

### COURSE INFORMATION

Course title:	Supply Chain Management	Credits:	1.5
Course code:	BASC 523	Class location:	Zoom
Session, term, period:	2021, S1, Period 5	Class times:	Wednesdays 9am – 12:30pm
Section(s):	MM1	Pre-requisites:	N/A
Course duration:	June 16 – July 24, 2021	Co-requisites:	N/A
Division:	OPLOG		
Program:	MM		

### INSTRUCTOR INFORMATION

Instructor:	Dr. Mahesh Nagarajan	Office location:	HA 467
Phone:	604-822-8360	Office hours:	By Appointment
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### 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 modern supply chains. Thus far, in the operations module you have had with Dr. Sha Liao, 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: supply chain coordination, performance of supply chains (metrics, and process improvements), design of supply chains, 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

The class format includes lectures, case discussions, simulation games, videos. All lectures on Zoom.

## 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.

## ASSESSMENTS

*Summary.* (To be finalized closer to date and discussed in Lecture 1)

<u>Component</u>	<u>Weight</u>
Group Cases	32%
Individual Cases	8%
Participation	10%
Final Exam	50%
Total	<u>100%</u>

### *Details of Assessments*

#### **Group Cases – 32%**

- Zara = 8%
- Wriston = 8%
- Barilla = 8%
- Intel = 8%

#### **Individual Cases – 8%**

- Merlonni = 3%
- Videovault = 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](https://webforms.sauder.ubc.ca/academic-concession-rhlee) <https://webforms.sauder.ubc.ca/academic-concession-rhlee>. 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](#).

## 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*

During online lectures, students are not permitted to use any electronic devices other than the primary one used for attending the online lecture (e.g. laptop or desktop). Only Zoom should be open during the online lecture unless an instructor advises the use of another program/website for an in-class activity. Feedback from students indicates that personal devices are the number one distraction from effective learning and participation in the online learning environment.

### *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 status as a First Nation, Metis, Inuit, or Indigenous person, 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.

### *Academic Freedom and Students Studying from Outside Canada* [do not modify this paragraph]

During this pandemic, the shift to online learning has greatly altered teaching and studying at UBC, including changes to health and safety considerations. Keep in mind that some UBC courses might cover topics that are censored or considered illegal by non-Canadian governments. This may include, but is not limited to, human rights, representative government, defamation, obscenity, gender or sexuality, and historical or current geopolitical controversies. If you are a student living abroad, you will be subject to the laws of your local jurisdiction, and your local authorities might limit your access to course material or take punitive action against you. UBC is strongly committed to academic freedom, but has no control over foreign authorities (please visit <http://www.calendar.ubc.ca/vancouver/index.cfm?tree=3,33,86,0> for an articulation of the values of the University conveyed in the Senate Statement on Academic Freedom). Thus, we recognize that students will have legitimate reason to exercise caution in studying certain subjects. If you have concerns regarding your personal situation, consider postponing taking a course with manifest risks, until you are back on campus or reach out to your academic advisor to find substitute courses. For further information and support, please visit: <http://academic.ubc.ca/support-resources/freedom-expression>

### **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. Students may not share class Zoom links or invite others who are not registered to view sessions.

### **ACKNOWLEDGEMENT**

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

### ONLINE TEACHING TOOL & REQUIREMENTS

This course will be taught using Zoom for synchronous classes and office hours.

For this course, you are required to use a Zoom account during synchronous classes and office hours. If you do not have a Zoom account, you can create one here: <https://zoom.us/signup>. Note: creating a Zoom account requires that you provide a first name, last name, and email address to Zoom. For privacy purposes, you may consent to using your existing email address and your real name. Alternatively, if you prefer, you may sign up using an alternative email address and an anonymized name that does not identify you (i.e. Jane Doe, [jane.doe@email.com](mailto:jane.doe@email.com)). If you have trouble creating an account, or accessing a Zoom session, please contact [CLCHelp@sauder.ubc.ca](mailto:CLCHelp@sauder.ubc.ca). You will be required to provide the email address associated with your Zoom account in a Canvas quiz for identification purposes.

To help replicate the classroom experience, make sessions more dynamic and hold each person accountable, both students and instructors are required to have their cameras on during Zoom sessions. Students who require an accommodation with regard to the “camera on” requirement must contact their instructors in advance of the first class to discuss options. As professional graduate students, students are expected to conduct themselves professionally by joining sessions on time, muting mics when not speaking, refraining from using any other technology when in-session, attending in business casual dress (at a minimum), and participating from a quiet environment. Content from synchronous sessions will be selectively recorded per instructor discretion and made available to students on Canvas for a maximum duration of the course length. This is done to allow students the opportunity to return to lecture content to solidify learnings.

**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 be delivered with Darren Dahl --- based on his availability)

All classes in sync on zoom. I may post some async videos as extra material to assist with class materials (not in lieu of lectures).

Class#	CLASS TOPICS	ACTIVITIES / READINGS	ASSIGNMENTS / DELIVERABLES
June 16	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 Sha Liao 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.
June 23	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.	Zara reading.  Beer game simulation in class.  World co Japan, Shanghai Tex. China.	Zara hand in.
June 30	Strategic design of a production and supply chain network based on function and role.  Managerial accounting and supply chain design and evaluation of facilities.  Transit point network design. Risk Pooling.	Wriston and Merlonni Readings  Essmart social enterprise.	Hand in Wriston and Merlonni
July 07	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

Class#	CLASS TOPICS	ACTIVITIES / READINGS	ASSIGNMENTS / DELIVERABLES
July 14	Reverse supply chain design and issues. Supply chain Finance Misc. topics on managing disruptions, yield risk, and designing responsive supply chains.	Intel case Proctor & gamble supply chain finance mini case discussion. Dow-agro sciences and sport obermeyer.	Hand in Intel.
Exam Week Date TBC			Final Exam