

# **LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION**

## **CENTRE FOR LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

### **INTRODUCTION**

The Centre for Supply Chain Management at LIBA was established in January 2006 to promote education, training, research and consultancy in the area of logistics and supply chain management. It aims to provide an environment where new learnings can take place, new knowledge can be created and contemporary supply chain practices can be experimented. Focus is on the use of more productive practices in Operations, Supply chain and Logistics and also develop deeper insights through case studies and other research methods.

### **MISSION**

The Centre for Logistics and Supply Chain Management shall strive to promote understanding of nuances of logistics and supply chain management tools and techniques, develop new methods and provide skillful training to executives for better management decisions, develop methods and research to support and intervene policies and evolution of the profession in business and society.

The Centre for Supply Chain Management at LIBA aims to inculcate such a learning and practice among new generation managers in manufacturing and service and for IT professionals who design solutions in handling critical supply network issues.

### **FOUNDER CHAIRMAN**

**Rev.Fr.Christie.S.J**

Director, LIBA

### **RESOURCES**

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## LEARNING SERVICES

The modern business is challenging as the customer expectations have gone up phenomenally and also choice of units of demand has grown exponentially. Also no longer customers are willing to wait and want the companies to be highly responsive. Fortunately, the advancement in technology and adoption of best practices in engineering, design, manufacture and movement of goods have made supply chain domain vibrant and challenging. Ability to synchronize the players across the supply network to satisfy the ultimate customer and in the process optimizing resources and profitability of the focal organization has increasingly become top attentive issue of corporate. Be it automotive or pharmaceutical, consumer goods or even services synchronization, supply chain network has become the core issue.

LIBA Centre for Logistics and Supply Chain Management delivers focused learning programmes both in on campus and off-campus modes:

1. Certificate programs in collaboration with MDC
2. Executive Diploma programs
3. Professional certification learning programs
4. Management development programs
5. Skill development workshops
  - a. Business process improvement
  - b. Problem solving techniques
  - c. Process excellence
6. Appreciation programs
  - d. Orientation programs
  - e. Refresher programs

The Centre offers both standard as well as customized Executive programs in Supply chain and Logistics sector as per the need of the learning segment to which it is catered. These programs are designed in LIBA Centre for Logistics and Supply Chain Management designs and delivers the following focused learning programs for students and corporate executives:

1. Specialization courses in Operations and Supply Chain Management for full time Post Graduate Programme in Management as well as for Part time (AICTE approved) Post graduate programme in Management. There is a wide array of courses in operations, supply chain management, sourcing, Services Operations Management and Logistics Management, so on. A student has choice of choosing about 10 courses form this area along with another functional area to complete dual specialization in Operations and any other functional area like Finance, Marketing and HR. These courses are delivered by competent internal faculty and visiting faculty who bring real life situations for students to familiarize with.
2. **Executive Diploma in Logistics & Supply Chain Management** (One-year Program) The courses in Executive Diploma in Logistics and SCM has been revised and curriculum were modified to suit the industry. This revised curriculum will be used from academic year 2017-18 onwards

Module	Subject	Credit	Module	Subject	Credit
	<b>SEMESTER I</b>			<b>SEMESTER II</b>	
I	Operations & Supply Chain management	3	III	SC Inventory analysis	3
I	Warehouse Management	3	III	Transportation Management & Infrastructure	3
II	International Trade and Logistics	1.5	IV	Contemporary Practices in Supply Chain	1.5
II	Sourcing and supply management	3	IV	Information Technology and SCM	1.5
II	Quantitative Techniques in Supply Chain	1.5	IV	Supply Chain Risk Management	1.5
			IV	Service Logistics and Operations	1.5

**3. One-year Diploma in Logistics and SCM-Program for Executives of TVS Logistics Services** in association with Management Development Centre (MDC)

The courses under this program are

Operations and Supply Chain Management	Inventory Management	Transportation and SC Network Design	Strategic Supply Chain and IT
Operations Research	Warehousing	Sourcing	Supply Chain Risk Management

These courses cover the following aspects of SCM:

- Understanding the supply chain conceptual framework
  - Developing analytical tools for measuring effectiveness of Supply Chain
  - Understanding in depth various facets of logistics and supply chain management
  - Familiarizing with adoption of technology and role of e-commerce for enabling efficient supply network.
4. One-year diploma in Automotive Quality management in association with Renault-Nissan Technology Business Centre India, Chennai

## RESEARCH

LIBA offers a Ph.D. degree in affiliation with the University of Madras. Scholarships from Industry are arranged and available for Ph.D. program for candidates wanting to pursue their full time research in area of Supply Chain Management.

## COMPLETED PROJECTS

1. Centre has also collaborated with Centre for Business Organizations & Society, University of Bath, U.K and ALTIS, University of Catholica, Milan, Italy in an international research project on **Ethical Supply Management**. A brief idea about the research is given below:

### **Introduction to Responsible Procurement as part of Ethical Supply Chain Practices**

Conventional supply chain management focus primarily on supply chain profit and may or may not consider the implications of supply chain decisions on the end customers or natural environment. In other words it may not consider the impact on society at large. Ethical supply chain refers to a systematic and conscious decision to comply with ethical and environmental codes while providing the goods and services to customers. This research work is aimed at examining the integration of ethical practices of a firm with the supply chain management function. In the light of the recent development in corporate governance, attention has been focused on understanding the main features of ethical aspects of supply chain management relationships in the global context and on exploring the determinants of the inclusion of social and environmental issues.

The interest towards the theme has been raised by the emergence of new significant and complex challenges related to the responsibility of companies in the different local contexts where they relocate operations or source products and services. The globalization of productive processes, indeed, has determined profound transformations on the role of business at political, social and economic level, since corporations have an increasing power not only in affecting markets, but also in shaping societal values, living and working conditions and environmental status locally.

As a consequence, it is no longer enough for companies to comply with laws and regulatory regimes, because on one side they contribute to define rules and requirements and on the other side they have to take into consideration a wider spectrum of needs and expectations in the global market that often go beyond legal requirements. Furthermore, globalization process is making clear that businesses only aimed at generating profits are no longer sustainable, because of the relevance social and environmental interests are gaining from people and society in general, as demonstrated by customers' increasing attention towards the social and environmental contents of

products and services or again by the growing number of denounces and boycotts against deceitful practices by companies or members of their supply chains.

In the light of these considerations, it is possible to affirm that globalization has enlarged the boundaries of corporate responsibilities, companies are made accountable for, therefore putting the accent on Corporate Social Responsibility (CSR). This concept has developed since the mid of twentieth century and refers to commitment of companies to increasingly satisfy the legitimate social and environmental as well as economic expectations of stakeholder, internal and external the organizations, through the daily corporate activity. CSR gives business a new perspective and encourages management to pursue innovative way for fostering growth and improving operational efficiency from the ability to identify and respond to sunk or unfulfilled stakeholders' needs, which arise whenever a firm extends its activity.

A business may be seen as socially responsible if it takes accountability for all its actions, business engagements with all stakeholders, and not merely the social and environmental concerns. Many times businesses are less eager for public accountability, and more eager for CSR. The two senses of social responsibility may diverge. The 4 R's of deep green supply and the 4 P's of ethical supply chains are ways to raise critical accountability issues. GRI reporting which is thorough and SA 8000 are also indicators of business accepting its accountability and ethical supply chains will have to meet such global standards.

The theme is of particular relevance for those companies involved in global operations, since they cannot avoid to consider the impacts generated by their business activity on living and working conditions in those geographic areas in which they – directly or through third parties – operate, especially when these are represented by Developing or Emerging Countries which have constraints in strict adherence of safeguard measures on human, labor and environmental rights.

2. Centre also has completed a research project on **Waste recycling supply chain** in collaboration with ALTIS in 2012. This project in Bengaluru helped to empower poor waste pickers and made them to be part of recycling supply chains.

The study is an attempt to investigate the functioning of the recycling sector in the city of Bangalore in the state of Karnataka. The recycling sector consists of economic activities like waste collection, waste trade and reprocessing and recycling of waste in different forms. A survey was conducted among waste pickers, junk dealers, wholesalers and recyclers to understand the supply chain and economic system. A detailed inquiry into the functioning of this sector was conducted to suggest the existing supply chain structure, the economic activities involved and the total size of the market. It leads to future possible interventions to upscale the income, improve the conditions of work and to provide protection to the disadvantaged class of the sector. The main objective was to empower the waste pickers and improve their life in the long run.

#### NEWSLETTER

A newsletter titled “**Logistically Speaking**” also launched and circulated among executives of Logistics, Manufacturing and supply chain sectors as well as aspiring student communities. Both executives and students are invited to contribute articles in this newsletter.

The various research activities of the centre has resulted in many publications:

#### CURRENT RESEARCH:

1. Waste recycling supply Chains-Models and policy investigations  
A systems dynamics model is being developed to investigate the dynamic relationships exist between various stake holders in waste management in a city like Chennai.
2. Shortage of Truck Drivers and Profession-Social issues and impact on Industry  
A policy intervention formulation is being developed using systems dynamics modeling of truck drivers shortage problem in India.
3. The Centre is also currently engaged in “procurement risk management” study of various commodities like gasoline, cotton, crude oil.

#### MAJOR PUBLICATIONS:

- **Sasikumar, A., Natarajan, K., Ramasubramaniam, M., D. Nallasamy, “Optimal inventory policy in a closed loop supply chain system with multiple periods”, Journal of Industrial Engineering and Management, 10(2), 237, 2017.**

- Sasikumar, A., Natarajan, K., Ramasubramaniam, “An Inventory Model for a Closed Loop Supply Chain Considering Product Life Cycle in a Discrete Period”, **Advances in Natural and Applied Sciences, 2016**
- Chandiran. P., Incentive Modelling in Reverse Supply Chain Network of Indian Automotive Battery Industry: A System Dynamics Approach, (2015), **IIMS Journal of Management Science, Vol.6, No.1, pp. 24-41**
- N.Chandrasekaran, M. Ramasubramaniam, “Aligning Supply Chain of Sweet Corn Processor For Growth”, CASE Reference no. 615-047-1, The Case Centre, UK. **2015.**
- Mathirajan, M., Ravindra Gokhale, and M. Ramasubramaniam. "Modeling of Scheduling Batch Processor in Discrete Parts Manufacturing." Supply Chain Strategies, Issues and Models. Springer London, **2014.** 153-192.
- Waste to wealth-A distant dream? Challenges in the Waste disposal supply chain in Bangalore , India, Case-26, M.Ramasubramaniam and P.Chandiran, *The Supply Chain Management Casebook: Comprehensive Coverage and Best Practices in SCM, Chuck Munson (ed.), FT Press: Upper Saddle River, New Jersey, 2013, edited by Chuck Munson, Ph.D.*

#### BOOKS & MONOGRAPH

1. “Ethical Supply Chain Management in India: An Empirical Study”, N. Chandrasekaran, M. Ramasubramaniam, Rev.Fr.M.P.Christie, S.J, & Rev. Fr. Paul Fernandes, Shroff Publishers.(2012)
2. Supply Chain Management; N Chandrasekaran; Oxford University Press of India, 2010.
3. Strategic Management; N Chandrasekaran and P S Ananthanarayanan, Oxford University Press of India; 2011
4. Agribusiness Supply Chain Management by Dr.N.Chandrasekaran and Dr.Raghuram, CRC Press, 2014 (Taylor &Francis)

#### THOUGHT LEADERSHIP PROGRAM SERIES

Thought Leadership Program series was originally launched in 2007 to provide opportunity for professionals to share knowledge, skills and develop network among supply chain and logistics industry. This program brings key note speakers who are experts and senior professionals from user industry, logistics service providers, academia and consultants. They share the best practices, contemporary trends and new developments in Logistics and SCM. In coincidence with the center vision, this program will help in evolution of this profession in society. The students of LIBA and executives from Industry are the major beneficiaries of this program.

Thought Leadership Program conducted

Date	Title	Speakers
10 <sup>th</sup> September 2016	GST and its implications on the logistics sector	, Dr. R. Arunachalam, Senior Vice President of ProConnect Supply Chain Solutions Ltd,
25 <sup>th</sup> February 2017	Skill shortages in Logistics Sector-Perspectives	Capt. T S Ramanujam, CEO, Logistics Skill Council Mr.Ramesh, VP, M&A Integration, TVS Logistics Services, Chennai
21 <sup>st</sup> October 2017	De-mystifying GST: Post implementation impacts on Logistics sector	Mr.Karthik Raj.S., IRS, Asst. Commissioner, ICD, Chennai Customs

### CONSULTANCY PROJECTS AND INDUSTRY ENGAGEMENTS:

1. Distribution Network design and implementation for a leading Flavors and Fragrance company

To serve flavors – trade segment, ABC India has Setup 9 Warehouses across the spread of India to cater to local demands across various product lines. About 10 to 12 SKUS comprising of 118 specific products are being distributed within the geography of India, directly from the manufacturing locations to these warehouses. Products are stocked up in these warehouses, and then sold to the nearest dealers who in turn sell to retailers so as to reaches the end customer. Currently, the sales tax structure has changed and the rates are dropping further, with VAT coming in. Moreover, ABC wishes to evaluate the new techniques and trends in distribution and logistics modeling. ABC India wants to identify weaknesses and pain areas, bring about improvements in the current methods of distribution, even if it requires radical change of model based on modern techniques.

2. Preparation of Human Development Draft Report of Chennai for Corporation of Chennai which covered socio-economic issues and other aspects like urban mobility and infrastructure that are relevant for the centre.
3. Centre also associated with Take Solutions Ltd, a listed company head quartered at Chennai with business in USA, Europe and Middle East in setting up and supporting with knowledge management initiatives for developing skill development in the areas of logistics and supply chain. The association continued nearly for seven years. Thought Leadership programme was jointly enabled through this association. Since, the company focus slowly moved away from supply chain, this relationship is currently not in action.
4. Direct Port Delivery-Policy measures and its impact on Logistics Industry (**on going project**)

This study focuses on impact of DPD on Import process for manufacturers, CFS, Shipping companies and other stake holders in terms of following factors:



- Turnaround time
- Process simplifications
- Bottlenecks in DPD
- Role of CFS
- Current issues

Further it focuses on the following areas:

1. The role played by customs after implementation of DPD
2. Mapping the import process of companies before and after implementation of DPD
3. Study and estimate the growth and usage of DPD
4. Develop policy interventions required to improve DPD patronage and process.

### **First point of contacts**

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- Research & Consulting: Dr. M.Ramasubramaniam (Email: rams@liba.edu)
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