

**MBA O734**  
**Supply Chain Management**  
**Summer 2020 Course Outline**

***COURSE OBJECTIVE***

- Introduce the general framework of supply chain management, and analyze the key drivers of supply chain performance: facility, inventory, transportation, sourcing, information and pricing, with emphasis on
  - interactions between supply chain management and marketing
  - interactions between supply chain management and information systems
  - interactions between supply chain management and new product development
  - sourcing structures and their influences on supply chain management
  - e-business models and their influences on supply chain management
- Integrate the supply chain management concepts and techniques in a term long group project

***INSTRUCTOR AND CONTACT INFORMATION***

<p><b>Session 1: Tues. 10:00 – 11:30am</b> <b>Dr. Kai Huang</b> Instructor</p> <p><a href="mailto:khuang@mcmaster.ca">khuang@mcmaster.ca</a></p> <p>Office: Online Office Hours: 11:30-12:30p.m. Tel: (905) 525-9140 x23449 Class Location: Online</p>	<p><b>Session 2: Thur. 10:00 - 11:30am</b> <b>Dr. Kai Huang</b> Instructor</p> <p><a href="mailto:khuang@mcmaster.ca">khuang@mcmaster.ca</a></p> <p>Office: Online Office Hours: 11:30-12:30p.m. Tel: (905) 525-9140 x23449 Class Location: Online</p>	<p>SAP TA Shuai Zhang</p> <p>TA Shuai Zhang <a href="mailto:zhans72@mcmaster.ca">zhans72@mcmaster.ca</a></p> <p>Office: By appointment Office Hours: By appointment Tel: (905) 525-9140 x26342</p>
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**Course Website:** <http://avenue.mcmaster.ca>

***COURSE ELEMENTS***

Credit Value: 3	Leadership: Yes	IT skills: Yes	Global view: Yes
Avenue: Yes	Ethics: Yes	Numeracy: Yes	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: Yes	Guest speaker(s): Yes

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## ***COURSE DESCRIPTION***

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Supply chain, the network of materials, information and money, has become a key dimension in business competition. Look around us, Apple, Wal-mart, IKEA, FedEx are the examples of extremely successful supply chain management, which helps them prevail in their own industries. In this course, we will present the basic concepts, theories and techniques in supply chain management, learn the success and failure stories of real-life supply chains, and integrate them in a term long group project. In this term-long project, we will solve a supply chain management problem by ourselves.

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## ***LEARNING OUTCOMES***

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Upon completion of this course, students will be able to complete the following tasks:

- Understand the basic concepts and key drivers in supply chain management
- Understand the relationships between supply chain management and marketing, information, new product development, e-business and sourcing
- Synthesize the knowledge and techniques in the term long group project

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## ***REQUIRED COURSE MATERIALS AND READINGS***

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Avenue registration for course content, readings and case materials

- <http://avenue.mcmaster.ca>

\$ FREE

Supply Chain Management: Strategy, Planning, and Operation. By Sunil Chopra, Peter Meindl, Pearson Prentice Hall, 5e, 2012 (or higher edition)

- Purchase a copy at the bookstore

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## ***OPTIONAL COURSE MATERIALS AND READINGS***

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The Lean Supply Chain: Managing the Challenge at Tesco. By Barry Evans, Robert Mason, Kogan Page, 2e, 2018.

- Purchase a copy at Amazon.com

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## ***EVALUATION***

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Your final grade will be calculated as follows:

### **Components and Weights**

<b>Class participation</b>	Individual	10%
<b>Midterm Exam</b>	Individual	30%
<b>Final Exam</b>	Individual	30%
<b>SAP Assignments</b>	Individual	15%
<b>Project</b>	Group	15%
<b>Total</b>		<b>100%</b>

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

[www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf](http://www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf)

### ***Participation***

Students will be evaluated according to their course participation. Name cards are used to help give credit for your participation. You must have a name card with your **full first and last name** clearly written and displayed in front of you for every class.

### ***Midterm exam and final exam***

A midterm exam or final exam takes 2 hours and takes place at a different time from the class time. Each exam is worth 30 percent of the final grade. The content of an exam includes lecture slides/notes and reading materials.

### ***SAP Assignments***

This course is part of the SAP certificate program. The students will finish SAP assignments under the guidance of the SAP TA.

### ***Project***

Students will form groups of 2~5, approved by the instructor. Each group will finish a course project. There is a final report and a group presentation of the project. The final report will account for 70% of the grade and the group presentation (including the slides) will account for 30% of the grade.

## **Grade Conversion**

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

LETTER GRADE	PERCENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

### **Communication and Feedback**

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

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### ***ACADEMIC DISHONESTY***

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You are expected to exhibit honesty and use ethical behavior in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behavior can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

[www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity)

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

**ONLY IF APPLICABLE**

In this course we will be using a web-based service (Turnitin.com) to reveal plagiarism. Students will be expected to submit their work electronically to Turnitin.com and in hard copy so that it can be checked for academic dishonesty. Students who do not wish to submit their work to Turnitin.com must still submit a copy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, etc.). To see the Turnitin.com Policy, please go to;

<http://www.mcmaster.ca/academicintegrity/turnitin/students/>

**Language for Use in Courses with an On-Line Element**

In this course we will be using X\*. Students should be aware that when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

X\* = e-mail, LearnLink, WebCT, web pages, capa, Moodle, ThinkingCap, etc

McMaster University values integrity, inclusiveness and teamwork, and strives to support the personal and collective growth of the McMaster Student Community. As a McMaster student you are a member of a community that values taking responsibility for oneself and towards your fellow community members, creating an environment conducive to the intellectual and personal growth of all who study, work, and live within the McMaster Community - both in-person and online. These expectations are embodied in our Code of Student Rights & Responsibilities ('the Code,' <https://secretariat.mcmaster.ca/app/uploads/Code-of-Student-Rights-and-Responsibilities.pdf>). The Code remains in effect in a virtual learning environment. It applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities.

Given that most virtual University functions at this time rely heavily on online platforms (e.g. use of WebEx or Zoom for delivery), disruptions will continue to be addressed and could result in outcomes that restrict a student's access to these platforms. It is essential that students be mindful of their Rights and Responsibilities in their interactions online. Some helpful information can be found here: <https://sscm.mcmaster.ca/>.

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***MISSED ACADEMIC WORK***

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***Missed Mid-Term Examinations / Tests / Class Participation***

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the

instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroot website at <http://mbastudent.degroot.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the Student Experience – Academic (MBA) office at least ten (10) working days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by Student Experience – Academic (MBA).

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

### ***Missed Final Examinations***

A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the Student Experience – Academic (MBA) office. Failure to meet the stated deadlines may result in the denial of these arrangements. Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams.

Failure to write an approved deferred examination at the pre-scheduled time will result in a failure for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript. Students receiving no credit for a required course must repeat the course. Optional or elective courses for which no credit is given may be repeated or replaced with another course of equal credit value.

Requests for a second deferral or rescheduling of a deferred examination will not be considered.

Any student who is unable to write a final examination because of illness is required to submit the Application for Deferred MBA Final Examination and a statement from a doctor certifying illness on the date of the examination. The Application for Deferred MBA Final Examination and the McMaster

University Student Health Certificate can be found on the DeGroot website at <http://mbastudent.degroot.mcmaster.ca/forms-and-applications/> Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. Students who write examinations while ill will not be given special consideration after the fact.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within five business days of the missed examination.

Special examination arrangements may be made for students unable to write at the posted exam time due to compelling reasons (for example religious, or for part-time students only, work-related reasons):

- Students who have religious obligations which make it impossible to write examinations at the times posted are required to produce a letter from their religious leader stating that they are unable to be present owing to a religious obligation.
- Part-time students who have business commitments which make it impossible to write examinations at the times posted are required to produce a letter on company letterhead from the student's immediate supervisor stating that they are unable to be present owing to a specific job commitment.

In such cases, applications must be made in writing to the Student Experience – Academic (MBA) office at least ten business days before the scheduled examination date and acceptable documentation must be supplied.

If a student is representing the University at an academic or athletic event and is available at an overlapping scheduled time of the test/examination, the student may write the test/examination at an approved location with an approved invigilator, as determined by the Student Experience – Academic (MBA) office.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within ten business days of the end of the examination period.

Note: A fee of \$50 will be charged for a deferred exam written on campus and a fee of \$100 for deferred exams written elsewhere. In cases where the student's standing is in doubt, the Graduate Admissions and Study Committee may require that the student with one or more deferred examination privileges refrain from re-registering until the examination(s) have been cleared.

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## ***STUDENT ACCESSIBILITY SERVICES***

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Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

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## ***POTENTIAL MODIFICATION TO THE COURSE***

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The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

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## ***RESEARCH USING HUMAN SUBJECTS***

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### ***ONLY IF APPLICABLE***

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge, and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.



If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

<http://reo.mcmaster.ca/>

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of MBA O734 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

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**COURSE SCHEDULE**


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**MBA O734  
Supply Chain Management  
Summer 2020 Course Schedule**

<b>WEEK</b>	<b>TOPIC</b>	<b>DEADLINE</b>
June 1	L1 Introduction to supply chain management	
June 8	L2 Strategic fit	
June 15	L3 Supply chain drivers	
June 22	L4 Distribution network	
June 29	L5 Outsourcing	
July 6	L6 Procurement	Midterm exam
July 13	L7 Supply contracts	
July 20	L8 Information technology and supply chain Management	
July 27	L9 Supply chain risks	
August 3	L10 Coordinated product and supply chain design	Final exam Group project