



DEPARTAMENTO : ADMINISTRAÇÃO DA PRODUÇÃO E DE OPERAÇÕES INDUSTRIAIS (POI)  
CURSO.....: MESTRADO-DOCTORADO EM ADMINISTRAÇÃO DE EMPRESAS (CM-CDAE)  
DISCIPLINA .....: 2787 - GESTÃO DE REDE DE SUPRIMENTOS (GRS)  
PROFESSOR.....: LUIZ CARLOS DI SERIO  
PERÍODO.....: .

SEMESTRE : 2/ 2006

## PROGRAMA

### OBJETIVOS DO CURSO

Conscientizar o Administrador, ainda que não militante na área, sobre a importância para o seu aprendizado de conceitos, princípios e métodos imprescindíveis para a gestão das empresas. Analisar o comportamento dinâmico das redes de empresas que se encadeiam para agregar valor ao consumidor final, com ênfase nos processos de produção e de serviços. Entre os temas abordados , será dado maior destaque , à gestão estratégica e análise da dinâmica das redes de suprimentos , gestão da rede global , estratégias tecnológicas de integração das redes , desenvolvimento e implantação de estratégias de redes, estratégia e implantação de redes logísticas , estoques nos sistemas logísticos e DRP e medidas de avaliação de desempenho das redes de suprimentos. Todos esses assuntos serão tratados dentro de um enfoque global sistêmico. Para trazer a realidade do mercado como instrumento de aprendizado, faremos uso de estudo de casos de empresas .

### CONTEÚDO

1. **Tendências da Tecnologia e dos Mercados.**
2. **Análise de Competitividade e Sistemas de Medidores.**
3. **Introdução às redes de suprimento**  
Definições, Histórico , Justificativa e Objetivos
4. **Estratégias alternativas de redes de suprimento e modelos de previsão de demanda**  
Redes verticais vs. Horizontais. Redes integradas vs. Desintegradas.  
Modelos qualitativos e quantitativos, Processo e Ferramentas de previsão.
5. **Representação e análise de redes globais de suprimentos**  
Ferramentas, Medidas e Dificuldades de avaliação de desempenho das redes de suprimento.
6. **Análise de redes de suprimento ( inbound & outbound )**  
Estoques na rede de suprimentos. Serviço ao cliente e níveis de estoques.  
Ferramentas para análise de fornecedores.
7. **Projeto: a dinâmica das estruturas das redes de suprimentos**  
Conceito do " Clockspeed ". Análise de vários setores industriais.
8. **Projeto: modelos contingentes e o conceito de "postponement" para gestão de redes de suprimentos**  
Modelos contingentes. Conceito e exemplos de postponement.  
Qual a melhor configuração de rede para determinado produto e processo?
9. **Projeto: variáveis influentes e modelos para a localização dos nós nas redes de suprimentos**  
Modelos de quantificação e localização industrial e de armazéns. Relações com níveis de estoque e com níveis de serviços.  
Alternativas de configuração de redes de distribuição
10. **Projeto: relacionamento entre os nós da rede de suprimentos**  
Modelos e Modais de transporte  
Tecnologia no relacionamento entre nós: EDI, Intra/extra/Internet.
11. **Gestão: conceitos - push/pull, dinâmica industrial e efeito Forrester**  
Push vs. pull (APICS)



12. **Gestão: ferramentas tecnológicas - o DRP, os SCMs e os simuladores.**Gestão: ECR, “Continuous replenishment” e VMI.

13. **Gestão: redes em operação de serviços**

Diferenças entre redes de serviços e produtos. Análise, projeto e Gestão de redes de serviços e Redes Virtuais.

**METODOLOGIA**

Preleções, Debates dos estudos de Caso, Palestras e Trabalhos.

**CRITÉRIO DE AVALIAÇÃO**

Exame Final .....	30%
Prova Parcial (seminário individual).....	30%
Exercícios e Trabalhos (ver trabalho de campo) .....	40%

**TRABALHO DE CAMPO (ARTIGO PARA PUBLICAÇÃO EM REVISTA ESPECIALIZADA).**

- . Usar como roteiro a estrutura do curso, principalmente o LIV 10.
- . Enfatizar a gestão da cadeia de suprimentos e seu impacto na competitividade da empresa.
- . Empresa de qualquer natureza ou tamanho.
- . Fazer em grupo, a se definir no início de curso, com no máximo 4 pessoas.
- . Apresentar um “paper”, com cópia em disquete e disponibilizar na rede.(No último dia de aula).

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153. World-Class Manufacturing , The MCKINSEY Quarterly , Number 1 , 1991.
- 154. ZIPKIN, Paul. *The limits of Mass Customization. MIT Sloan Management Review Spring, 2001.***





## GESTÃO DE CADEIA DE SUPRIMENTOS

Prof. Luiz Carlos Di Serio - Agosto 2003

DATA	AULA	TEMA DA AULA (TÓPICO DO CONTEÚDO)	REFERÊNCIA BIBLIOGRÁFICA	ATIVIDADE	SEMINÁRIOS DOS GRUPOS
12 ago	1	T1: Introdução. Tendências	LIV. 8 (cap. 1,2 e apêndice)	PPT	
12 ago	1	T2: Modelos de Competitividade	ART. 115 /131/86 LIV. 27	PPT	Fita:Futuro perfeito
19 ago	2	T3: Introdução Redes	ART.63/151/147/13; LIV. 05 (cap1)/ 15 (cap7.)	AUL;	Entregar:Resumo Filme
26 ago	3	T4: Estratégias alternativas	ART.146/40/25/50/72/154; LIV. 01.	AUL;	
02 e 09 set	4 e 5	T5: Repres. e Análise de Redes Globais	ART. 95/ 31/22/57; LIV. 15 (cap 6) /8 (cap.3 e 4)	AUL; SEM;	Entregar caso Burti
16 set	6	T6: Análise de Redes de Suprimentos.	ART. 110/37 LIV. 29/ 8 (cap.5 e 7) /13/ 14/	AUL; SEM;	Grupo02
23 e 30 set	7 e 8	T7: Projeto: A Dinâmica das estruturas(Make/Buy).	ART. 23/ 117/ 120/121; LIV. 05 (cap 4)/ 8 (cap. 6 e 9)	AUL; SEM;	Grupo03 e 01.
07 out	9	T8: Projeto: modelos contingentes.	ART.149 LIV. 8 (cap. 8, 10 e 11)	AUL; SEM;	Grupo04
21 out	10	T9: Projeto: variáveis influentes e modelos.	LIV. 04; ART. 51/ 88/ 08/ 145	AUL; SEM;	Grupo 06
28 out	11	T10: Projeto: relacionamento entre os nós da rede de suprim.	ART. 112/ 26/114/55/89/ 35/106; LIV.	AUL;	
04 nov	12	T11: Gestão; Conceitos - push/pull.	ART.84 /72/154 LIV.	AUL; SEM;	
11 nov	13	T12/13: Gestão: Ferramentas tecnol.(ECR,CRP)	ART. 04/132/52/81	AUL; SEM;	Grupo05
18 nov	14	Apresentação Trabalho	Projeto: roteiro do Livro	PPT/Disk	Grupos

**EXAME FINAL: 25 de nov 2003.**