



The  
knowledge  
to compete

**BUSI - 3305 LOGISTICS AND TRANSPORTATION  
FALL - 2016**

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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:	SA402
Timetable:	Wednesdays 2:35pm - 5:25pm
Office hours:	Fridays 12:00 pm - 1:30 pm or by appointment

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**UNDERGRADUATE CALENDAR DESCRIPTION**

*Overview of logistics and transportation concepts, their roles in creating overall supply chain value. Strategic management and integration on the global basis of core activities, functions, and processes; network design and planning, performance metrics, recent trends in logistics and transportation.*

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**A. COURSE DESCRIPTION**

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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.

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**B. COURSE LEARNING OBJECTIVES**

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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.

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### C. COURSE PREREQUISITES -

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

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### D. COURSE MATERIAL

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#### 1. 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.

#### 2. Class notes and readings

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

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### D. COURSE EVALUATION

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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. Case study managerial reports (3 equally marked -15%, 15% and 15%) and presentation (10%)	55%
2. Case based practice problems (3 series)	10%
3. Final examination (opened notes and books with no internet access)	40%
TOTAL	105%*

*\*the total will adjusted to 100% (total \* 100/105) prior to assigning a Letter grade*

### 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, case studies, 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. Case study managerial reports (45%) and presentation (10%)

There will be a total of three case write-ups of quality suitable for consulting practice and a class presentation on one of the first two cases. Each write-up (and the class presentation) 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 (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 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. Case-based practice problems (10%)

There will be two series of case-based practice problems. Students in groups (number to be determined) are required to submit a typed write-up of one of the series (or both series), consisting of answers to the assigned questions. Only the best mark will be retained in the event a write-up is submitted for the two series.

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## E. CONDUCT

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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.

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**F. TENTATIVE SCHEDULE\***


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Section	Week # (as per the tentative schedule)													
	1	2	3	4	5	6	7	-	8	9	10	11	12	13
A	9	9	9	9	10	10	10	10	11	11	11	11	11	12
	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	7	14	21	28	5	12	19	26	2	9	16	23	30	7

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)	
2-4	○ Logistics in practice	○
	○ Case study and analysis methodology	○
	○ 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)	
5	○ Packaging and material handling	○ Fundamentals of packaging and material handling ○ Material handling equipment
	Readings: [MW] - Chapter 11	
6-9	○ <b>Case study # 1 write-up and presentation due (week 6)</b>	
	○ <b>Warehouse (transportation) facility tour (week 6 or 7)</b>	
	○ <b>Case-based practice questions (series # 1) due (week 8)</b>	
	○ Transportation - Fundamentals	○ Transportation in Canada's economy (Canadian industry profile) ○ Role of transportation and challenges in carrying this role ○ Modes of transportation and their performance ○ Trade-offs in Transportation design ○ Tailored transportation
	Readings: ○ [CM]: Chapter 14** ○ [MW]: Chapter 12 ○ Note on the Canadian transportation industry*** (HBN #906D03, available for purchase from Harvard Business Publishing)	
10-11	○ <b>Case-based practice questions (series # 2) due (week 10)</b>	
	○ 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)
	Readings: [CNGB]- Chapter 12	
12	○ <b>Case study # 2 write-up and presentation due (week 12)</b>	
	○ Measuring Logistics performance metrics	○ Classification of logistics metrics ○ Issues in logistics metrics
	○ Readings: [RK]- Chapter 9**	
13	○ Course wrap-up	
	○ <b>Case study # 3 write-up due (Friday, Dec 9<sup>th</sup> at the latest)</b>	

\*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.

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**H. IMPORTANT ADDITIONAL INFORMATION**


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**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**

*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](mailto: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). Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website ([www.carleton.ca/pmc](http://www.carleton.ca/pmc)) for the deadline to request accommodations for the formally-scheduled exam (if applicable).

#### *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 a <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

#### **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/>

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**Other Information:**

- Students must always retain a hard 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, it would be easier to respond to your inquiries if you would send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>

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**I. Undergraduate Academic Calendar (Fall 2016)**

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**September 5, 2016**

- Statutory holiday, University closed.

**September 6, 2016**

- 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 7, 2016**

- Fall and fall/winter classes begin.

**September 20, 2016**

- 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.
- Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Fall 2016 and must register for the fall 2016 term.

**September 23-25, 2016**

- Summer deferred final examinations to be written.

**September 30, 2016**

- Last day to withdraw from Fall term and Fall/Winter courses with a full fee adjustment (financial withdraw). Withdrawals after this date will create no financial change to Fall term fees.

**October 7, 2016**

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

**October 10, 2016**

- Statutory holiday, University closed.

**October 15, 2016**

- Last day for receipt of applications for admission to an undergraduate degree program for the winter term from applicants whose documents originate from outside Canada or the United States.

**October 24-October 28, 2016**

- Fall break, no classes.

**November 11, 2016**

- Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations. Late requests will be considered on case-by-case basis.

**November 25, 2016**

- Winter Payment Deadline. Click [here](#) for important payment information. [Late charges](#) may be applied to the student account any time after this date.
- 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 9, 2016**

- Fall term ends. Last day of fall-term classes. Classes follow a Monday schedule. 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. Last day for receipt of applications for undergraduate degree program transfers for winter term. Last day to pay any remaining [fall tuition fees](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents.

**December 10-22, 2016**

- 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 22, 2016**

- All take home examinations are due.

**December 25, 2016 to January 1, 2017**

- University closed