



Carleton
University

Sprett
School of Business

Carleton University
BUSI - 3305 DISTRIBUTION CHANNELS AND LOGISTICS
FALL - 2022

Instructor:	Aaron L. Nsakanda, Ph.D Associate Professor, Supply Chain Management email: aaron.nsakanda@carleton.ca phone number: 613-520 2600 x 2210
Office	6055NI
Timetable (and location)	Thursdays, 11:35am-2:25pm (TB 447)
Office hours	Thursdays: 3:00pm-4:30pm or by appointment
Modality	In-person (except for a few sessions which will take place in a hybrid format, as indicated in the course tentative schedule)

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 the formation of business strategy, the overall process of delivering customer value, and the execution of 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 types of 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 STAT2606 with a grade of C- or higher. **The School of Business enforces all prerequisites.**

D. COURSE MATERIAL

1. Recommended 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. (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.

E. COURSE EVALUATION*

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

ACTIVITY	WEIGHT
1. Case summary reports	15%
2. Logistics in practice: an interview paper and presentation	20%
3. Distribution channels in individual sectors: report and presentation	20%
4. Final examination (opened notes and books)	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-percentage points penalty (to be applied to the lower individual grade assigned to the group members).

1. Case study summary report – individual (15%)

There will be a total of 6 case studies that will be discussed during the semester to introduce various concepts covered in the course material, illustrate how these concepts have been used in practice, present practical issues faced by some organizations, or expose participants to real-life problems. In the preparation for class discussions, students are required to read the case ahead of the scheduled related lecture and submit a summary report of 800 to 1200 words. To assist in the summary report write-up, the instructor will provide some guiding questions. Students are required to submit five (5) summary reports, but only the best four (4) will be retained for the final grade. Each report is due at the start of the scheduled lecture.

2. Logistics in practice: an interview paper and presentation (25%)

Students in a team (up to four) will be required to select a practitioner of their choice and conduct an interview reporting about some of the challenges arising from his/her company's logistics operations and coping strategies, the extent to which some of the concepts/approaches discussed in the course material are implemented or other alternatives used, but not covered in our lectures. The findings will be compiled into a report and presented to the classroom. The report should not exceed 8 typed pages (not including the cover page and the appendices, 1 line spacing, 12 points Times New Roman). Each group must submit a one-page proposal by e-mail to the instructor by September 29, 2022. It should include the names of the team members; the name and position of the practitioner as well as the contact information, and the action plan moving forward. Students are advised that the final report will not be returned to them after being marked. They will be available for consultation only during the instructor's office hours. The presentation should be around 20-30 minutes. The presentation will be evaluated based on the following criteria:

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 responses to comments	15%

3. Distribution channels in individual sectors: research report and presentation (20%)

There will be a written report and presentation of students in groups (of up to four) on distribution channels in individual sectors. Students will be required to select an individual sector of their choice (e.g., capital goods distribution, consumer good distribution and retailers, service distribution, franchised distribution, etc.) and conduct research on the various business models in place, the challenges, and how the sector tackles them, some specific success examples but also failures registered in the sector. Each group must submit a one-page proposal by e-mail to the instructor by October 13, 2022. It should include the names of the team members, the selected sector, and the action plan moving forward. The write-up should be precise and to the point, not exceeding 20 typed pages (not including appendices, 1 line spacing, 12 points - Times New Roma). Students are advised that the final report will not be returned to them after being marked. They will be available for consultation only during the instructor's office hours. The presentation should be around 30-40 minutes and it will be evaluated following the same criteria as stated in section 2 above.

4. Examination (40%)

The final exam will be open book and notes. 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. 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 online office hours.

F. 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, your student number

To...	Aaron Nsakanda <aaron.nsakanda@carleton.ca>
Cc...	
Send	Subject
	BUSI 3305 - topic - my group number
First name, last name, CUID	
Dear Professor Nsakanda:	

G. 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 silent mode and it is advised that the instructor be informed prior to the class start. 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.

H. TENTATIVE SCHEDULE*

Week(s)	Date	Title	Topic(s)
1	8/9****	<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	15/9****	Distribution channels and Logistics in practice	
		Readings: <ul style="list-style-type: none"> ○ Dollar tree logistics case study*** (HBC # UV1418, 17 pages, available for purchase from Harvard Business Publishing) ○ 3M Canada: the health care supply chain case study*** (HBC # 9B15D011, 10 pages, available for purchase from Harvard Business Publishing) 	

3	22/9	<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] 	
4	29/9	<ul style="list-style-type: none"> ○ Packaging and material handling 	<ul style="list-style-type: none"> ○ Fundamentals of packaging and material handling ○ Material handling equipment
		Readings: <ul style="list-style-type: none"> ○ [MW] - Chapter 11 	
		<ul style="list-style-type: none"> ○ Transportation - Fundamentals 	<ul style="list-style-type: none"> ○ Role of transportation and challenges in carrying 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 	
5	06/10	<ul style="list-style-type: none"> ○ Transportation - Fundamentals 	<ul style="list-style-type: none"> ○ Role of transportation and challenges in carrying this role ○ Transportation in Canada's economy (Canadian industry profile) ○ Modes of transportation and their performance ○ Trade-offs in Transportation design ○ Tailored transportation
		<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) 	
6	13/10	<ul style="list-style-type: none"> ○ Managing logistics internationally - transportation planning (cont'd) 	
		<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
7	20/10****	○ Logistics in practice - Research rapport presentation (online)
8	27/10	○ Reading week (no class)
9	3/11	○ Distribution channels and management
		Readings: ○ Designing Channels of Distribution*** (HBC # UV2969, 11 pages, available for purchase from Harvard Business Publishing) ○ Case study*** (TBD) ○ [RB]: TBD ○ [DW]: TBD ○ [PSSE]: TBD
10	10/11	○ Distribution channels and management (cont'd)
		Readings: ○ Case study*** (TBD) - 17/11
11	17/11	○ [RB]: TBD
12	24/11	○ [DW]: TBD ○ [PSSE]: TBD
13	1/12	Recent trends in distribution channels and logistics
		Readings: ○ [DW]: Chapter 3 ○ [CNGB]: Chapter 10 ○ Case study*** (TBD)
14	8/12	○ Distribution channels in practice: research report and presentation
		○ 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.

**** Sessions to be held in a hybrid format (asynchronous and/or synchronous)

I. SUMMARY OF DELIVERABLES

DELIVERABLE	DUE DATE
Case study summary reports # 1 & # 2	15/9
Case study summary report # 3	6/10
Case study summary report # 4	3/11
Case study summary report # 5	17/11
Case study summary report # 6	1/12
Logistics in practice: interview report and presentation (proposal)	29/9
Distribution channels in individual sectors: research report and presentation (proposal)	13/10

Logistics in practice: interview report and presentation (final)	20/10
Distribution channels in individual sectors: research report and group presentation (final)	8/12

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
CHECK (X) ONE PER ROW				
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 interest 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 conclusions based on analysis and evaluation.</i>				X
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	

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.

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

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

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

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:

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

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 or at 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.

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/>

Covid-19 Information:

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.

Feeling sick? Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's [symptom reporting protocols](#).

Masks: Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

Vaccines: Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact covidinfo@carleton.ca.
