

### COURSE INFORMATION

Course title:	Supply Chain Management	Credits:	1.5
Course code:	BASC 523	Class location:	
Session, term, period:	2021 W2, Period 5	Class times:	Wed 9-12.30
Section(s):	MM1	Pre-requisites:	n/a
Course duration:	APRIL-MAY 2022	Co-requisites:	n/a
Division:	OPLOG		
Program:	MM		

### INSTRUCTOR INFORMATION

Instructor:	Dr. Mahesh Nagarajan	Office location:	HA 478/7 <sup>TH</sup> Floor
Phone:	6048228360	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. Chris Ryan, 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

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.

## ASSESSMENTS

### Summary

<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](#). 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.

*COVID-19 Policies for Attendance & Academic Concessions:*

If a student feels unwell, they should stay home and send a courtesy email to each impacted instructor and cc their program manager. The student should also submit an [Academic Concession Request & Declaration Form](#).

If a student suspects possible COVID-19 infection, they should use the BC Ministry of Health’s [self-assessment tool](#), to help determine whether further assessment or testing for COVID-19 is recommended.

If a student is required to self-isolate (e.g., while waiting for test results), they should follow the steps above (stay home, email instructor(s) and program manager, submit an [Academic Concession Request & Declaration Form](#), and follow BC Health Guidance.

Students who are required to quarantine, should get in touch with their Program Manager to discuss the possibility of academic concessions for each impacted course. The Program Manager will work closely with your instructors to explore options for you to make up the missed learning.

*COVID-19 Safety in the Classroom:*

**Masks:** Masks are **required** for all indoor classes, as per the BC Public Health Officer orders. For our in-person meetings in this class, it is important that all of us feel as comfortable as possible engaging in class activities while sharing an indoor space. For the purposes of this order, the term “masks” refers to medical and non-medical masks that cover our noses and mouths. Masks are a primary tool to make it harder for COVID-19 to find a new host. You will need to wear a medical or non-medical mask for the duration of our class meetings, for your own protection, and the safety and comfort of everyone else in the class. You may be asked to remove your mask briefly for an ID check for an exam, but otherwise, your mask should cover your nose and mouth. Please do not eat in class. If you need to drink water/coffee/tea/etc, please keep your mask on between sips. Students who need special accommodation are asked to discuss this with the program office.

**Seating in class:** To reduce the risk of COVID-19 transmission, please sit in a consistent area of the classroom each day. This will minimize your contacts and will still allow for the pedagogical methods planned for this class to help your learning.

Visit the following website for the most recent updates regarding COVID-19 protocol on campus: <https://students.ubc.ca/campus-life/returning-to-campus>

*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 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.

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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 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 supplemnt lecture materials.

Class#	CLASS TOPICS	ACTIVITIES / READINGS	ASSIGNMENTS / DELIVERABLES
April 20	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 27	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.
May 04	Strategic design of a production and supply chain network based on function and role.	Wriston and Merlonni Readings	Hand in Wriston and Merloni

	<p>Managerial accounting and supply chain design and evaluation of facilities.</p> <p>Transit point network design. Risk Pooling.</p>	<p>Essmart social enetrprise.</p>	
<p>May 11</p>	<p>Information sharing, supply chain design and contract negotiation in supply chain. Risk sharing and impact on distribution systems.</p>	<p>Barilla and Video Vault readings</p>	<p>Hand in Barilla and Video Vault</p>
<p>May 18</p>	<p>Reverse supply chain design and issues.</p> <p>Supply chain Finance</p> <p>Misc. topics on managing disruptions, yield risk, and designing responsive supply chains.</p>	<p>Intel case</p> <p>Proctor &amp; gamble supply chain finance mini case discussion.</p> <p>Dow-agro sciences and sport obermeyer.</p>	<p>Hand in Intel.</p>
<p>Exam Week Date TBC</p>			<p>Final Exam</p>