COURSE INFORMATION

Course title:	Supply Chain Management		
Course code:	BASC 523	Credits:	1.5
Session, term, period:	2023 W2, Period 5	Class location:	
Section(s):	MM1	Class times:	Wed 9-12.30
Course duration:	APRIL-MAY 2024	Pre-requisites:	n/a
Division:	OPLOG	Co-requisites:	n/a
Program:	MM		

INSTRUCTOR INFORMATION

Instructor:	Dr. Mahesh Nagarajan	
Phone:	6048228360	Office location: HA 478/7TH Floor Dean's office
Email:	Mahesh.nagarajan@sauder.ubc.ca	Office hours: By Appointment

COURSE DESCRIPTION

  Supply chains consist of several decentralized firms that coordinate the flow of goods and information. In today's business environment, producers of goods and services often rely on a complicated network of firms to deliver their products and services to customers. The course will discuss and tackle significant issues that arise in managing and designing modern supply chains. Obviously this is important. For one, efficient design of supply chains implies products reach consumers per their requirements. Moreover, for most companies dealing with physical goods, supply chain emissions of GHG (Scope 3) are on average much higher than emissions from firm's operations (Scope 1 and 2) and is close to 90% of the overall GHG emissions of the firm. Design and management can impact this significantly.

Thus far, in the operations module you have had with Dr. Hao Zhang, you have seen several tactical operational paradigms on process and flow. In this course we will discuss many of the strategic implications for the various firms involved in a supply chain. Such an analysis will involve putting together many different areas of business such as marketing, accounting, finance and OBHR. A theme we will stress in this course is the integration of the various business functions. Supply chain analysis will involve using tools you may have learnt in various classes. For one, you will often rely on quantitative analysis. In addition we will often draw concepts from economics, accounting and finance, game theory and other subject areas as and when necessary.

This course will be valuable for someone pursuing a career in consulting or a position in the operations, marketing or finance function in a manufacturing, distribution or a service oriented firm or organization. Some concepts we will cover include: models for supply chain design, performance of supply chains (metrics), contract negotiations and profit sharing and topics such as Quick response, vendor managed systems, design of contracts in supply chains, information sharing issues, revenue management models etc.

COURSE FORMAT
We will have in person lectures and the lectures will be highly interactive.

LEARNING OBJECTIVES
1. Be able to analyze and craft the supply chain strategy of a firm
2. be able to analyze the impact of supply chain decisions on other aspects of a firm.

SUSTAINABLE DEVELOPMENT GOALS (SDGS)

At UBC Sauder, we are committed to responsible business practices that can have transformative impacts on society. One of the ways we are reinforcing our commitment to responsible business is by showcasing relevant content in our courses via the lens of the United Nations Sustainable Development Goals. In this course, we will touch on topics that relate to the following goals:

Below is an example for a marketing course. Revise the example for your course. Please copy and paste between two to five SDG goals from the list following the example into the table for your own course. Then fill in your own description of where the goal is covered in your course.

Sustainable Development Goal	Description of how and when the goal is covered in the course.
GOAL 3: Good Health and Well-being	In almost every week we will discuss design of health care operations and how good design can improve health and access.
Goal 10: Reduced Inequality	Essmart and last mile delivery models for increased access.

Goal 13: Climate Action	***Take urgent action to combat climate change and its impacts*** Scope 3 emissions – impact and design of supply chains

ASSESSMENTS

Summary

Component	Weight
Group Cases	35%
Individual Cases	5%
Participation	10%
Final Exam	50%
Total	100%

Details of Assessments

Group Cases – 35%

- Zara = 7%
- Wriston = 7%
- Barilla = 7%
- Intel = 7%
- SHEIN-ZARA -7%

Individual Cases – 5%

- Merlonni = 3%
- Dell = 2%

LEARNING MATERIALS

- Course Package to be purchased
- Slides and other materials on Canvas.

COURSE-SPECIFIC POLICIES AND RESOURCES

Missed or late assignments, and regrading of assessments

Late submissions will not be accepted and will receive a grade of zero.

Academic Concessions

If extenuating circumstances arise, please contact the RHL Graduate School program office as early as reasonably possible, and submit an Academic Concession Request & Declaration Form. If an academic concession is granted during the course, the student will be provided options by RHL, or by the instructor in consultation with RHL, per UBC's policy on Academic Concession.

Other Course Policies and Resources

Code Plagiarism

Code plagiarism falls under the UBC policy for [Academic Misconduct](). Students must correctly cite any code that has been authored by someone else or by the student themselves for other assignments. Cases of "reuse" may include, but are not limited to:

- the reproduction (copying and pasting) of code with none or minimal reformatting (e.g., changing the name of the variables)
- the translation of an algorithm or a script from a language to another
- the generation of code by automatic code-generations software

An "adequate acknowledgement" requires a detailed identification of the (parts of the) code reused and a full citation of the original source code that has been reused.

Students are responsible for ensuring that any work submitted does not constitute plagiarism. Students who are in any doubt as to what constitutes plagiarism should consult their instructor before handing in any assignments.

POLICIES APPLICABLE TO COURSES IN THE ROBERT H. LEE GRADUATE SCHOOL

Attendance

Excepting extenuating circumstances, students are expected to attend 100% of their scheduled class hours. Absent students limit their own academic potential, and that of their classmates, and cause unnecessary disruption to the learning environment. Students missing more than 20% of the total scheduled class hours for a course (including classes held during the add/drop period) without having received an academic concession will be withdrawn from that course. Withdrawals, depending on timing, could result in a "W" or an "F" standing on the transcript.

Punctuality

Students are expected to arrive for classes and activities on time and fully prepared to engage. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving later than halfway through a scheduled class will be treated as absent for that class.

Electronic Devices

Devices such as laptops, tablets, and cell phones are not permitted to be used in class unless directed by the instructor for in-class activities. Students who do not follow the School's policy in this regard may be required to leave the room for the remainder of the class, so that they do not distract others. Research shows that students' use of laptops in class has negative implications for the learning environment, including reducing their own grades and the grades of those sitting around them.

Citation Style

Please use the American Psychological Association (APA) reference style to cite your sources.

Details of the above policies and other RHL Policies are available at:
http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,506,1625

UNIVERSITY POLICIES AND RESOURCES

UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors

of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available on the UBC Senate website at https://senate.ubc.ca/policies-resources-support-student-success.

Respect for Equity, Diversity, and Inclusion

The UBC Sauder School of Business strives to promote an intellectual community that is enhanced by diversity along various dimensions including Indigeneity (including identification as First Nation, Métis, or Inuit), race, ethnicity, gender identity, sexual orientation, religion, political beliefs, social class, and/or disability. It is critical that students from diverse backgrounds and perspectives be valued in and well-served by their courses. Furthermore, the diversity that students bring to the classroom should be viewed as a resource, benefit, and source of strength for your learning experience. It is expected that all students and members of our community conduct themselves with empathy and respect for others.

Academic Integrity

The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic integrity (i.e., misconduct) lead to the breakdown of the academic enterprise, and therefore serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating may result in a mark of zero on the assignment or exam and more serious consequences may apply if the matter is referred to the President's Advisory Committee on Student Discipline. Careful records are kept in order to monitor and prevent recurrences.

Use of Artificial Intelligence

Generative AI Permitted Where Specified With Attribution
For this course, students may use generative artificial intelligence (AI), including ChatGPT, for specific assessments or coursework, **where it is expressly specified by the instructor**. In these cases of permitted use, students must disclose any use of AI-generated material as per the assessment guidelines. At a minimum, this will include proper attribution, including in-text citations, quotations and references. Please see your assessment guidelines for full details.

COPYRIGHT

All materials of this course (course handouts, lecture slides, assessments, course readings, etc.) are the intellectual property of the instructor or licensed to be used in this course by the copyright owner. Redistribution of these materials by any means without permission of the copyright holder(s)

constitutes a breach of copyright and may lead to academic discipline and could be subject to legal action. Any lecture recordings are for the sole use of the instructor and students enrolled in the class. In no case may the lecture recording or part of the recording be used by students for any other purpose, either personal or commercial. Further, audio or video recording of classes are not permitted without the prior consent of the instructor.

ACKNOWLEDGEMENT

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the xʷməθkʷəy̓əm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

COURSE SCHEDULE

(Subject to change with class consultation)

(Tentative and will be finalized close to start of class. Some of this may change as Intel is an integrated case that will delivered with another faculty member --- based on their availability)

All classes in person. That said I will post some videos that supplelemnt lecture materials.

Class#	CLASS TOPICS	ACTIVITIES / READINGS	ASSIGNMENTS / DELIVERABLES
April 17	Review operations concepts, role of operations in a firm. Key operational metrics. Drivers of supply chain design and management OM Triangle. Basic models of risk and types of inventory.	Please review the material from your Process analysis course (taught by Chris Ryan in March). Read the Interview with M. Dell and hand in your write up. Apple, Walmart and Dell supply chain models.	Read the Interview with M. Dell and hand in your write up.
April 24	Fast fashion retail supply chain. Types of capacity. Supply chain design and strategy. Retail ratios and metrics in a garment supply chain and applications. Fashion forecasting and analytics. Fast Fashion and Climate	Zara reading. Beer game simulation in class. SHEIN, World co Japan, Shanghai Tex. China.	Zara hand in.
May 01	Strategic design of a production and supply chain network based on function and role.	Wriston Readings Essmart social enetrprise.	Hand in Wriston

	Managerial accounting and supply chain design and evaluation of facilities. Transit point network design. Risk Pooling.		
May 08	Information sharing, supply chain design and contract negotiation in supply chain. Risk sharing and impact on distribution systems.	Barilla and Video Vault readings	Hand in Barilla and Video Vault
May 15	Reverse supply chain design and issues. Supply chain Finance. Misc. topics on managing Climate disruptions, yield risk, and designing responsive supply chains.	Intel case Proctor & gamble supply chain finance mini case discussion. Dow-agro sciences	Hand in Intel.
Exam Week Date TBC			Final Exam