

UNIVERSITY DIPLOMA IN GLOBAL SUPPLY CHAIN MANAGEMENT IN SOUTHERN MEDITERRANEAN (GLOB-SM)**Main Language of Instruction:**French ☐ English ☒ Arabic ☐**Campus Where the Program Is Offered:** CZB**OBJECTIVES**

The University Diploma in Global Supply Chain Management in Southern Mediterranean (GLOB-SM) aims to answer global competition challenges and support the economic development policies of Middle Eastern countries by exploiting their unique geographic and economic assets. It will allow graduates to acquire the knowledge and skills necessary to enhance operational efficiency, improve the consumer experience, enhance organizational responsiveness, build a network of resilience to severe supply chain disruptions, and establish and manage long-term business relationships.

PROGRAM LEARNING OUTCOMES (COMPETENCIES)

- Apply concepts, theories, practices, and related frameworks of global supply chain management and sustainability to food systems, humanitarian, and maritime logistics.
- Explain emerging trends in global supply chain management (with a focus on the MENA region).
- Apply quantitative and qualitative research results to assess the effectiveness of a supply chain.
- Design supply chain processes and logistics by applying innovative analysis and technology tools and the core concepts of entrepreneurship and creativity.
- Apply leadership and management skills to real-world supply chain challenges, programs, and policies.
- Demonstrate critical thinking skills, individually or collaboratively within teams, through interpreting research findings.
- Apply principles of ethics to the practice and research of supply chain management.
- Communicate research findings effectively, in both oral and written formats.

ADMISSION REQUIREMENTS

- Hold an undergraduate degree from USJ or an equivalent degree from a recognized institution.
- Demonstrate proficiency in written and spoken English.

PROGRAM REQUIREMENTS

34 Credits: Required Courses (18 credits), Institution's Elective Courses (16 credits)**Required Courses (18 Cr.)**

Supply Chain Innovation (4 Cr.), International Transport (4 Cr.), Supply Chain Management Analytics (6 Cr.), Geopolitics and International Finance (4 Cr.)

Elective Courses (16 Cr.), to be chosen from the list below:

Air Freight Management (6 Cr.), Capital Budgeting and Financing (6 Cr.), International Strategy (4 Cr.), International Contract Law (4 Cr.), Agriculture Technology, Supply Chains, Sustainability/Risk Management in Food Supply Chains (6 Cr.), Global Food Economy/Global Food Policy (6 Cr.), Port Management and Strategy (6 Cr.), Maritime Economics and Business (6 Cr.), Strategy for Health and Humanitarian Organizations (6 Cr.), Tactical Decision Making in Inventory and Supply Chain Management (6 Cr.).



COURSE DESCRIPTION

028SCINF1	Supply Chain Innovation	4 Cr.
At the end of the course, students will have gained a broad understanding of: - the different types of innovations in supply chains: technology and processes - the different types of settings in which different types of innovation can be applied - the way innovation in supply chain processes works - how to apply the process steps and findings to an innovation With the increased use of digital technologies and the expanding scope of business operations, supply chain management stands at the forefront of the global economy, making national boundaries irrelevant and companies and countries ever closer. Today, approximately 90% of the cost base for businesses is attributable to supply chain expenditure, and global supply chains account for over 80% of international trade and 20% of the workforce (i.e., one in five workers) (Thorlakson et al., 2018). Supply chain management is critical for the effective integration of material flows, information flows, and financial flows into a global network of suppliers, manufacturers, distributors, and retailers (Zijm et al., 2019), the establishment of long-term relationships (Lambert and Enz, 2017), and the implementation of sustainable practices in production, processing, and distribution systems (Ashby et al., 2012). In such a highly competitive and globalized market environment, companies need well-educated supply chain management professionals who can easily understand cross-cultural issues and make supply chain decisions.		
028INTRF1	International Transport	4 Cr.
International transport is an integral part of international trade where importers, exporters, traders, shipping companies, and logistics integrators fight to capture volumes and achieve competitive costs. The knowledge of international trade, international transport, and global geography helps to identify these trends. The main objective of this course is to connect the world of transport to the world of international trade. It also covers how the transport industry responds to international trade needs in terms of supply, organization, regulation, etc. The course aims to impart a geostrategic vision and an understanding of transport's position in supply chain management through the transition from transport to logistics. By the end of the course, students will be able to: - Identify the key features of international transport, including current issues and challenges - Evaluate freight transport arrangements according to different needs - Evaluate the economic and environmental performance of freight transport options		
028SCANF2	Supply Chain Management Analytics	6 Cr.
Supply chain management and logistics are unique since they are paradoxically linked to one of the oldest and also one of the most newly discovered activities of business. Supply chain system activities – communication, inventory management, warehousing, transportation, facility location, and production – have been performed since the start of commercial activity. It is hard to imagine any product that could reach a customer without logistical support. Not so long ago, firms started focusing on logistics and supply chain management as a source of competitive advantage. Nowadays, supply chain management represents a great challenge as well as a tremendous opportunity for most firms. In parallel, supply chains generate a huge amount of data every day. Indeed, all transactions, operations, and claims are often recorded and saved as data. Therefore, learning how to analyze the collected data and convert it into insights for decision-making can lead to higher revenues and better services for companies. Finally, it is important to note that the new developments in technology (e.g., increased use of sensors, developments in intelligent systems, extended use of social networks) and the availability of tools for data analysis (e.g., data storage, visualization, artificial intelligence) have increased the importance of supply chain analytics in recent years. This course aims to introduce a variety of methods and tools related to supply chain analytics that will allow the students (i) to recognize how supply chain analytics can benefit an organization, (ii) identify the specific method that should be applied to solve a specific problem, and (iii) to use existing software to analyze data and interpret the results.		

028GPIFF2	Geopolitics and International Finance	4 Cr.
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Geopolitics describes the relations between politics and territory and therefore usually deals with foreign policy analysis. The course provides analyses of key current international environment and foreign policy issues, but besides this traditional approach, a specific emphasis is placed on the recent developments in economic and financial globalization, viewed as a central field of today's international tensions and conflicts.

The seminar on geopolitical issues will integrate economic, financial, and political analysis. Ideas from political science, history, macroeconomics, and finance enrich the understanding of the new international geopolitical order.

It is now essential for future managers to acquire a thorough understanding of the complex interactions between, on one hand, the global economy and capital markets, and on the other hand, the international foreign affairs environment. The resulting international shifts of power deeply affect corporate strategies all around the world. The course will ultimately focus on country risk analysis. "Country risk" is an applied concept; it could be described as anticipating a country's macroeconomic, financial, or sociopolitical vulnerabilities capable of having repercussions on a financial or commercial operation. Therefore, country risk identifies the incremental risk incurred when trade, finance, or investment take place beyond national borders. This involves determining the risk related to each country affecting an operation.

However, over the last few years, the very poor track record of accomplishment of specialized institutions has made more in-depth analyses necessary. This implies not only a case-by-case, country by country analysis but also integrating the systemic dimension related to the international macroeconomic environment and its interactions with global capital markets. Therefore, the course will deal with what will be qualified as a "systematic" country risk analysis (SCR). It integrates the geostrategic international positioning of each country in reference to the three axes of the Mundell triangle (degree of opening of the balance of payments, choice of foreign exchange regime, and consequently degree of independence of monetary policy) and a permanent monitoring of global capital markets.

028AFMGF1	Air Freight Management	6 Cr.
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To familiarize students with the air freight business, enable them to perform research autonomously, and teach them how to run a project. At the end of this course, students will be able to:

- Understand the role, business and economic functioning, and competitive strategies of all actors in the aviation cargo value chain.
- Understand the relationship between the different actors in the air cargo industry.
- Understand the impact of public policy and regulatory issues that shape the air freight transport business.
- Understand the economic and financial concepts relevant to the air freight eco-system.
- Carry out independent research about a problem or topic affecting the current air freight industry.
- Be familiar with how to manage a project in a complex environment of objectives, challenges, and constraints.
- Report their project results in an understandable way.

028CBFNF1	Capital Budgeting and Financing	6 Cr.
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This course aims to introduce students to financial accounting, the investment process, and financial markets. The course is divided into two parts. The first part covers the basics of financial accounting. It provides students with a working knowledge of the accounting process and its usage in assessing the financial performance of organizations. The second part is on select economic feasibility and financial analysis applications. This part covers the basic assessment and comparison of projects based on their cash flow streams, taking into account the financing structure of the firm. Then, financial decision-making applications related to capital budgeting, bond portfolio structuring, dynamic investment management, and firm valuation are presented.

028INSTF2	International Strategy	4 Cr.
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Internationalization is one of the foremost challenges for a firm. Strategy is one of the fundamental disciplines in management. Managing the internationalization of a firm from a marketing perspective to a strategic one is the objective sought in this course and becomes business strategy development.

The objective of the course is to provide students with a general understanding of international trade management, allowing them to select the ideal location and to define resources for a specific global business. Participants will be able to analyze international markets and environments and to identify opportunities and risks. They shall be able to adapt to the international context, then propose relevant and profitable strategies to implement.

Export diagnosis, segmentation, international marketing, standardization/adaptation, entry modes in foreign countries, country risk, international sourcing, international information sources, international prospecting techniques, the impact of distance on international trade, and international strategy.

028INCLF2	International Contract Law	4 Cr.
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This course on international contract law aims at presenting the fundamental aspects of the international contract framework. It presents the process of drawing-up, obtaining, and fulfilling international sales contracts and other specific contracts used in international business, in particular service contracts, contracts of chartering, or vessel-sharing agreements. The marketing of products and services in foreign markets indeed involves spot sales and distribution operations. It deals with the pre-contentious phase and finally the contentious phase.

This course clarifies the legal framework of international sales and other transactions at the international level. European regulations are also explained regarding applicable law and competition issues, in particular. It highlights the progressive adaptation of the existing regulations to IT and e-commerce (smart contracts and blockchain technology) and to new trends such as Corporate Social Responsibility (CSR) and compliance. This course, which is “transversal,” is extremely important for the understanding of different underlying courses previously studied (first semester) in particular: Sales Management (Incoterms®), Risk Management, International Transport Management, Maritime Affreightment, International Techniques of Payment, and Logistics Management. Like the course on international carriage law, this course links the key pillars of the aforementioned courses.

028ASSRF1	Agriculture Technology, Supply Chains Sustainability/ Risk Management in Food Supply Chains	6 Cr.
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This course aims at introducing students to the concepts and techniques of food supply chain management. Students will develop skills not only in accounting, economic principles, investment, and finance that are necessary to successful management but also to identify key aspects of maintaining safety, hygiene, and quality standards. Furthermore, this course is designed to help students gain various policy perspectives impacting global food and agriculture supply chain management practices, economic development, trade in food and agricultural products, global food production, consumption, and marketing patterns, and the environment.

028GFEPF1	Global Food Economy/Global Food Policy	6 Cr.
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This course aims to introduce students to basic concepts in food and rural economics in order to understand agricultural policies, their instruments, and their implementation in both developed and developing countries. It reviews the government’s role in identifying the objectives and strategies for implementing a food policy and the contribution of other stakeholders. The course investigates multiple sustainable food policy options and evaluates the costs and benefits of sustainable food and agricultural policies. The course places emphasis on the importance of building inclusive food systems that can help create better economic opportunities for poor people, mitigate the impacts of climate change on the most vulnerable, and spark innovation in the production and consumption of healthy foods. At the end of this course, students will be able to:

- Investigate and evaluate key concepts of economic theory and food industry policy, thereby deepening their knowledge of the relevance of policies to global value chains.
- Analyze the policy identification and implementation processes in different countries.
- Understand and evaluate objectives, policy instruments, and strategies that characterize an agricultural policy.
- Identify multiple food system stakeholders and the impact of their interactions on food policy.
- Understand policy implementation by national governments in coordination or conflict with other stakeholders (private sector, international organizations, and NGOs)
- Identify sustainable food policy options, the implications of these policies for institutions, and their potential impacts on the food system.
- Understand the importance of implementing food policies that focus on building inclusive food systems.

028PMGSF2	Port Management and Strategy	6 Cr.
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Changes in international trade and global supply chains impact the port industry. This course on port management and strategy aims at exploring the main challenges faced by port managers and port policymakers. It provides an in-depth analysis of the changes affecting the competitive environment of ports and uses practical cases to illustrate how to undertake port demand forecasting and planning, how to set the right port governance structure, and how to develop sustainable strategies. The key port-related issues are presented, analyzed, and discussed



from the points of view of port managers, regulators, and port users.

By the end of the course, students should be able to apply standard management foundations and techniques in order to:

- Understand the competitive landscape of ports.
- Set up key port performance indicators.
- Design a port development plan.
- Undertake a public-private partnership contract.
- Consider and assess the environmental impact of port activities.

028MEBSF2	Maritime Economics and Business	6 Cr.
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This course introduces students to strategic management in the maritime sector. The different maritime industry sectors are considered, including bulk shipping, container shipping, and passenger shipping (cruise and ferry), as well as ports and related logistics activities, with an analysis of the industry dynamics influencing each sector and an exploration of how organizations respond to remain competitive.

Emphasis is placed on analyzing operating costs and revenues, investment strategies, and cashflow management, providing students with advanced skills for managing different maritime projects and investments and identifying key sensitivity factors. The course also considers shipbuilding trends and developments, business strategies with regard to vertical and horizontal integration, and the transition toward zero-carbon fuels.

By the end of the course, students will be able to:

- Analyze the shipping market and evaluate the strategies of existing shipping lines from both business and sustainability perspectives.
- Prepare a business strategy for a shipping line to compete in the market, including investments, financial projections, and risks.
- Prepare a sustainability strategy for a shipping line to transition to zero-carbon or carbon-neutral fuels.

028SHHOF1	Strategy for Health and Humanitarian Organizations	6 Cr.
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Supply chain strategies play a key role in implementing an organization's overall strategy and therefore have a decisive impact on its competitive advantage. However, many aid organizations, whether designing development programs or participating in a humanitarian response, do not have a documented and clearly expressed supply chain strategy, or their strategy is inconsistent with their goals. Assigning a team to work on an unexpected initiative can cost valuable time and money, and even put lives at risk. This course aims to provide participants with the knowledge and skills to set a clear strategic direction for the organization and to carry out strategic actions. This helps participants choose the right type of supply chain strategy according to their organization's goals. This is an important first step in a supply chain initiative. The course explores the key aspects of developing strategies for humanitarian organizations.

028TDMSF2	Tactical Decision Making in Inventory and Supply Chain Management	6 Cr.
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This course aims to enable students to master tactical decision-making in humanitarian supply chain and inventory management. It provides the essential skills for managing operations in a challenging context. More precisely, it allows participants to respond appropriately and quickly in emergency situations. At the end of the course, students will be able to implement relevant technological systems to manage information flows under time constraints and emergency scenarios. Moreover, students will be able to develop tactical decision-making strategies that take into account local communities' needs and cultural specificities.

