1	5	5
Projects and presentations	1	10	10
Total			**150**

Teaching Methodology (and Learning)	The focus of the lectures will be on the thorough understanding of theoretical concepts applied in practice through problem-based learning combined with current events Case Discussion (New Coke, FedEx, UPS) Case Discussion (Walmart) Case Discussion (BMW) Guest speaker, Creative and stimulating exercises: Exercises and examples designed to increase creativity and the ability to choose innovative solutions. Literature Analyses: Using reading material to analyze and relate theory to practice in the field of Supply Chain Management.: **Teaching tools and activities:** 1. **Lectures and discussions:** 2. **Case studies and group analyses:** 3. **Innovative projects of individuals/group:**

	4. **Creative and stimulating exercises:** 5. **Analysis of literature:** **Advantages of this methodology:** 1. **Student involvement:** Creating an interactive and inclusive learning environment where students feel they actively contribute. 2. **Develop practical skills:** Stimulating practical skills and experimenting with innovative technologies and projects. 3. **Prepare for market reality:** • Prepare students to apply the concepts and skills acquired in real innovation environments in the market. 4. **The combination of theory and practice:** Ensuring a proper balance between theory and practice through case analysis, innovative projects and the application of information technologies. This methodology aims to prepare students to understand, analyze and apply the knowledge gained in the subject.
Methods of evaluation (passability criteria)	**Assessment Method** – based on three activities that will determine the final grade: ➢ Activities and Engagement in Learning max 10 points (%), ➢ Preparation/Presentation Project/Seminar Paper – max 30 points (%), ➢ Final Exam max 60 points (%). **Passing criteria** related to the activities planned in the assessment method: **1. Activities and Engagement in Learning** – evaluated out of 10 points (%) from a total of 100 points (%): **Activity in Learning (5 points):** means that the student is active and involved in interactive discussions between professor-student and student-student, initiating new topics related to the course, offering ideas, opinions, and critical thoughts aimed at stimulating debate during lectures. **Engagement (5 points):** means that the student completes and presents the assignments given at the end of each lecture, which are then discussed at the beginning of the next lecture. **Purpose:** To encourage critical thinking and creative problem solving related to real situations connected to the learning process within the course module. 2. **Preparation and Presentation of a Project/Seminar Paper** – evaluated out of 30 points (%) from a total of 100 points (%): During the semester, the student (or a group of up to 2 students) must prepare a project/seminar paper (in Word and PowerPoint). This work must be presented during scheduled presentation sessions. The presentation should last no longer than 15 minutes. The topic of the paper can be proposed by the professor or by the student. If proposed by the student, it must be approved by the professor and must be fully correlated with the course content. The paper is presented to the group and evaluated based on content quality, analysis, creativity, and clarity of presentation.

Evaluation Criteria for the Project/Seminar Paper:

Component	Points (%)
Structure and Purpose of the Paper	10
Content/Elaboration of the Topic	10
Conclusions Drawn and Presentation Quality	10
Total	**30**

Objective:
To develop research, analytical, and academic writing skills through independent exploration of a relevant topic, directly linked to the learning outcomes of the Supply Chain Supply Chain Management course module.

3. Final Exam – 60 points out of 100 points,
The student is entitled to take the final exam (oral or written) after the completion of lectures and during the official exam periods as defined by the University Senate.
The exam aims to assess the student's knowledge, skills, and competencies in relation to the learning outcomes defined in the course material.
Exam Format:
The written test will consist of open-ended questions (essay-style responses or tasks), requiring students to demonstrate understanding, application of knowledge, problem analysis, synthesis, and evaluation related to the taught content.
To assess the achievement of learning outcomes and the student's ability to apply acquired knowledge in practical scenarios.

The student must accumulate at least 50 points from the total of 100 available across all components to pass the course.

Objective of the Exam:
Grades at UASF:

Grade	ECTS/Grade	Percentage	Definition
10	A	90 - 100	Excellent
9	B	80 - 89	Very Good
8	C	70 - 79	Good
7	D	60 – 69	Satisfactory
6	E	50 - 59	Sufficient
5	FX/F	0 - 49	Fail/Insufficient

Concrete Tools – YOU	Using the table, Internet, wireless, computer, projector, PowerPoint, using online platforms and tools to support communication and team collaboration, etc.
The relationship between the theoretical and practical part of the study	**60% Theory (90 hours) – 40% Practice (60 hours)** This report aims to analyze the connection between the theoretical knowledge gained during lectures in the course "Supply Chain

	Management" and its application in practice. Through this study, it is intended that students gain a clearer understanding of how projects are managed in real life, using standardized tools and methods. Out of the total 150 hours allocated for the course, the distribution is made according to the ratio of 60% theory (90 hours) – 40% practice (60 hours). **60% Theory (90 hours)** are dedicated to interactive lectures, reading and studying literature, as well as conceptual discussions and analyses. **40% Practice (60 hours)** are dedicated to analyzing the supply chains of local and international companies, preparing a project for designing a supply chain, research work on the impact of technology and AI in SCM, exercises on demand planning and inventory management, and debates and discussions on ethical issues in SCM. **ECTS distribution according to the 60%-40% ratio:** The course "Supply Chain Management" is valued at 6 ECTS, of which: 3.6 ECTS (60%) are allocated to the theoretical part. 2.4 ECTS (40%) are allocated to the practical part. This division reflects the balance between mastering basic concepts and applying them through practical activities
Literature	
Basic Literature	1. Suzana Panariti, *Menaxhimi i Operacioneve,* Tiranë 2017 ISBN 978-99956-32-73-1
Additional literature	1. Sunil Chopra and Peter Meindl; Supply Chain Management: Strategy, Planning, and Operation (6th Edition), 2015. 2. Supply Chain Logistics Management, D. Bowersox, et al; 4th Ed.; ISBN 978-0078024054-13 3. Ivanov, D., & Dolgui, A. (2020) – *Digital Supply Chain Twin: The impact of Industry 4.0 on supply chain resilience and performance*.
Designed lesson plan:	
Week	**Lecture units**
Week One	**Introduction – Familiarizing Students with the Course Syllabus** **Introduction and Conceptual Framework** Presentation of the course, objectives, and expected learning outcomes The nature of firms and the evolution of supply chain management Basic concepts: logistics, supply networks, value chain The strategic role of supply chain management in global competition **Learning outcomes supported:** R1
Week two	**Models and Strategies of Supply Chain Management** Traditional and modern management models "Lean" and "Agile" strategies in the supply chain Price and revenue management in a supply chain Comparative advantages in global supply chains **Learning outcomes supported:** R2, R6
Week Three	**21st Century Supply Chains** Evolution from traditional logistics to global supply networks Key characteristics of modern supply chains (speed, flexibility,

		technological integration) Globalization and its impact on supply management The role of digital technologies (AI, IoT, Blockchain, Big Data) New trends in distribution and transportation (last-mile delivery, drones, autonomous vehicles) Risk management and sustainability in global supply chains Case studies (Amazon, Apple, Maersk) **Learning outcomes supported:** R1, R5
	Week Four	**Managerial Ethics as an Integral and Essential Part of Supply Chain Management** Understanding managerial ethics in the supply chain Codes of conduct and international standards (ISO 20400, UN Global Compact) Ethical issues in supplier relationships (corruption, favoritism, unfair competition) Transparency and traceability in the supply chain Management of forced labor and violations of workers' rights Sustainability and corporate social responsibility (CSR) Case studies on violations and best practices (Nike, H&M) **Learning outcomes supported:** R7
	Week Five	**Comparative Advantages and Supply Chain Management** Theory of comparative advantage and its application in supply chains Resources and competitive advantages of countries and comps Management of international suppliers based on comparative advantages Cost optimization and efficiency through geographic specialize The role of technology in leveraging comparative advantages Balancing comparative advantages with globalization risks Case studies (Tesla, Toyota, Zara) **Learning outcomes supported:** R2, R6
	Week six	**Circular Economy and Recycling in Supply Chain Management** Reverse logistics and product recovery Sustainability and environmental certifications **Learning outcomes supported:** R3, R7
	Week Seven	**Introduction to Operations Planning** The role of planning in supply chain management Strategic and operational objectives of production planning The link between production planning and resource planning Integration of production planning with materials planning Production resource planning (RRP, CRP) Production planning strategies Make-to-Stock (MTS), Make-to-Order (MTO), "Push" and "Pull" strategies in production Capacity planning,Measuring production capacity Balancing capacity with demand Sustainability and green manufacturing Energy efficiency and waste reduction Integration of the "Lean Manufacturing" concept with "Green Production" **Case studies:** Toyota Production System (TPS)

		Siemens Integrated Production Planning Customized production at Tesla **Learning outcomes supported:** R7
	Week eight	**Global Supply Chain** Structure of international supply networks Management of global operations Economic impact of supply chains within corporations Discussion cases: Walmart, BMW **Learning outcomes supported:** R8, R5
	Week nine	**Managing Variability within a Supply Chain Network** Understanding variability in the supply chain Types of variability,Demand variability,Supply variability Lead time variability,The "Bullwhip" effect – causes and consequences Strategies to reduce variability Coordinated demand planning Partnerships with suppliers and customers Safety stock management Use of digital technologies for more accurate forecasting The role of collaboration and information sharing in reducing variability Case studies (Procter & Gamble, Dell) **Learning outcomes supported:** R4
	Week ten	**Economic Impact of Supply Chains within the Corporation** The role of the supply chain in creating economic value Analysis of Total Cost of Ownership (TCO) Impact of supply chain efficiency on profit and ROI Management of working capital through supply chain optimization The link between corporate strategy and supply chain strategy The role of innovation and automation in cost reduction Case studies (Unilever, Toyota) **Learning outcomes supported:** R6
	Eleventh week	**Transportation and Distribution in Supply Chain Management** Management of international and domestic transportation Distribution planning and route optimization Third Party Logistics (3PL) and Fourth Party Logistics (4PL) Case studies: FedEx, UPS **Learning outcomes supported:** R4
	The Twelve week	**International Standards and Certifications in Supply Chain Management** ISO 9001, ISO 28000, ISO 20400 The importance of audits and compliance **Learning outcomes supported:** R5
	Thirteenth week	**Supply Coordination and Information Systems** Coordination of actors within the supply chain Information technologies and systems: ERP, SCM, TMS, Data integration and the role of cloud computing **Learning outcomes supported:** R3
	Week fourteen	**Supply Chain Transformation in the Era of Artificial Intelligence: Innovation, Efficiency, and Challenges** Application of Artificial Intelligence in demand and supply

		planning Transformation of the supply chain through "Digital Twins" and intelligent simulations The role of AI in proactive risk management in global supply chains Integration of AI with other technologies such as IoT and Block chain in logistics Innovations in automation of warehousing and distribution (Smart Warehousing) **Learning outcomes supported:** R3, R5
	Fifteenth week	**Case Studies and Practical Projects** Analysis of real cases from global companies Group projects for solving supply chain problems Presentations and critical discussions **Learning outcomes supported:** R3, R4, R5, R6, R7
Academic policies and etiquette:		
The student is obliged to attend the lectures in a regular manner and to have the correct behavior of colleagues and staff of the University, maintaining calm and active engagement in lectures and exercises is obligatory. During lectures and exercise hours, food is prohibited, whispers that hinder classroom work and the use of mobile phones. At the same time, mobile phones should be turned off or put on silent and not used during lectures or exercises. Lack of academic integrity (including plagiarism, copying another person's work, using unauthorized exam aid, cheating, etc.) will not be tolerated. If there are doubts about the authenticity of the work presented, the teacher has the right to ask the student to verify his/her work. This can be done through: repetition of the work, written or oral testing, unexpected quiz or any other action deemed necessary by the lecturer.		