

**MBA O735
Strategic Procurement
Fall 2022 Course Outline**

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

COURSE OBJECTIVE

The objective of the course is for students to develop an understanding of the fundamentals of the strategic procurement function in the private and public sector. Students will be introduced to tools and knowledge that will allow them to develop strategies and models to effectively manage procurement operations, including but not limited to: strategic sourcing, the source-to-pay process, contracting, negotiations, supplier evaluation and selection and risk management. Students will be better equipped to manage external risk events such as a global pandemic from a supply perspective.

INSTRUCTOR AND CONTACT INFORMATION

Section 1: Tues 7:00PM – 10:00PM
Classroom: RJC 357

Carlos Cabrero

Instructor

cabrercj@mcmaster.ca

Office Hours: by appointment

Sina Khosravinia

Student TA

khosrs3@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:	No	Final Exam:	Yes	Guest speaker(s):	Yes

COURSE DESCRIPTION

Executives focused for a long time on revenue growth to increase earnings per share, however with today's global economy their attention is shifting to reducing costs as well. Companies that have recognized the benefits of strategic procurement and spend analysis early are reaping the benefits. External risks such as a global pandemic greatly compromise global supply chains. Companies that effectively identify and mitigate supplier related risks and secure supply can set them selves apart from their competition.

In this course, the students will be introduced to tools and knowledge that will allow them to develop strategies and models to effectively manage procurement operations. The course covers the major important procurement topics such as the source-to-pay process, supplier selection, contract management (cost/price analysis, negotiation, bargaining, and legal issues), spend analysis, sustainable procurement (salvage and ethics issues) and performance measurement and evaluation (process mapping). Relevant procurement components of SAP's enterprise resource planning system will be demonstrated. This course can be used towards SAP Certification in Business Integration.

LEARNING OUTCOMES

Upon completion of this course, students will be able to:

- know the legal aspects of purchasing in the public and private sector;
- develop awareness of ethics in procurement;
- select and evaluate suppliers;
- perform cost and pricing analytics;
- understand different bidding and auction formats;
- understand supplier relationship development and management;
- bargain and negotiate procurement contracts;
- be familiar with procurement analytics software such as SAP;
- 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>

Purchasing and Supply Management, Fraser Johnson, 16th Edition (McGraw-Hill Education)

- Purchase a copy at the [bookstore](#): paper or digital
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SOFTWARE APPLICATIONS

SAP ERP

- You will be provided with an SAP license and training materials
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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

SAP Drills (weeks 3 & 7)	SAP Drills (individual)	15%
Assignment (week 5)	Contracting Case (individual)	10%
Case Report (week 9)	Written Report (group)	15%
Case Presentation (week 12)	Presentation (group)	15%
Final Exam	Cumulative (individual)	35%
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

SAP Drills

There are individual SAP exercises each student will need to complete and in total are worth **15%** of your final grade. These will be marked individually. Each student will be required to download and follow the instructions for each corresponding drill and complete the exercise in the SAP module.

Assignment – Contracting Case

Students will be given a theoretical purchasing contract between a company and a supplier. Students will apply learnings from the *Legal Aspects in Contracts* lecture and corresponding content from the textbook in order to evaluate and redline the document in accordance with the assignment instructions. This assignment will be worth **10%** of your final grade and will be marked individually.

Case Report – Group Written Report

Students will be presented with a case identifying a strategic sourcing challenge. Students will need to use information from the case, the textbook, as well as concepts, theories and tools discussed in lectures, to analyze the situation and propose a course of action. The report is worth **15%** of your final grade and will be marked in groups. Each report will be evaluated on the application of the strategic sourcing process, the breadth and depth of analysis, and the strength of recommendations.

Case Presentation – Group Presentation

Students will be presented with a case identifying a strategic sourcing challenge. Students will need to use information from the case, the textbook, as well as concepts, theories and tools discussed in lectures, to analyze the situation and propose a course of action. The presentation is worth **15%** of your final grade and will be marked in groups. Each presentation will be evaluated on the application of the strategic sourcing process, the breadth and depth of analysis, and the content and delivery of the presentation.

Final Exam – Cumulative

The final exam will be cumulative and three hours long. It may include true/false, multiple choice, short essay, and/or calculation-based questions. The final exam may include mini-cases. The final exam will be worth **35%** of your final grade and will be marked individually.

Participation

Each student will be evaluated for their participation and contributions to class discussions which will represent **10%** of your final grade. Each student should come to the class prepared for case discussions.

ACTIVITY	DELIVERY	DESCRIPTION	TOOL(S)
Lecture Core Content	Synch	Synch: live lectures with opportunity to elaborate on content, present challenges, engage in discussion Asynch: (optional) recorded lecture videos	Synch: RJC Room 357 Asynch: Zoom recordings
Readings	Asynch	Tied to weekly discussion prompts	Readings linked in Avenue, from lecture slides slides, or in assigned textbook
Group Discussions	Both	Synch: Breakout rooms during lecture Asynch: Group meetings	Synch: Zoom or RJC Asynch: Zoom or RJC

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.

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 behaviour 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 behaviour 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

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 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. 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.

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 O735 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 O735 Strategic Procurement Fall 2022 Course Schedule

Week	Topics	Assignments Due 11:59 PM	Textbook Reading Purchasing and Supply Management, 16 th Ed. (Johnson)
1 Sept. 13	Introduction and SAP Orientation		Ch. 1
2 Sept. 20	Source-to-Pay Process		Ch. 2, 3
3 Sept. 27	Capital Procurement	SAP Drill 1	
4 Oct. 4	The Legal Aspects in Contracts		Ch. 15
5 Oct. 11	Supplier Selection Supplier Evaluations	Contracting Case	Ch. 4: 79-87 6, 7, 12
6 Oct. 18	Supply Risk Management		Ch. 2: 32-35 Ch. 13
7 Oct. 25	Global Procurement and Outsourcing	SAP Drill 2	Ch. 5, 14
8 Nov. 1	Pricing and Costing		Ch. 10 Ch. 11: 302-317
9 Nov. 8	Procurement Analytics	Group Written Case Report	
10 Nov. 15	Negotiations and Auctions		Ch. 11: 318-323
11 Nov. 22	Transportation and Public Sector		Ch. 8, 9
12 Nov. 29	Group Presentations	Group Case Presentation	
13 Dec. 6	Course Summary and Exam Preparation		Ch. 16, 17
TBD	Final Exam Exam period: Dec 10-21		Comprehensive (all covered material)