

**MBA O734  
Supply Chain Management  
Winter 2024 Course Outline**

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

---

***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***

---

**Section 1: Wed. 11:30 –  
2:20pm  
Dr. Kai Huang**  
instructor

[khuang@mcmaster.ca](mailto:khuang@mcmaster.ca)  
Office: RJC  
Office Hours: after class  
Tel: (905) 525-9140 x23449  
Class Location: RJC 313

**Student TA**

**Alireza Motallebi Nasrabadi**  
[motallea@mcmaster.ca](mailto:motallea@mcmaster.ca)

Office: Online  
Office Hours: By appointment

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

### ***COURSE ELEMENTS***

Credit Value: 3	Leadership: Yes	IT skills: Yes	Global view: Yes
Avenue: Yes	Ethics: No	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. A series of case studies will be discussed. Relevant supply chain components of SAP's enterprise resource planning system will be demonstrated.

### ***LEARNING OUTCOMES***

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

- Develop an awareness, as a supply chain manager, of the need for making decisions that extend *beyond* the traditional boundaries of your company;
- Understand the need for achieving a *fit* between the operational and competitive strategies of a supply chain;
- Formulate and solve models for managing supply chain *drivers* such as inventory, transportation, and facility;
- Generate *coordination mechanisms* that would achieve better results for your company *and* its partners;
- Understand the impact of information sharing on the supply chain performance; and
- Identify what performance measures are relevant to a supply chain.

---

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

---

Course Materials Are Available on Avenue To Learn

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

Cases

- Online: <https://hbsp.harvard.edu/import/1117354>
- \$ 17.00 USD

---

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

---

Supply Chain Management: Strategy, Planning, and Operation. Sunil Chopra,  
Pearson Prentice Hall, 7e, 2018

- Bookstore or online
- \$ 84.00 USD

How to analyze a case study, Harvard Business School Press

- Download from [www.hbs.edu](http://www.hbs.edu)
- \$ 9.50 USD

---

### **EVALUATION**

---

In addition to measuring your performance in the course, the evaluation is designed to allow you to expose your written, verbal and analytical skills. Through teamwork you will experience the complexity of supply chain planning problems. Individual work will be designed to capture your unique problem solving and discussion skills. *Final individual grades will take into account peer review for all group work.* Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Your final grade will be calculated as follows:

#### **Components and Weights**

<b>Component</b>	<b>Type</b>	<b>Weight</b>
Class Participation	Individual	15%
SAP assignments	Individual	15%
Group Project	Group	20%
Midterm Exam	Individual	25%
Final Exam	Individual	25%
Total		100%

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

### ***Class Participation***

On each lecture, there is a participation score for each student, including quiz and class discussion participation.

### ***Group Project***

Students will form groups of 2~4, 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.

- The report is 10-20 pages.
- The presentation is 10-20 minutes; every member in the group must present.
- The group will meet the instructor to select the project.

### ***SAP Assignments***

This course is part of the SAP certificate program. The students will finish three SAP assignments under the guidance of the TA, each 5% of the final grade.

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

A midterm exam or final exam takes 2 hours. Each exam is worth 25 percent of the final grade. The content of an exam includes lecture slides/notes and reading materials. The final exam will be accumulative.

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)

## **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.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.

---

### **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](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

---

### ***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](http://www.mcmaster.ca/academicintegrity).

---

### ***COURSES WITH AN ON-LINE ELEMENT***

---

*We may* use on-line elements (e.g., e-mail, Avenue to Learn (A2L), etc.). Students should be aware that, when you 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.

---

### ***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 DeGroot MBA Student website ([mbastudent.degroot.mcmaster.ca](http://mbastudent.degroot.mcmaster.ca)). Please direct any questions about acceptable documentation to the MBA Academic Advisors ([askmba@mcmaster.ca](mailto: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.

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

---

### ***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>

Students who are leveraging accommodation for tests and exams are supported by the SEAO. These exams are written at the Ron Joyce Centre and do not take place in the Tim Nolan Testing Centre. Correspondence for accommodations is managed via the [DSBSAS@mcmaster.ca](mailto:DSBSAS@mcmaster.ca) email address. Students must communicate their intent to leverage accommodations on a test or exam a minimum of 10 business days prior to the assessment.

---

### ***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 the SEAO **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation. 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.

**COURSE SCHEDULE**

**MBA O734  
Supply Chain Management  
Winter 2024 Course Schedule**

<b>DATE</b>	<b>TOPIC</b>	<b>DEADLINE</b>
Jan. 10	L1 Introduction to supply chain management	
Jan. 17	L2 Fit and drivers	
Jan. 24	L3 Case study: Seven-Eleven Japan	
Jan. 31	L4 Distribution network	
Feb. 7	L5 Case study: Blue Nile	
Feb. 14	L6 Case study: Hema	Midterm exam
Feb. 21	Reading week (no class)	
Feb. 28	L7 Aggregate planning	
Mar. 6	L8 Case study: Athletic Knit	
Mar. 13	L9 Coordination	
Mar. 20	L10 Sourcing	
Mar. 27	L11 Global supply chain	SAP assignments: Apr. 1
Apr. 3	L12 Case study: Apple Inc.	Project Due: Apr. 7

Apr. 10	Guest speaker	Final exam
---------	---------------	------------