

BUSI - 3305 LOGISTICS AND TRANSPORTATION
FALL - 2014

Instructor: Aaron L. Nsakanda, Ph.D., Associate Professor of Supply Chain Management
Office: 903 Dunton Tower, phone: 520-2600 ext. 2210, email: aaron.nsakanda@carleton.ca

Course location: SA406

Timetable: Mondays 8:35am - 11:25am

Office hours: Tuesdays 3:00 pm - 4:30 pm or by appointment

A. COURSE DESCRIPTION

Logistics and transportation operations involve getting the right good or service, in the right way, in the right quantity and right quality, in the right place at the right time, for the right customer at the right cost. The growing demand for a broad range of goods and services, the escalation in global trade, the increasing regulation, cost pressures and the worldwide competition are creating the need for greater operational effectiveness and efficiencies for logistics and transportation operations in both services and manufacturing organizations. This course is designed to convey the principles, techniques and methods employed in order to be effective in managing logistics and transportation operations domestically or internationally. Topics explored include strategic management and integration on the global basis of core logistics and transportation activities, functions, and processes; network design and planning; performance metrics; and recent trends in logistics and transportation. The material is organized to enable both participants to appreciate the value offered by a variety of management practices and concepts as means for transforming logistics and transportation operations in order to deliver better results. The format of the course consists of a mixture of lectures exposing the relevant materials, case solving and discussions, presentations to peers, and whenever possible the use of guest speakers and class field trips.

B. COURSE LEARNING OBJECTIVES

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

- (a) Develop an understanding of the strategic importance of logistics and transportation in the overall process of creating supply chain value, the formation of business strategy and the execution of successful operations.
- (b) Develop an understanding of activities, functions, and processes that comprise logistics and transportation; their interrelationship and how they affect customer service, corporate performance and competitive advantage.
- (c) Develop an understanding of the role and importance of various key logistics and transportation intermediaries that facilitate global trade.

C. COURSE PREREQUISITES -

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

D. COURSE MATERIAL1. Required textbook

There is not a sole 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. (2011): Contemporary Logistics, Tenth edition, Prentice Hall, 311 pages. (Hereafter [MW])	1*, 4, 10, 11, 12, and 14
(b) Coyle, J. J., Novack, R.A., Gibson, B. J., Bardi, E. J. (2011): Transportation - A Supply Chain Perspective, Seventh edition, South-Western, 528 pages. (Hereafter [CNGB])	4*, 10, 11, and 12
(c) Chopra, S., Meindl, P. (2013): Supply Chain Management - Strategy, Planning, and Operation, Fifth edition, Pearson, 516 pages. (Hereafter, [CM])	4, 14*
(d) Kasilingam, R.G. [1998]: Logistics and Transportation, Kluwer Academic Publishers, 297 pages. (Hereafter, [KR])	9*

Chapters with (*) will be made available electronically through the reserve library (ARES). A small number of reading materials (see section F for more details) will need to be purchased from Harvard Business Publishing (<https://cb.hbsp.harvard.edu/cbmp/access/29812150>).

2. Class notes and readings

Instructor's lecture notes will be available for download on the course website (see CuLearn).

D. COURSE EVALUATION

The course evaluation will be based on four main activities: case study write-ups, a report and presentation on Canadian transportation industry profile, a term research project and presentation, and a final exam. The weighting of each activity is as follows:

1. Managerial reports (3 unequally marked -7.5%, 7.5% and 10%)	25%
2. Report and presentation on Canadian transportation industry profile	10%
3. Logistics in practice research project (20%) and presentation (5%)	25%
4. Final examination (opened notes and books with no internet access)	40%
TOTAL	100%

1. *Examination (40%)*

The final exam will be opened book, opened notes (with no access to the internet). This exam will be comprehensive (i.e., will cover all course materials) and questions will come from readings, homework assignments, in-class exercises, lecture notes. It may consist of multiple-choice questions, short-answer questions, essay questions, mini-case analysis, or problems. 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 standard). Students are advised that exam papers will not be returned back to them after being marked. They will only be available for consultation at the instructor's office. More details will be discussed in class.

2. Managerial reports (25%)

There will be a total of three case write-ups of quality suitable for consulting practice. Each write-up will be done in groups (number of students per group will be announced with each report). It must include (a) a cover letter, (b) an executive summary consisting of the more important results, conclusions, and recommendations; and if needed, (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. For example, an assignment that would normally merit a grade of 80% would receive a grade of 60% if submitted after the deadline on the due date, 50% if submitted the following day, and so on up to 0%. Students are advised that managerial reports will not be returned back 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.

3. Logistics in practice research report and presentation (25%)

There will be a written report and presentation on a "real" company logistics systems and operations. Students in groups (number in each group TBD) will be required to select an organization of their choice (including an integrated third-party logistics company, i.e. a provider of a variety of transportation and logistics services to individuals and other companies around the world), research using multiple sources of information (more than just the company's website) and report on the company's logistics/transportation system and operations. Each group must submit a one page proposal by e-mail to the instructor by Friday, September 26, 2014. It should include the names of the team members, the selected organization, and the action plan moving forward. The final report and the class presentation of the findings (duration TBD) are due **on December 8, 2014**. The write-up should be precise and to the point not exceeding typed 15 pages (including appendices, 1.5 line spacing, 12 points - Times New Roman font). It should include at least the following:

- Background of the organization involved (e.g., how did it get started, what is the primary business, what divisions or subsidiaries makeup the company, why did you select the company, logistics organization within the firm, geographic scope of operations, revenues, employees, etc.).
- Warehousing (facilities and their role/functions, location and size, network structure, ownership arrangement, design and operations, material handling types, etc.)

- Transportation (modes, mix, network structure, ownership arrangement, management, etc.)
- Company's logistics strengths, weaknesses and challenges.

4. Report and presentation on Canadian transportation industry profile (10%)

Students in groups (number to be determined) will be assigned a sector of the Canadian transportation services (water and pipeline, air, rail, truck) and present a report that outlines, among others, (a) the contributions to the Canadian economy, sector overview (the types of firms operating in the sector, (c) the operating and service characteristics of the sector.

E. 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 to 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 situation requires keeping the cell phone turned on, it must be set in the silent mode and it is advised that the instructor be informed prior to the class starting. 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 other tasks than notes taking while in class. Activities such as net surfing, and answering email 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.

F. TENTATIVE SCHEDULE*

Section	Week # (as per the tentative schedule)															
	-	1	2	3	4	5	-	6	-	7	8	9	10	11	12	
A		9	9	9	9	10	10	10	10	11	11	11	11	12	12	
		/	/	/	/	/	/	/	/	/	/	/	/	/	/	
		8	15	22	29	6	13	20	27	3	10	17	24	1	8	

Week(s)	Title	Topic(s)
1	○ Course introduction and overview	○ Course outline
	○ Logistics - What and Why?	○ Scope of logistics ○ Economic impacts of logistics ○ Logistical relationship within the firm ○ Organizing logistics within the firm ○ Professional logistic organizations
	Readings ○ [MW]: Chapter 1** ○ [MW]: Chapter 4 (pp 56-60) ○ PPS case study (1 page, to be distributed in class)	
2-3	○ Logistics in practice	○
	○ Warehousing - design and management	○ 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: ○ [MW]: Chapter 10 ○ [CM]: Chapter 4 [pp 68-86] ○ Dollar tree logistics case study*** (HBC # UV1418, 17 pages, available for purchase from Harvard Business Publishing)	
4	○ Packaging and material handling	○ Fundamentals of packaging and material handling ○ Material handling equipments
	Readings: ○ [MW]: Chapter 11	
	Case write-up # 1 due (at the class start)	
5	Warehouse (transportation) facility tour	
6-8	○ Report and presentation on Canadian industry profile due (week 6)	○ Transportation in Canada's economy
	○ Transportation - Fundamentals	○ Role of transportation and challenges in carrying this role ○ 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 ○ Note on the Canadian transportation industry*** (HBN #906D03, available for purchase from Harvard Business Publishing) 	
9-10	○ Case write-up # 2 due (week 9 at the class start)	
	○ Managing logistics internationally - transportation planning	○ Overview of global transportation ○ Export preparation activities ○ Transportation planning
	Readings	
	○ [CNGB]: Chapter 10 ○ A megapixel opportunity case study (1 page, see [CNGB] p. 355)	
	○ Managing logistics internationally - transportation execution	○ Overview of global freight flows ○ Global transportation providers ○ Port operations and customs clearance
	Readings:	
	○ As the blade turns case study (1 page, see [CNGB] pp 395)	
	○ Managing logistics internationally - outsourcing	○ X-/Party logistics (X=3,4,5)
11	Readings	
	○ [CNGB]: Chapter 12	
	○ Costing and Pricing for Transportation - a brief introduction	○ Market considerations ○ Cost of service pricing ○ Value of service pricing ○ Rate making in Practice ○ Special rates ○ Pricing in transportation management
	Readings	
	○ [CNGB]: Chapter 4** ○ Hardee Transportation case study - part B (2 pages, see [CNGB] pp 138-139)	
	○ Measuring Logistics performance metrics	○ Classification of logistics metrics ○ Issues in logistics metrics
	Readings ○ [RK]: Chapter 9** ○ Case write-up # 3 due (at the class start)	
12	○ Final project report and presentation due	
	○ 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 from Harvard Business Publishing.

H. IMPORTANT ADDITIONAL INFORMATION

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

FND:

To reduce instances of miscommunication, Carleton introduced a grade FND (Failure with No Deferral) to be assigned to students who fail to meet the minimum in-term performance standards explicitly set out in the outline and applied consistently (i.e., there is no other hidden criteria).

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/>

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 the December 2014 exam period is November 7, 2014 and for the April 2015 exam period is March 6, 2014.

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://www2.carleton.ca/sasc/advisingcentre/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

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/>

I. Undergraduate Academic Calendar (Fall 2014)

September 1, 2014

- Statutory holiday, University closed.

September 2, 2014

- Fall term begins. Orientation for teaching assistants.

September 2-3, 2014

- Academic Orientation. All students are expected to be on campus. Class and laboratory preparations departmental introductions for students and other academic preparation activities will be held.

September 4, 2014

- Fall and fall/winter classes begin.

September 17, 2014

- Last day of registration for fall term and fall/winter courses. Last day to change courses or sections (including auditing) for fall/winter and fall term courses.

September 26-27, 2014

- Summer deferred final examinations to be written.

September 30, 2014

- Last day to withdraw from Fall term and Fall/Winter courses with a full fee adjustment.

October 10, 2014

- December examination schedule (fall term final and fall/winter mid-terms) available online.

October 13, 2014

- Statutory holiday, University closed.

October 27-October 31, 2014

- Fall break, no classes.

November 7, 2014

- Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations.

November 24, 2014

- Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

December 8, 2014

- Fall term ends. Last day of fall-term classes. Last day for academic withdrawal from fall term courses. Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses.

December 9, 2014

- No classes or examinations take place.

December 10-21, 2014

- Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.

December 21, 2014

- All take home examinations are due.

December 25, 2014 to January 2, 2015

- University closed