

MBA O734
Supply Chain Management
Summer 2021 Course Outline

COURSE OBJECTIVE

- To develop an understanding of supply chain drivers and how they could be managed to align the supply chain operational and competitive strategies.
- To gain familiarity with common analytical and software tools used for solving supply chain management and design problems.
- To develop an awareness of coordination mechanisms that can improve the supply chain performance.

INSTRUCTOR AND CONTACT INFORMATION

**Session 1: Monday 2:30 –
5:30pm**

Dr. Kai Huang
Instructor

khuang@mcmaster.ca

Office: Online
Office Hours: Monday 11:00-
12:00 noon
Tel: (905) 525-9140 x23449

Class Location: Online

SAP TA
Shuai Zhang

TA
Shuai Zhang
zhans72@mcmaster.ca

Office: By appointment
Office Hours: By
appointment
Tel: (905) 525-9140
x26342

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

COURSE DESCRIPTION

With efficient internal production systems and driven by a fierce global competition, companies are realising the need to improve the whole supply chain. Using advanced information technology they can now coordinate with their partners to achieve a more efficient and responsive supply chain. In this course, students will be introduced to tools and knowledge that will allow them to develop strategies and models to effectively manage supply chain issues. After an introduction to supply chains and the need for integration, we will cover the major important issues of a supply chain design and management such as inventory, logistics, information sharing, sourcing, pricing, and global issues. Our methodology will emphasize analytical as well as organisational models. The role of coordination and information sharing in improving the supply chain performance will be highlighted throughout the course. In this course, we will integrate the basic concepts, theories and techniques in supply chain management in a term-long group project. In this term-long project, we will solve a supply chain management problem by ourselves. Relevant supply chain components of SAP's enterprise resource planning system will also be also demonstrated.

LEARNING OUTCOMES

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

REQUIRED COURSE MATERIALS AND READINGS

Avenue registration for course content, reading and case materials

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

Supply Chain Management: Strategy, Planning, and Operation. By Sunil Chopra, Peter Meindl, Pearson Prentice Hall, 6e, 2016 (or higher edition)

- https://campusstore.mcmaster.ca/cgi-mcm/ws/txsub.pl?wsTERMG1=212&wsDEPTG1=BUSADMIN&wsCOURSEG1=O734&wsSECTIONG1=DAY%20C01&crit_cnt=1
- E-textbook around \$90.00

Business game

- Information on A2L, around \$15.00.

OPTIONAL COURSE MATERIALS AND READINGS

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

Your final grade will be calculated as follows:

Components and Weights

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

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

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. 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 2~3, 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.

ACADEMIC DISHONESTY

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

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/>.

MISSED ACADEMIC WORK

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 DeGroote website at <http://mbastudent.degroote.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.

STUDENT ACCESSIBILITY SERVICES

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>

POTENTIAL MODIFICATION TO THE COURSE

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.

RESEARCH USING HUMAN SUBJECTS

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.

ACKNOWLEDGEMENT OF COURSE POLICIES

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.

COURSE SCHEDULE

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WEEK	TOPIC	TEXTBOOK	DEADLINE
May 3	L1 Introduction to supply chain management	Chapter 1	
May 10	L2 Strategic fit	Chapter 2	
May 17	L3 Supply chain drivers	Chapter 3	Guest speaker: May 17
May 31	L4 Distribution network	Chapter 4	
June 7	L5 Outsourcing	Chapter 15	
June 14	L6 Procurement	Chapter 15	
June 21	Midterm exam (2:30-4:30pm)		
June 28	L7 Supply contracts	Chapter 13	
July 5	L8 Simulation game L9 Information technology and coordination	Chapter 10 and A	
July 12	L10 Supply chain risks	Chapter 5 and 6	
July 19	L11 Coordinated product and supply chain design		
July 26	Final exam (2:30-4:30pm)		Group project: August 3, 11:59pm