



Introduction to the Value Chain

2026-2027

Credits: 3

Code: 62002A-00032

Language of Instruction: English

Faculty

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Learning Outcomes

LO1	<i>program specific</i>	The Master in GSCM develops and critically evaluates end-to-end supply chain strategies that align with organizational goals and respond to dynamic market conditions.
	<i>course specific</i>	Students apply Porter's Value Chain framework and the SCOR model to map and analyze end-to-end value chains, identify the role of planning, technology, and performance management, and evaluate how these elements contribute to customer value creation and competitive advantage. Through ISCN.Academy assignments and company visits, students critically assess and compare supply chain strategies of leading companies. To help students respond to dynamic market conditions, the course includes a geopolitical component that teaches them to analyse geopolitical contexts, assess their implications for organisations, and address related challenges.
LO2	<i>program specific</i>	The Master in GSCM uses quantitative methods, simulation tools, and optimization models to solve complex supply chain problems and support data-driven decision-making.

	<i>course specific</i>	Students apply the SCOR performance framework to develop, interpret, and evaluate supply chain KPI dashboards, enabling the measurement and analysis of operational performance and supporting data-driven decision-making.
LO3	<i>program specific</i>	The Master in GSCM analyzes, designs, and manages international logistics flows, distribution systems, and production networks with attention to efficiency, resilience, and sustainability.
	<i>course specific</i>	Students assess how sourcing strategies, production footprints, and logistics network configurations influence supply chain cost, service levels, resilience, and sustainability. Through ISCN.Academy assignments and company visits, students analyze and compare the end-to-end value chains and logistics flows of leading companies. The course includes a geopolitical component that enables students to assess how political instability, trade disputes, sanctions, regulatory changes, and shifting international alliances affect global supply chains. This perspective helps them design and manage international logistics flows, distribution systems, and production networks that are more efficient, resilient, and sustainable.
LO5	<i>program specific</i>	The Master in GSCM develops supply chain solutions that incorporate environmental, social, and ethical considerations, contributing to sustainable and circular business models.
	<i>course specific</i>	Students evaluate end-to-end value chains from efficiency, effectiveness and resilience perspective, but also from environmental and social sustainability perspectives and learn to identify opportunities to enhance sustainable and circular supply chain performance.
LO8	<i>program specific</i>	The Master in GSCM assesses regulatory frameworks, risk management practices, geopolitical challenges and governance structures, and formulates responsible and compliant supply chain policies.
	<i>course specific</i>	Students analyze the impact of geopolitical developments, regulatory requirements, energy markets, and other external factors on supply chain performance and risk exposure. They evaluate how risk management practices and resilience strategies can mitigate disruptions and strengthen end-to-end supply chain robustness.

Course Content

This course offers students a foundational yet holistic understanding of how value is created, delivered, and captured across global and regional supply chains. It explores how companies design and implement value chain strategies to navigate today's volatile, uncertain, complex, and ambiguous (VUCA) business environment. Students will understand supply chains from a holistic approach by integrating geopolitical perspectives and data.

Through a dynamic blend of interactive learning sessions, company visits, interviews with industry leaders, assignments and break-out sessions, students will experience the operational

and strategic realities of key value chain actors — from shippers and logistics service providers to infrastructure operators and beyond.

The course introduces the essential concepts of value chain and supply chain planning, management and geopolitics, while challenging students to think critically about how to build shorter, greener, and smarter supply chains. By combining theory with real-world insights, students will be equipped to assess strategies, identify performance improvements, and understand the evolving role of value chains in a rapidly changing geopolitical landscape.

Prerequisites

None

Method of Instruction

Lectures	Interactive lectures with polls, break-out sessions and assignments.
Discussion	Multiple polls are inserted into the course to initiate discussions.
Excursions	Multiple visits to various supply chain actors are planned.
Presentations	Students will have to present their group assignment.

Assessment Method & Criteria

Individual Assignments	60%
Group Assignment	40%

The individual assignment are questions to be answered after watching video-interviews with supply chain-professionals active in leading supply chain companies, while the group assignment consist of designing a tool to evaluate a company's supply chain resilience.

Study Materials

[www.ISCN.Academy](https://www.iscn.academy): Platform with video-interviews with supply chain professionals. Students will receive a login.

Powerpoint presentations and other study materials will be available on Brightspace.