



Supply Chains in Business Practice

2026-2027

Credits: 3

Code: 62002A-00034

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>	You evaluate how mission, business priorities, financial metrics and external disruptors shape an end-to-end supply chain strategy that supports growth, resilience and competitive advantage.
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>	You analyze global sourcing, manufacturing, distribution and reverse-logistics configurations to recommend network choices that balance service, cost, capacity, risk and sustainability.

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>	You use Scope 1, 2 and 3 emissions, life-cycle assessment and circular-economy principles to design actions that improve environmental, social and ethical outcomes while preserving economic viability.
LO6	<i>program specific</i>	The Master in GSCM initiates and guides organizational change, innovation, and continuous improvement within supply chain functions and cross-functional teams.
	<i>course specific</i>	You diagnose why a supply chain transformation is stalling and propose changes to governance, capabilities, culture and experimentation that enable innovation to scale.
LO7	<i>program specific</i>	The Master in GSCM works effectively in multidisciplinary and multicultural environments, manages stakeholder relationships and navigates complex global supply chain ecosystems.
	<i>course specific</i>	You map internal, customer, supplier, industry and start-up stakeholders and build a collaboration approach that manages roles, trade-offs and risks across global supply chain contexts.
LO	<i>course specific</i>	

Course Content

The course explores the strategic role the supply chain plays in achieving competitive advantage. Materials will be presented through real life case studies, and a live plant tour. Core components:

1. Background on P&G, Its Brands and Integrated Business Growth Strategy
2. Supply Chain Nodes
3. Supply Chain Diversity
4. Supply Chain as Business Growth Orchestrator
5. Role of China & India for Supply Chain: Past, Present and Future
6. Today's Supply Disruptors - What's Needed to Win Now and the Future?
7. Evolution of Supply Chains in support of Business Growth
8. P&G Mechelen Site Visit: Auto Dishwashing
9. P&G's Strategy on Organizational Design: Freedom within a Framework
10. Personal Leadership Traits for a Successful Journey + Words of Wisdom

Prerequisites

Students are required to sign a confidentiality agreement in advance.

Method of Instruction

Lectures

Guest Lecture

Case Studies

Excursion P&G Mechelen Manufacturing Site

Presentation

Project

Assessment Method & Criteria

Group Presentation	40%
Individual Oral Exam	40%
Class Participation	20%

The final exams will consist of two components:

1) a group presentation on the business case study and 2) an individual oral presentation on the insights learned during the week-long class. The length of the group presentation is 30 minutes, including Q&A.

Study Materials

Slide presentations and other materials will be made available on Brightspace.