



Course:	BUSI3305A – Distribution Channel and Logistics
Term / Semester:	Winter 2026
Instructor:	Tony Bejjani
Email Address:	tony.bejjani@carleton.ca
Class Times (and location)	Monday: 11:35 am - 2:25 pm (SA417)
Modality:	In-person
Office hours:	by appointment, accommodating all meeting requests within 48 hours

A. UNDERGRADUATE CALENDAR DESCRIPTION

In-depth examination of distribution channels in the marketing mix and the complementary roles of logistics to ensure that goods and services are geographically deployed with effectiveness and efficiency. Channels design and management, logistics operations, trends in marketing channels, and logistics.

B. COURSE DESCRIPTION

The advances in internet-based technologies and other disruptive technologies (e.g., cloud services, artificial intelligence, etc.), combined with globalization, have in recent years dramatically transformed distribution channels and logistics operations. Today's customers served through these channels are looking for greater choices about how, when, and where products and services offered for purchase are made available. This course introduces principles, techniques, and methods for (a) the design, implementation, and management of distribution channels to gain a competitive advantage; (b) the management of logistics operations in a variety of industry sectors to ensure that goods and services are geographically deployed with increased operational effectiveness and efficiencies. The course material is organized to enable participants to appreciate the value offered by a variety of management practices and concepts as means of transforming distribution channels and logistics operations to deliver better results. The format of the course consists of a mixture of lectures exposing the relevant material, case discussions, presentations to peers, and, whenever possible, the use of guest speakers and field trips.

C. COURSE LEARNING OBJECTIVES

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

- (a) Develop an understanding of the strategic importance of distribution channels and logistics in forming business strategy, delivering customer value, and executing successful operations.

- (b) Develop an understanding of distribution channels and logistics activities, functions, and processes; their interrelations, and how they affect customer service, corporate performance, and competitive advantage.
- (c) Identify the various distribution channels, the conflicts between them, and how they can be resolved.
- (d) Develop an understanding of the role and importance of various key distribution channels and logistics intermediaries.
- (e) Develop analytical solving skills to evaluate different strategies to effectively manage distribution channels and logistics activities.

D. COURSE PREREQUISITES

Third-year standing and BUSI 2301 with a grade of C or higher, and STAT 2601 or STAT2606 with a grade of C- or higher. **The School of Business enforces all prerequisites.**

E. COURSE MATERIAL

1. Recommended textbook

There is no single textbook for this course. Chapters from the following books will instead be used as references, given their broader fit with the course objectives:

Authors and title	Referenced chapters
(a) Murphy P.R., Wood D.F. (2018): Contemporary Logistics, 12th edition, Prentice Hall. (Hereafter [MW])	1*, 4, 10, 11, 12, and 14
(b) Coyle J. J., Novack R.A., Gibson B.J., Bardi, E. J. (2019): Transportation – A Supply Chain Perspective, 9th edition, South-Western. (Hereafter [CNGB])	10, 11, and 12
(c) Chopra S. (2017): Supply Chain Management – Strategy, Planning, and Operation, 7th edition, Pearson, 514 pages. (Hereafter, [CM])	4, 14*
(d) Rosenbloom B.(2013): Marketing Channels – A management view, 8th edition, South-Western. (Hereafter [RB])	1-3,5-8,17
(e) Dent J., White M. (2018): Sales and Marketing Channels – how to build and maintain a distribution strategy, 3rd edition, Kogan Page. (Hereafter [DW])	2,4,11-12, 13,18-19,20-23, 26
(f) Palmatier R.W., Sivados E., Stern L. W., El-Ansory A. I. (2020): Marketing Channel Strategy – An omni-channel approach, 9th edition, Routledge. (Hereafter [PSSE])	1-2, 6-8

Chapters with (*) will be made available electronically through the reserve library (ARES). A small number of reading materials will need to be purchased from Harvard Business Publishing.

2. Class notes and readings

The instructor's lecture notes will be available for download on the course website.

F. COURSE EVALUATION*

The course evaluation will be based on the following four activities:

Activity	Weight
1. Class Attendance	10%
2. Case-based assignments – report and presentation (4)	20%
3. Case managerial write-up – report and presentation (2)	25%
4. Distribution network assignment (1)	5%
5. Final Exam	40%
TOTAL	100%

*Final grades are subject to the Dean's approval.

For group work, each member will be required to complete and submit a peer evaluation form to the instructor on the due date of each deliverable. It will be used by the instructor to determine individual grades to be assigned to each group member. If a group member does not submit a peer evaluation form, he/she will incur a thirty percent penalty (to be applied to the lower individual grade assigned to the group members).

1. Class Attendance (10%): Class attendance is essential for engaging with the course materials and interacting with the instructor and classmates. Students need to attend at least 10 classes (excluding the first class and the reading week) and answer the attendance question via Brightspace (through the course website) the attendance question to get a full attendance point. A connected device, such as a smartphone, tablet, or laptop, is required to register attendance.

2. Case-based assignment – report and class presentation – (20%): Throughout the semester, several case studies will be discussed to introduce course concepts, demonstrate their practical applications, highlight challenges faced by organizations, and explore real-world problems. In preparation for class discussions, students are required to read the case ahead of the scheduled related lecture. To assist in the lecture preparation, the instructor will provide some guiding questions. There will be a total of four post-lecture assignments providing opportunities to practice some of the concepts discussed during the lecture. Students in groups (number to be determined) are required to submit a typed write-up consisting of answers to the assigned questions and present their analysis. Students are advised that assignment reports will not be returned to them after being marked. However, they will be available for consultation in the instructor's office.

3. Case study managerial write-ups – report and class presentation (25%): There will be a total of two case write-ups of quality suitable for consulting practice and a class presentation. Each case write-up will be done in groups (number per group to be determined). It must include (a) a cover letter, (b) an executive summary consisting of the more important results, conclusions, and recommendations; and (c) the main body consisting of answers to the assigned questions, assumptions, and analyses that led to these answers. The managerial reports are handed in on the due date at the beginning of each class. An initial twenty (20) percentage points penalty applies to a late assignment, and an additional ten (10) percentage points per day thereafter. Students are advised that managerial reports will not be returned to them after being marked. However, they will be available for consultation at the instructor's office. Be sure to keep a copy for yourself. The time limit for a revision request is 1 week after the marks are communicated. Although discussions between participants are encouraged, no collaboration is allowed between groups.

4. Distribution network assignment: There will be one assignment on distribution network analysis to be completed individually. Students are required to submit a typed write-up consisting of answers to the assigned questions. Students are advised that the report will not be returned to them after being marked. However, they will be available for consultation in the instructor's office.

5. Examination (40%): It will be comprehensive (i.e., will cover all course materials), and questions will come from readings, case studies, in-class discussions, and lecture notes. It may consist of short-answer questions, essay questions, mini-case analysis, or problems to solve. The university will establish and announce the date for the final exam. No make-up will be given for missing the final exam, except for documented and acceptable emergencies (as defined by university standards). Students are advised that exam copies will not be returned to them after being marked. They will be available for consultation only during the instructor's office hours by appointment, accommodating all meeting requests within 48 hours.

G. COMMUNICATIONS

If you have a question of a personal nature or related to your own coursework, I can be contacted by email or during my office hours.

For any email sent to me, it is important to use the structure outlined in the template below:

- The subject of the email must begin with **3305 – topic – group (if related)**
- The first line in the body of the email must contain your first name, last name, and your student number

H. CONDUCT

Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

- *Attending the class.*
Each class benefits from the attendance and participation of all participants. Class attendance is mandatory. The participation grade will be affected by absences. If any circumstances prevent attendance at the class, the participant is responsible for all materials discussed, handouts distributed, assignments covered, and announcements made.
- *Arriving on time.*
Late arrivals are disruptive and show disrespect to those who are on time. Late arrivals are not allowed.
- *Minimizing disruptions.*
Participants are not allowed to leave and re-enter the class. All cell phones and electronic communication devices must be turned off during class. If an emergency requires keeping the cell phone turned on, it must be set to silent mode, and it is advised that the instructor be informed before the class starts. Participants should also avoid engaging in side conversations after class has begun.
- *Focusing on the class.*
Participants are not allowed to use laptops or hand-held devices for tasks other than note-taking while in class. Activities such as net surfing and answering emails are very disruptive both to neighbors and to the entire class.
- *Being prepared for class.*
Participants must be ready to discuss any assigned readings and to answer any assigned questions.
- *Respect.*
Participants should act respectfully toward all class participants.

I. TENTATIVE SCHEDULE

*Every effort has been made to make the schedule as complete as possible, but there may be occasions where changes are required. The instructor will announce any deviations from the course outline in class.

Week(s)	Date	Title	Topic(s)
1	Jan. 5	<ul style="list-style-type: none"> ○ Course introduction and overview 	<ul style="list-style-type: none"> ○ Course outline
		<ul style="list-style-type: none"> ○ Distribution channels and Logistics – What and Why? 	<ul style="list-style-type: none"> ○ Context of distribution channels and logistics in today's global, highly competitive environment. ○ Scope of logistics ○ Economic impacts of logistics ○ Distribution channels as a competitive advantage to firms ○ Organizing logistics within the firm ○ Professional logistic organizations
		Readings: <ul style="list-style-type: none"> ○ [MW]: Chapter 1** ○ [MW]: Chapter 4 (pp 56-60) ○ [RB]: Chapter 1 ○ [DW]: Chapter 2 ○ [PSSE]: Chapter 1 ○ Case study: Pete's (1 page available on the course website) 	
2	Jan. 12	Distribution channels – design and management	
		Readings: <ul style="list-style-type: none"> ○ 3M Canada: the health care supply chain case study*** (HBC # 9B15D011, 10 pages, available for purchase from Harvard Business Publishing) ○ Designing Channels of Distribution*** (HBC # UV2969, 11 pages, available for purchase from Harvard Business Publishing) 	
3	Jan. 19	Distribution channels – design and management	
		Readings: <ul style="list-style-type: none"> ○ PBG Biopharma: Cannabis consumer health market entry preparation*** (IVP # W33767, 11 pages, available for purchase from Ivey Publishing) 	
4	Jan. 26	Distribution channels – design and management (cont'd) Readings: <ul style="list-style-type: none"> ○ Building a distribution channel – the Beta Company Walk-Through Application (available for download on the course website) – ○ Homeland Foods – Fruit to be shared*** (IVP # W25547, 8 pages, available for purchase from Ivey Publishing) 	
5	Feb. 2	Distribution channels – design and management Readings: <ul style="list-style-type: none"> ○ Hitevision's channel conflict management*** (IVP # W225511, 8 pages, available for purchase from Ivey Publishing) 	
6	Feb. 9	Distribution channels and management – case study, managerial reports, and presentation Readings:	

		<ul style="list-style-type: none"> ○ Zentein Nutrition Inc.: Raising the bar*** (IVP # W35174, 7 pages, available for purchase from Ivey Publishing) ○ Rideau Artisanal Chandlery*** (IVP # IN1378, 4 pages, available for purchase from Ivey Publishing) 	
7	Feb. 16	Winter break	
8	Feb. 23	<ul style="list-style-type: none"> ○ Warehousing – design and management 	<ul style="list-style-type: none"> ○ Warehousing facilities value-adding role and functionality ○ Warehousing network designing options ○ Warehousing tradeoffs ○ Selecting a warehousing network design ○ Warehousing ownership arrangements ○ Warehousing operations ○ Warehousing management systems
		Readings: <ul style="list-style-type: none"> ○ [MW]: Chapter 10 ○ [CM]: Chapter 4 [pp 68-86] 	
9	March 2	<ul style="list-style-type: none"> ○ Transportation - Fundamentals 	<ul style="list-style-type: none"> ○ Role of transportation and challenges in carrying out this role ○ Transportation in Canada's economy (Canadian industry profile) ○ Modes of transportation and their performance ○ Trade-offs in Transportation Design ○ Tailored transportation
		Readings: <ul style="list-style-type: none"> ○ [CM]: Chapter 14** ○ [MW]: Chapter 12 	
10	March 9	<ul style="list-style-type: none"> ○ Managing logistics internationally - transportation planning 	<ul style="list-style-type: none"> ○ Overview of global transportation ○ Export preparation activities ○ Transportation planning
		Readings: <ul style="list-style-type: none"> ○ [CNGB]: Chapter 10 ○ Bolloré Logistics Canada and the use of incoterms case study*** (17 pages, available for purchase from Harvard Business Publishing) 	
11	March 16	<ul style="list-style-type: none"> ○ Managing logistics internationally - transportation execution 	<ul style="list-style-type: none"> ○ Overview of global freight flows ○ Global transportation providers ○ Port operations and customs clearance
		Readings: [CNGB]: Chapter 11	
12	March 23	Logistics in practice – Guest speaker (TBA)	
13	March 30	Logistics in practice – case analysis Readings: Race-West Company: racing to overcome logistics issues in truck transportation*** (7 pages, available for purchase from Harvard Business Publishing)	
14	April 6	○ Course wrap-up	

*Every effort has been made to make the schedule as complete as possible, but there may be occasions where changes are required. The instructor will announce any deviations from the course outline in class.

** Chapters available for download through ARES.

*** Materials available for purchase.

J. SUMMARY OF DELIVERABLES

DELIVERABLE	DUE DATE
Case-based Assignment # 1	Week 3 - Jan. 19
Case-based Assignment # 2	Week 4 - Jan. 26
Case-based Assignment # 3	Week 6 - Feb. 9
Case-based Assignment # 4	Week 11 - March 16
Distribution Network Assignment	Week 10 - March 9
Case Managerial Report # 1 (and presentation)	Week 6 - Feb. 9
Case Managerial Report # 2	Week 13 - March 30

K. CONTRIBUTION TO LEARNING GOALS OF THE PROGRAM ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise, and interests of all members.</i>				X
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw</i>				X

<i>conclusions based on analysis and evaluation.</i>				
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				X
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>			X	

L. IMPORTANT ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations.

If you are purchasing a calculator, we recommend anyone of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:
WDN = Withdrawn from the course
DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [Pregnancy Academic Accommodation Information - Equity and Inclusive Communities](#)

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [Academic Regulations for Students with Religious Obligations < Carleton University](#)

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy.

For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [Sexual Violence Prevention & Survivor Support - Equity and Inclusive Communities](#)

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and to the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include: a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy, which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at academicadvising@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

Use of Generative Artificial Intelligence

This is a human-centered course. In this course, the evaluation focuses on what you can do without AI assistance. While you are welcome to use AI tools to explore ideas, study, or clarify concepts, all submitted work must represent your independent thinking and original effort. Use AI for learning, not for producing graded submissions. Your understanding and reasoning—not AI output—will form the basis of assessment. Using AI for graded submissions constitutes an academic integrity violation.

M. Undergraduate Academic Calendar (2025-2026)

Available at <http://calendar.carleton.ca/academicyear/>.