



BUSI 4304A
Procurement and Contracting
Winter 2020

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Course meets: Tuesdays, 11:35PM -14:25 PM

COURSE MATERIALS:

Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, and James L. Patterson, 2017, Purchasing and Supply Chain Management. (7th Edition). Cengage South-Western, Mason, OH. (ISBN: electronic copy: 9780357710890; hard copy: 9780357442142)

PREREQUISITES:

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

COURSE OBJECTIVE

The course addresses 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.

CLASS CONDUCT



The class time will be taken up by lecturing from the course instructor as well as case studies, exercises, and games. Much of the time will be devoted to the discussion of concepts, cases, and problems. You are expected not only to attend class, but also to be prepared to discuss the problems and exercises on the day assigned. Be sure to bring a laptop, and your textbook to class with you at all times.

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

<u>Evaluation Item</u>	<u>Mark</u>
Class participation	5
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 23 rd , 2021)	45
Total	100

CLASS PARTICIPATION

The instructor will give multiple choice, short answer, and the calculation questions during lecture. Each time the students submit answer through Socrative, the student will receive one class participation point (regardless the correctness of the answer). For the Patio Swings exercise, an answer submitted by a group is counted as one participation point for all the group members. The students need to receive at least 70% of the participation points in order to get full participation mark (5% of the total grade). For example, if the instructor gives 50 questions throughout the semester, the students need to answer $50 \times 70\% = 35$ questions in order to get full participation mark.

PARTICIPATION BONUS

The instructor assigns bonus points to the participation. For multiple choice and the calculation questions, 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 (in-class test and individual case analysis). You can use the bonus points to add a Maximum of 10% to course evaluation items of your personal performance.

IN-CLASS TEST

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

IN-CLASS EXERCISE

There will be three in-class exercises: (1) developing purchasing policy; (2) product and sales data analysis; and (3) Patio Swings Intermodal Shipping. Students need to bring laptop computers to class for the exercise (1) and (2), and calculator(or laptop computer) for exercise (3). For the product and sales data analysis, students need to have Excel installed on their computer.

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 members of non-presenting teams need to actively participate in the class discussion.

Case write-up

To prepare for the case presentations, the team needs to become the "expert" on your assigned case study. As a group, you should prepare a case write-up. The expected length of the write-up is 5-10 pages (in addition to any exhibits). It should be single-spaced, with normal margins and *Times New Roman 12 font*. The cover page should include the names of team members, name of the case, date, and title of the case. While the format of the write-up may vary depending on the nature of the cases, it normally includes (1) A statement 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 Denver¹, some common shortcomings in write-ups include:

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

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

Clear explanation of key problems facing the firm	20%
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¹ www.daniels.du.edu/degrees/syllabi/MGMT4240.doc

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:

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

Case comments

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

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, before the challenging team making their comments. After the challenging team finish, we will review the questions submitted by the remaining teams. The presenting team need to answer any question not covered by the challenging team.

There is no additional mark for the remaining teams' questions. However, the team members will

lose 2 participation points if the team 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.

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 (Boeing's Strategic Initiative: Raw Material Supply Chain Risk Mitigation, case number: W58C01) 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.



	Chapter	Case ¹ /exercise	Requirement
2023-01-10	Introduction/ Chapter 2- purchasing process		
2023-01-17	Chapter 3-Purchasing Policy and Procedures	Exercise-Sprott purchasing policy	Laptop computer
2023-01-24	Chapter 6- Category Strategy Development	Exercise-product and sales data analysis	Laptop computer with Excel installed
2023-01-31	Chapter 11-Strategic Cost Management/Pricing (Slider could be found on Culearn)		
2023-02-07	Chapter 7-Supplier Evaluation and Selection	Case- MODMASK: Starting Up in a Pandemic (SCG-581)	
2023-02-14	Chapter 8- Supplier Quality Management	Case-Agile electric: quality issues in a global supply chain (9B12D011)	
2023-02-21	Winter break		
2023-02-28	Chapter 13-Negotiation and Conflict Management/ In-class exam on pricing		
2023-03-07		Exercise-Supply chain negotiation game	
2023-03-14	Chapter 10-Worldwide Sourcing	Exercise-Patio Swings Intermodal Shipping	Calculator or laptop computer
2023-03-21	Chapter 19- Performance Measurement and Evaluation.	Case- Nestlé SA: The Nescafé Plan in China (9B15D013)	
2023-03-28	Chapter14- Contract Management.	Case- City of Sarnia- contract policing proposal (9B11B026)	
2023-04-04	Chapter 17-Purchasing Services.	Case- Fintech: Choosing a Cloud Services Provider (NAC3724)	

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

<https://www.iveycases.com/>

3. The number in parentheses is the case reference number



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 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

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 is 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. 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. 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 student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are 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/learning-support/>

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 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, 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 <http://carleton.ca/ccs/students/>

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.