



BUSI 3301A
Supply Chain Fundamentals
Fall 2016

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Course meets: Thursdays, 14:35-17:25

COURSE MATERIALS:

Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. Designing and managing the supply chain: Concepts, strategies, and case studies (3rd Edition). McGraw-Hill Irwin, New York.
Optional: WJ Stevenson & M Hojati, 2011, *Operations Management*, 4th Cdn Ed, McGraw-Hill Ryerson, Toronto. ISBN: 0-07-096957-4. (this is the textbook for BUSI2301/BUSI3300. You may read it for the chapter of “JIT in supply chain”).

UNDERGRADUATE CALENDAR DESCRIPTION

Managing networks of organizations from suppliers to end-users. Planning and coordination of all activities involved in procurement, conversion, and logistics in the global environment.

PREREQUISITES:

Second-year standing, BUSI2301 or BUSI3300 (no longer offered), with a grade of C or higher in each and STAT2606 with a grade of C- or higher.

The School of Business enforces all prerequisites.

COURSE OBJECTIVE

The course addresses advanced topics on supply chain management (SCM). This course will cover a broad survey of topics related to the development of a network of supplier, manufacturing, assembly, distribution, and logistics facilities that perform the functions of procurement of materials, transformation of these materials into intermediate and finished products, and the distribution of these products to customer. Students are expected to have a

general knowledge of these topics and be able to use critical thinking skills and mathematical tools to solve real life SCM problems by the end of the semester.

CLASS CONDUCT

The class time will be taken up by lecturing from the course instructor as well as case studies, exercises, and games. Much of the time will be devoted to the discussion of concepts, cases, and problems. You are expected not only to attend class, but also to be prepared to discuss the problems and exercises on the day assigned. Active participation in class discussions is an important part of this course, and I will therefore feel free to call on anyone in the classroom at any time for analysis, comments, or problem solutions. Be sure to bring a calculator, and your textbook to class with you at all times.

ATTENDANCE AND PARTICIPATION

Attendance and Participation is integral part of this course. Attendance in the class will be recorded. The students need to attend at least 8 classes (excluding the first class) and sign the attendance sheet in order to get full attendance points (5% of the total grade).

MARKS ALLOCATIONS: credit for the course will be based on the evaluation items outlined below.

<u>Evaluation Item</u>	<u>Mark</u>
Attendance	5
In-class test	15
Group Case write-up	20
Group presentation and response to comment	10
Group Comment (for non-presenting team)	5
Group report on Global Sourcing & Logistics Exercise	5*
Group report on Wood supply game	5
Take home essay exam (due on)	25
Total	100

* 3 points of bonus will be given to the team that perform best in the exercise

IN-CLASS TEST

There will be one in-class tests that cover material related to inventory management, supply contracts and pricing.

TAKE HOME ESSAY EXAM

There will be a take home essay exam that covers theories addressed in the class.

THE CASE METHOD

Teams will be assigned at the beginning of the semester and these teams will remain throughout the semester. Each team will be responsible for presenting assigned cases to the class. The members of non-presenting teams need to actively participate in the class discussion.

Case write-up

To prepare for the case presentations, the team needs to become the "expert" on your assigned case study. As a group, you should prepare a case write-up. The expected length of the write-up is 5-10 pages (in addition to any exhibits). It should be single-spaced, with normal margins and *Times New Roman 12 font*. The cover page should include the names of team members, name of the case, date, and title of the case. While the format of the write-up may vary depending on the nature of the cases, it normally includes (1) A statement and analysis of core problems or issues of the case; (2) Statement of alternative actions which might be employed to deal with the issue. And (3) Your recommendation as to which actions should be taken.

To assist the team to write the write-up, the instructor offers several guiding questions for each case. **The team needs to answer these questions in the case write-up.**

The team may book an appointment with the instructor before the case presentation. The instructor will help the team to verify their ideas and answer any questions that may arise when the team prepare for the case presentation.

The team needs to upload a draft of case write-up to Google drive, under the folder “case write-up”, two days before your presentation.

After the case presentation, the instructor will meet with the team to discuss how to improve the write-up. **The final version of case write-up is due one week after the presentation.**

An example of case write-up for the case “Wal-Mart Stores in 2003” (Harvard Business School, case number 9-704-430) could be found at

<https://portfolio.du.edu/portfolio/getportfoliofile?uid=109152>

You may also want to refer to the book “The case study handbook: how to read, discuss, and write persuasively about cases” (Author William Ellet). The book is available at library at Floor 2 as Circulation Desk Reserve, with call number [HD30.4 .E435 2007](#). The chapter 10-12 of the book are especially helpful for preparing the case write-up.

According to Professor Doug Allen at University of Denver¹, some common shortcomings in write-ups include:

1. Restating the facts or copying the case material verbatim.
2. A wandering discussion that lacks direction. The use of headings often helps provide structure to your argument. Be specific as to issue, alternatives, and recommendations.
3. Failure to make a decision when the case calls for one. Choose a position and build an argument for it, even if you can see that another position also has merit.
4. Poor spelling, grammar or incomprehensible writing. The effectiveness of your communication can, in this class and in the business world, make an important difference in selling your ideas.

The case write-up will be evaluated based on the following criteria:

Clear explanation of key problems facing the firm	20%
Appropriate analysis for guiding questions	35%
Appropriate conclusion and recommendations	25%
Writing (Proper organization, professional writing, and logical flow of analysis)	20%

Case presentation

Your team needs to prepare a powerpoint file to be presented to the class. Specifically, your team needs to explain the case to the class, assuming the class is "top managers" and you are middle managers that reporting the current situation to them. The presentation should includes

1. Summary of the backgrounds and key facts of the company
2. The key points of your case write-up

The presentation should be around 20-30 minutes. The presentation will be evaluated based on the following criteria:

¹ www.daniels.du.edu/degrees/syllabi/MGMT4240.doc

Visual design of the sliders	10%
Quality of ideas/solutions	25%
Appropriate organization of information on sliders	15%
Appropriate organization of verbal presentation	15%
Speaking style/delivery	20%
Appropriate response to comments	15%

Case comments

For each presentation, a non-presenting teams will be designated as the Challenger. The Challenger team should provide a 5-10 minutes comments on the presentation. The comment may challenge the presenting team's analysis or recommendation, demand additional explanation from the team, or offer recommendation. The presenting team has also 3-5 minutes to respond to each comment.

Members of other teams are encouraged to also make comments. Bonus points will be provided for such participation (for the rules of participation bonus, see the next section)

Case comments will be evaluated based on the relevance and importance of the issue raised, and/or quality of recommendation.

PARTICIPATION BONUS

The instructor will give discussion questions during lecture. The students are encouraged to participate in classroom discussion.

The instructor assigns bonus points to the participation. The students will get 1 bonus point each time for (1) answering the discussion questions; or (2) making comments in case discussion (when they are not a member of either the presenting or challenger team). The instructor may double the bonus point for a very insightful comment/solution.

1 bonus point is equivalent to 0.5% of the final grade. You can use the bonus points to add a Maximum of 10% to your final grade.

The instructor may take photos of students in order to identify students for classroom discussion. The photography taken in BUSI 3301A, which is classified as personal information, is collected in accordance with Sections 38(2) and 41(1) of the *Freedom of Information and Protection of Privacy Act* (FIPPA), R.S.O. 1990, c.F.31 as amended. The information provided will not be used for any purposes other than the evaluation of classroom discussion, unless you provide your

consent. Should you have any questions concerning your personal information please contact the Privacy Officer for Carleton University 607 Robertson Hall, 1125 Colonel By Drive, Ottawa, ON K1S 5B6 Telephone: 613-520-2600 Ext. 2047 Email: university_privacy_office@cunet.carleton.ca. The photos will be confidentially disposed of at the end of the semester. Carleton University is fully compliant with FIPPA and endeavors at all times to treat your personal information in accordance with this law." By taking this course, you are consent to the photograph.

GLOBAL SOURCING & LOGISTICS EXERCISE

Global Sourcing & Logistics Exercise is a pencil-and-paper simulation. The students will be divided into groups to play the role of the management team of a company that manufactures widgets. Students consider the various sourcing and offshoring decisions that arise when a lower-cost country is put into play as a potential source for raw materials and/or plant locations. Each group also needs to write a short report to answer the assigned discussion questions.

THE WOOD SUPPLY GAME

The wood supply game is a role-playing game where the participants have to minimize costs by managing inventory levels in a production-distribution chain in forest product industry. The game consists of 7 sectors: forest, sawmill, paper mill, 2 wholesalers, and 2 retailers. Accordingly, the class will be divided into 7 groups. **Each group needs to bring a laptop to the class, in order to play the computer-simulated game.** You try to minimize the costs by managing inventory levels in this production-distribution chain. For each week in the game, you need to decide how much to order (or how much to produce) to fulfill the demand and to minimize inventory carrying cost. Each group also needs to write a short report to answer the assigned discussion questions.

MAKE-UP TEST

Make-up test (without penalty to the grade) will be allowed only if you cannot attend a class and provide the instructor with a university-sanctioned excuse for your absence.

COURSE SCHEDULE: The following is a general outline of material to be covered during the semester. Note: the schedule is subject to changes in response to progress and opportunities that may arise in a given semester. Therefore it is imperative for you to attend class and be aware of new developments in the course that may affect the due dates of assignments or scheduling of tests.

Week	Subject	Reading
1	Introduction to supply chain	Chapter 1
2	Inventory management and risk pooling	Chapter 2
	Supply contract	Chapter 4
3	Case discussion: Reebok NFL Replica Jerseys: A Case for Postponement (p. 172).	
	Logistical network	Chapter 3
4	Case discussion-Rethinking Distribution Logistics at VASA, Pilkington (NA0247) ¹	
5	In class test	
	Supply chain integration	Chapter 6
6	Case discussion-Dell Inc.: Improving the flexibility of the desktop supply chain (p. 179)	
	Strategic alliance	Chapter 8
7	Case discussion- Amazon and Future Group: Rethinking the Alliance Strategy(9B16M108)	
	Fall break	
	Global logistics and risk management	Chapter 10
8	Exercise: Global Sourcing & Logistics Exercise	
	Customer Value	Chapter 12
9	Case: The American Repertory Theater(512026)	
	Procurement and outsourcing strategy	Chapter 9
10	Case: Supply Chain Outsourcing at DB Toys (5-404-767)	
11	Bull whip effects/ Exercise: wood supply game	Chapter 5
	Coordinated product and supply chain design	Chapter 11
12	Case: Hewlett-Packard company: network printer design for universality (p.358)	

Note 1. Cases could be purchased from Ivey School of Business's web site:

<https://www.iveycases.com/>; The number in parentheses is the case reference number

Course Sharing Websites

Student or professor 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 any one 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, follower-ship 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.

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	WDN = Withdrawn from the course		

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Plagiarism, Etc.

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 Accommodations

Academic Accommodations for Students with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and 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 me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for December 2016 exam period is November 11, 2016.

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

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. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. 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 <http://carleton.ca/studentaffairs/academic-integrity>.

Assistance for Students:

Student Academic Success Centre (SASC): www.carleton.ca/sasc

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you're having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/support-services/>

Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

Important Information:

- Students must always retain a hard copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
 - Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, 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 CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>
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