

**MBA O734
Supply Chain Management
Winter 2023 Course Outline**

**Operations Management Area
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

As the capstone to McMaster's MBA program, this course is designed to unify your learning experience at the School of Business. This course builds on your previous learning, and acts as a stepping-stone to the real world of business. The purpose of this course is to enhance your capacity to do the job of a general manager responsible for strategic performance.

INSTRUCTOR AND CONTACT INFORMATION

Tue 7:00PM – 10:00 PM
Dr. Chandra Raman
Instructor
yegnarac@mcmaster.ca
Office: RJC
Office Hours: after class
Tel: (905) 525-9140 x26996
Class Location:

Student TA
TBA
TAsMACID@mcmaster.ca
Office:
Office Hours: Mon 1-4pm
Tel: (905) 525-9140 x27438

Course website: <http://www.avenue.mcmaster.ca>

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
Avenue: Yes	Ethics: No	Numeracy: Yes	Written skills: No
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: No	Final Exam: No	Guest speaker(s): Yes

COURSE DESCRIPTION

This course is taught primarily through the case-method but also includes readings, lectures, videos, workshops and a simulation game. What you will learn in this course, however, has utility not just for the person at the top of the enterprise. Increasingly, general management responsibility is shared, and every member of the management team needs to appreciate how their actions contribute to the overall success of the enterprise. The cases and concepts of the course take the total business as the unit of the analysis and the general manager of the business as the key decision-maker. The materials used in the course encompass a wide range of industries, businesses and issues in order to provide the greatest depth and breadth of experience.

LEARNING OUTCOMES

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

- Play the role of the main decision-maker(s) while taking all stakeholders into account.
- Assess operational health and business performance while forecasting the organization's prospects as it is currently being run.
- Calculate all necessary industry metrics, marketing information, financial ratios and trends to defend recommendations.
- Define the capabilities essential for the successful development of a business and determining action.
- Formulate a strategic plan while considering the organization's capabilities and environmental context.
- Identify the important opportunities and challenges facing a business and setting out a course of action for dealing with them.
- Implement changes, as necessary, in order to position the business for the future; and
- Detail an action plan that is operationally specific.

REQUIRED COURSE MATERIALS AND READINGS

Avenue registration for course content, readings and case materials

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

\$ FREE

Business Game (\$15.00 USD) to be bought from the vendor

Custom Courseware

Supply Chain Management: Strategy, Planning and Operations by Sunil Chopra

Pearson Prentice Hall 7edn 2019

- Purchase a copy at the bookstore Prices vary between Print and e-book

OPTIONAL COURSE MATERIALS AND READINGS

The Lean Supply Chain: Managing the Challenge at Tesco: by Barry Evans, Robert Mason, Kogan 2nd Edn2018 (Purchase Amazon.ca)

How to analyze a case study, Harvard Business School Press

- Download from www.hbs.edu

\$9.50USD

EVALUATION

Learning in this course results primarily from in-class discussion and participation of comprehensive business cases as well as out-of-class analysis. The balance of the learning results from the lectures on strategic concepts, from related readings, and from researching your presentations, cases, assignments, simulation decisions and projects. All work will be evaluated on an individual basis except in certain cases where group work is expected. In these cases, group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

Components and Weights

Assignment 1 (week 5)	SAP	10%
Mid Term (week 8)	Case Exam (individual)	25%
Final Exam (week 14)	Case Exam (individual)	25%
Assignment 2 (week 10)	Individual Exercise Calculations	10%
Assignment 3 (week 4)	Project (group)	20%
Participation	In-class Contribution (individual)	10%
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

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

Course Deliverables

Assignment #1 – SAP Assignment

This assignment is worth **10%** of your final grade and will be marked individually. This assignment has 2 exercises and you will be doing it on SAP Fiori platform. You will be provided with username and password to do this exercise.

Mid Term Exam – Case Analysis

There is one case analysis examination in this course that accounts for **30%** of your final grade. This will be a closed book exam and formulas where needed will be provided for the exam. The exam will cover material from the textbook, readings, lectures and class discussion.

Final Exam – Case Exam(Cumulative)

There is one case analysis examination in this course that accounts for **30%** of your final grade. This will be a closed book exam and formulas where needed will be provided for the exam. The exam will cover material from the textbook, readings, lectures and class discussion.

Assignment #2 – Individual exercise. 3 to 5 problems on various topics covered in the class will be given to students for solving using excel or any other relevant tool. This will be worth 10%

Assignment 3: Project Group – Team Exercise

Students will form a group of 3 or 4 and they will be given a case study. They will analyze the case and present it in the class and submit a group report with recommendations. This will be worth 10%. Project will be assigned in Week 4 and this will be presented in the class in week 13.

Class Participation:

Name cards and class pictures 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. This will be worth 10%

ACTIVITY	DELIVERY	DESCRIPTION	TOOL(S)
Lecture Core Content	Synch	In Person Class	Voiceover PPT in Echo360
Readings	Asynch	Tied to weekly discussion prompts	Readings linked in Avenue, from coursepack, or in assigned textbook
Tutorials	Synch	1hr. live session with TA; discuss readings and participate	Zoom or WebEx
Group Discussions	Both	Synch: Breakout rooms during lecture Asynch: Microsoft Teams private groups	Synch: Zoom or WebEx Asynch: Microsoft Teams
Live Lectures	Synch	1hr. live session; opportunity to elaborate on content, present challenges, engage discussion	Zoom or WebEx or Inperson

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.degrootemcmaster.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.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

ACADEMIC INTEGRITY

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

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, 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 a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ON-LINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

MISSED ACADEMIC WORK

Missed Mid-Term Examinations / Tests / Class Participation

Please do not use the online [McMaster Student Absence Form \(MSAF\)](#) as this is for Undergraduate students only. The MBA program will not accept an MSAF.

When students miss regularly scheduled term work which contributes 10% or more to the final grade, for legitimate reasons as determined by the Student Experience – Academic Office (SEAO), the activity necessary to compensate for the missed work will be determined by the course instructor. The compensatory activities assigned will vary with the nature of the course and the missed

requirement. They include, but are not restricted to, an alternative assignment, a rescheduled midterm exam, or re-weighting the marks for the missed component to other mark components. Documentation explaining such missed work must be provided to the SEAO within five (5) working days of the scheduled date for completion of the work.

Acceptable reasons for missed work, along with the [Petition for Missed Term Work](#) and the [MBA Student McMaster University Student Health Certificate](#), can be found on the DeGroote MBA Student website (mbastudent.degroote.mcmaster.ca). Please direct any questions about acceptable documentation to the MBA Academic Advisors (askmba@mcmaster.ca).

University policy states that a student may submit a maximum of three (3) [Petition for Missed Term Work](#) per academic year, after which the student must meet with the Director of the program.

If term work is missed without an approved reason, students will receive a grade of zero (0) for that component.

Missed Final Examinations

Students must be available for the duration of the posted exam period regardless of their personal exam schedule. This is to ensure student availability throughout the entire exam period in the event that an exam must be rescheduled due to unforeseen circumstances (university closure, power outage, storm policy, etc.). A student who misses a final examination without valid reason will receive a mark of 0 on the examination.

Students who have missed a final exam for a valid reason can apply to the SEAO to write a deferred examination by submitting an [Application for Deferring a Final Exam](#) with supporting documentation. The application must be made within five days of the scheduled exam date or the application may be denied.

The [Application for Deferring a Final Exam](#) and the [MBA Student McMaster University Student Health Certificate](#) can be found on the DeGroote MBA Current Student website (mbastudent.degroote.mcmaster.ca)

Deferred examination privileges, if granted, are normally satisfied during the examination period at the end of the following semester. In select cases, the deferred examination may be written at a time facilitated by the SEAO and agreed to by the course instructor.

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

Failure to write an approved deferred examination at the pre-scheduled time will result in a zero (0) mark 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.

ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES

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>

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

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

**MBA O734
Supply Chain Management
Winter 2023 Course Schedule**

Week	Day	Topic	Textbook Chapter
1	10-Jan	Introduction to SCM and Intro to SAP	Chapter 1
2	17-Jan	Strategic Fit	Chapter 2
3	24-Jan	Supply Chain Drivers	Chapter 3
4	31-Jan	Distribution Network	Ch 4 and 5
5	07-Feb	Global Network and Supply Risks	Chapter 6
6	14-Feb	Sales and Operations Planning in SCM	Chapter 9
7	Feb 20- Feb26	Mid Term Recess	
8	28-Feb	Transportation-Managing the flow in SCM	Chapter 13
	04-Mar	Mid Term Exam	
9	07-Mar	Sourcing decisions in SCM (Procurement, Outsourcing and Contracts)	Chapter 15
10	14-Mar	Coordination in Supply Chain and Sustainable Supply Chain	Chapter 10
11	21-Mar	Supply Chain Technology -Managing the information flow	Chapter A -Appendix
12	28-Mar	Beer Game Simulation- Bullwhip Effect	Material to be given
13	04-Apr	Project Presentation	Group Presentation