



**Carleton**  
University

**Sprett**  
School of Business

**CARLETON UNIVERSITY  
BUSI 4304A  
WINTER 2022  
PROCUREMENT AND CONTRACTING**

**Instructor:** Lorraine Fraser

**Email:** lorraine.fraser@carleton.ca

**Office Hours:** Mondays 10:30 to 11:30 a.m. by appointment

**Class Meets:** Monday, 11:35AM -2:25 PM

**COURSE DELIVERY MODE:** Hylfex. The instructor will post lecture video on Culearn and multiple-choice questions on Socrative on every Monday. (Students need to finish the multiple-choice questions during the week in order to get attendance mark and bonus points).

**COURSE CALENDAR DESCRIPTION:**

Supply chain procurement processes in the private and public sectors involved in the acquisition of goods and services, including sourcing, purchasing, contracting, supplier collaboration and relationship development and management. Emphasis on concepts, principles, practices, and techniques.

**COURSE MATERIALS:**

Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, and James L. Patterson, 2016, Purchasing and Supply Chain Management. (6<sup>th</sup> Edition). Cengage South-Western, Mason, OH. (ISBN: 978-1285869681).

**PREREQUISITES:**

Third-year standing; BUSI 2301 with a C grade or higher.

**COURSE OBJECTIVE:**

Core supply chain procurement processes in the private and public sectors involved in the acquisition of goods and services, including sourcing, purchasing, contracting, supplier collaboration and relationship development and management. Emphasis on concepts, principles, practices, and techniques.

**ATTENDANCE AND PARTICIPATION**

Students need to answer the multiple questions in the Socrative app every week, except for the week 9 (supply chain negotiation game). Doing the question is regarded as

attendance for the course. (The multiple-choice questions for the first week would not be counted for attendance). Additionally, participation in the Sprott purchasing policy exercise and supply chain negotiation game are also counted as one attendance.

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

Evaluation Item	Mark
Attendance	10
In-class test	10
Group Case write-up	15
Challenger	5
Group presentation and response to comment	10
Purchasing policy exercise	5
Supply chain negotiation game	5
Individual case analysis (due on April 11 <sup>th</sup> , 2021)	40
Total	100

### **IN-CLASS TEST**

There will be one in-class tests that cover material related to pricing.

Please note that tests and examinations in this course will use a remote proctoring service provided by Scheduling and Examination Services. The software “Big Blue Button” will be used to proctor the exam. You can find more information at <https://carleton.ca/ses/e-proctoring>.

### **IN-CLASS EXERCISE**

There will be one in-class exercise on developing purchasing policy.

### **SUPPLY CHAIN NEGOTIATION GAME**

The supply chain negotiation game is a role-playing game where the retailer and wholesaler roles are assigned to student groups. The groups negotiate supply contracts in a number of rounds during a class period. Each group makes pricing, inventory, and ordering decision concurrently, and competes with others to achieve the highest profit.

### **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 presentation should be recorded as a video and posted online. Group should email the instructor the linkage of the video presentation one day before the class meeting time. The instructor will post the linkage on the Culearn.

#### 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 of core problems or issues of the case; (2) Analysis of key challenges facing the focal company. And (3) Your recommendation as to which actions should be taken.

To assist the team to write the write-up, the instructor offers several assignment 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 (for example, if the presentation date is on Tuesday, you need to submit the draft on Sunday).** The file needs to be a Word document (docx). Do not submit your file in pdf format.

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.**

You will be evaluated based on the quality of your initial submission, as well as the improvement you make after receiving comment from the instructor (40%/60%).

Examples of case write-ups could be found on Culearn.

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 Denver, 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 assignment 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:

Clear explanation of key problems facing the firm	10%
Appropriate analysis for assignment questions	25%
Appropriate conclusion and recommendations	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 comment on the presentation. The comment may challenge the presenting team's analysis or recommendation, demand additional explanation from the team, or offer recommendation. The comment could be made either in form of a short video or a list of written questions. The comment needs to be emailed to the instructor in two days after the class meeting date.

Each of the remaining teams is also required to submit two questions related to the presentation. The questions need to be submitted through Google drive in two days after the class meeting date. The instructor will select several questions from those submitted, and combined them with the questions from the Challenger group. Next, the instructor will email the presenting team the questions. Presenting team has two days to respond to those questions, either in forms of video or in forms of written responses.

There is no additional mark for the remaining teams' questions. However, the team will lose 10% of its group presentation mark if it does not submit the questions each time.

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

### **PARTICIPATION BONUS**

For this course, the participation is conducted by using Socrative App. Students may download the app to their smartphones, or use the app's web site (<http://www.socrative.com/>). A detailed instruction of using Socrative could be found on the Culearn. Please let the instructor know if you do not have either a smartphone or a laptop.

The instructor assigns bonus points to the participation. For each multiple choice question that posted on Socrative each week, the students who submit **right** answer through socrative will receive 1 bonus point.

1 bonus point is equivalent to 0.25% of the course evaluation items of your personal performance (attendance and take home essay exam). You can use the bonus points to add a Maximum of 10% to course evaluation items of your personal performance.

### **PEER REVIEW FOR TEAMWORK**

We will conduct peer reviews for purchasing policy exercise and case study. Each individual will evaluate his or her teammates based on the following criteria: 5=Very substantial contribution; 4=Substantial contribution; 3=Average contribution; 2=Little contribution; 1=No contribution at all.

Any individual who receive an average peer review score less than 2.5 will see his/her score on the teamwork reduced by 20%. (If a team consists of only two individuals, the person who gives the other a score less than 3 may be requested to provide evidence). Please keep evidence of your contribution (e.g., Original file of your input) to the teamwork. The instructor reserves the right to further reduce an individual's teamwork score if his or her teammates present strong evidence of free riding.

### **INDIVIDUAL CASE STUDY**

There will be one case (Navistar: supply management, case number: 9A98C020) assigned to the class for students to analyze it individually. Each student needs to independently write a case report for this case to address the assigned discussion questions. The requirements for this case report are the same as those for the group case write-up.

### **MAKE-UP TEST/EXERCISE/CASE DISCUSSION**

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.

For class exercise and case presentation, the student needs to provide the instructor with a university-sanctioned excuse for your absence *before the class*. The weights of the marks

will be transferred to other evaluation items. Failure to notify the instructor before the class will result in the loss of the participation mark.

**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.

### Tentative Course Schedule

Week	Date	Topic	Case/ Exercise
1	01/10/2022	Introductions Chapter 2 – Purchasing Process	
2	01/17/2022	Chapter 3 – Purchasing Policy and Procedures	Exercise - Sprott Purchasing Policy
3	01/24/2022	Chapter 6 – Category Strategy Development	Case - Eagle Industries: Office supplies sourcing (UVA-OM1181)
4	01/31/2022	Chapter 7 – Supplier Evaluation and Selection	Case -Strategic Sourcing at Whirlpool China: Finding the Ideal Supplier (9B12D012)
5	02/07/2022	Chapter 8 - Supplier Quality Management	Case-Agile electric: quality issues in a global supply chain ((B12D011)
6	02/14/2022	Chapter 10 - Worldwide Sourcing	Case- Sherwood Hockey stickers: global sourcing (9B12M003)
7	02/21/2022	<i>Winter Break – Classes Suspended</i>	<i>Winter Break – Classes Suspended</i>
8	02/28/2022	Chapter 11 - Strategic Cost Management/ Pricing	
9	03/07/2022	Chapter 13 –Negotiation and Conflict Management	In class exam on pricing
10	03/14/2022		Supply chain negotiation game
11	03/21/2022	Chapter 19 - Performance Measurement and Evaluation	Case-Metalcraft Supplier Scocard (9-102-047
12	03/28/2022	Chapter 14 - Contract Management	Case - City of Sarnia - contract policing proposal (9B11B026)
13	04/04/2022	Chapter 17 - Purchasing Services	

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

**Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):**

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				<b>X</b>
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				<b>X</b>
<b>BC3 Critical Thinking</b> <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				<b>X</b>
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				<b>X</b>
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>				<b>X</b>

## 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 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			

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

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

### 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:



[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **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:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **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](mailto: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](https://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: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for 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](https://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 [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@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](http://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/>
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