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INSTRUCTOR

Name: Changmin Jiang
Office: 624 Drake Centre
Phone: 204-474-9737
Email: changmin.jiang@umanitoba.ca
Office hours: Tue/Thu 12.45-14.00 pm or by appointment

COURSE DESCRIPTION

This course introduces students the basic principles and practices of supply chain management, providing students with basic knowledge and analytical toolkit for managing and improving a supply chain. Through different teaching methods, it aims to enable students to understand the major issues and challenges that the supply chain managers as well as the other stakeholders involved are facing, and to enable them to develop the ability of applying theoretical knowledge into practice in the future.
COURSE OBJECTIVES

1. Understand basic theories for various issues in supply chain management, and implement these theories for business analysis;
2. Develop effective approach and competent skills so as to analyze the problems in a supply chain and make corresponding improvements;
3. Appreciate and develop the ability to coordinate and participate in team works so as to achieve successful outcomes;
4. Develop the ability to collect information and present such information effectively in written and oral forms.

COURSE MATERIALS

There is no designated textbook. Reading materials will be posted on UMLearn at least 2 days before the corresponding lecture. Students are expected to read the materials before attending the classes.

Reference Books:

ASSESSMENT OF LEARNING

There will be four components to the grading:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm Exam 1</td>
<td>20 %</td>
</tr>
<tr>
<td>Midterm Exam 2</td>
<td>20 %</td>
</tr>
<tr>
<td>End-of-term Exam</td>
<td>20 %</td>
</tr>
<tr>
<td>Course Project (Written Report)</td>
<td>15 %</td>
</tr>
<tr>
<td>Course Project (Group Presentation)</td>
<td>15 %</td>
</tr>
<tr>
<td>Class Participation</td>
<td>10 %</td>
</tr>
</tbody>
</table>

I will be using the following letter-grading scheme:

<table>
<thead>
<tr>
<th>Marks</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 and above</td>
<td>A+</td>
</tr>
<tr>
<td>85 – 89.99</td>
<td>A</td>
</tr>
<tr>
<td>80 – 84.99</td>
<td>B+</td>
</tr>
<tr>
<td>75 – 79.99</td>
<td>B</td>
</tr>
<tr>
<td>70 – 74.99</td>
<td>C+</td>
</tr>
<tr>
<td>60 – 69.99</td>
<td>C</td>
</tr>
<tr>
<td>50 – 59.99</td>
<td>D</td>
</tr>
<tr>
<td>Below 50</td>
<td>F</td>
</tr>
</tbody>
</table>
**Exams**: The exam will consist of multiple choice and short-answer questions. The exact format of the exams will be announced sufficiently in advance.

**Group Project**: The project instructions are available on UM Learn and will be explained in class. You will work as a team of 5 for this project. Any student who fails to join a group after then will be randomly allocated to a group by the course instructor. In the event of one group member engaging in academic dishonesty such as plagiarism, the entire group will be subject to disciplinary hearings until the guilty person is identified. Therefore, it is in your best interest to confirm the group paper is ‘legit’ before it is submitted. Teamwork is expected. After your group has submitted its group project, there will be a confidential peer evaluation where you will rate the contribution of each of your group members. Those receiving a poor peer evaluation will be downgraded. Projects turned in late will lose 1 mark per day.

**Class Participation**: You will be graded based on the quality (and to a lesser extent, quantity) of your contribution to the class discussions. Reading the corresponding chapter of the textbook before coming to class will help you greatly in this regard. Missing class will hurt your class participation grade although you may have participated actively during the other sessions. Likewise, attendance by itself will not earn you any points. You can have 100% attendance and still get a 0 on class participation if you did not participate at all. It is important that you attend regularly and participate actively in class discussions to get a good grade.

**MISSED EXAM AND LATE SUBMISSION POLICY**

If you miss an exam for medical reasons, I can give you a make-up exam only if you provide a doctor’s note that certifies you were unfit to come to class on the day of the exam. In some cases, I may call the doctor’s office to verify the validity of the doctor’s note. The Asper School also has a list of events for which accommodations will be made for a missed term exam (not final exam). Make-up exams will not be given for any other reason. I cannot guarantee that the difficulty level of the makeup exam will be the same as the one the rest of the class got.

Do not make travel plans before the Final Exam. I cannot give a make-up because you booked a flight ticket for a date earlier than the scheduled final exam. In the event you have to miss the Final Exam for a valid reason as noted above, a request for a deferred exam must be made at your home Faculty’s Undergraduate Program Office (268 Drake, if you are an Asper student).

As explained earlier, late submissions or assignments or project will lose 1 mark per day’s delay.

**ATTENDANCE POLICY**

You are allowed to miss a maximum of 3 classes without a valid excuse. Excused absences include a medical reason (with doctor’s note), travel for an approved academic event as per this Faculty-approved list of events, death of a close family member, or religious observation. In each of the above cases, documentation will be required. No other reason is considered a valid excuse.
If a student has over 3 unexcused absences, it will result in an automatic F grade in the course, as per the Asper School’s Debarment Policy. There will be no exceptions to this rule. If you feel you will miss more than 3 classes without a valid excuse, you are strongly encouraged to VW if possible.

Attendance will be taken daily starting Jan 09. Arriving in class over 10 minutes late or leaving more than 10 minutes early (without my prior approval) will be considered absent for that class. Marking attendance for a friend who is absent is Academic Dishonesty and will be dealt with severely.

**ELECTRONIC DEVICE POLICY**

You may use a laptop or tablet for note-taking. If you are using a laptop, please sit in the last row to avoid distracting those sitting behind you. Practice self-control—don’t browse the Internet or check your e-mail/social media messages in class. You may be interested in reading this article.

You are not allowed to use a cell phone in class, even if it were to access UM Learn or take notes. Switch your phone to silent mode before class begins. Texting during class will result in a 1 mark penalty in the course grade; the penalty will double for every subsequent incidence of your texting.

If you wish to audio/video record any lectures, please obtain my permission before doing so.

**OUT-OF-CLASS COMMUNICATION**

PowerPoint files, assignment/project guidelines, other class-related files, and grades will be posted on UM Learn. Moreover, any announcements outside of class will be sent by e-mail from UM Learn. It is your responsibility to check your UofM e-mail account frequently so that you don’t miss these emails.

There are many questions that cannot be answered succinctly over email. If you email me a question, please consider whether it can be easily and effectively answered by email. If it cannot, please talk to me before or after class. If I receive a question that is difficulty to answer electronically or will require a lengthy response, I will ask you to meet with me to discuss instead.

**REFERENCING STYLE FOR WRITTEN WORK**

In the group project for this course, you are expected to use the APA style of referencing, for both the in-text citations and the Bibliography. To learn about the APA style, please consult a librarian in the Management Library or look up http://libguides.lib.umanitoba.ca/citationmanagers/referencemanagers.

**CLASS SCHEDULE**

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Topic on Tuesday</th>
<th>Topic on Thursday</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>06/01-10/01</td>
<td>Overview of SCM (I)</td>
<td>Overview of SCM (II)</td>
</tr>
<tr>
<td>2</td>
<td>13/01-17/01</td>
<td>Supply Chain Drivers and Metrics (I)</td>
<td>Supply Chain Drivers and Metrics (II)</td>
</tr>
<tr>
<td></td>
<td>Date</td>
<td>Course Description</td>
<td></td>
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<td>---------------------------------------------</td>
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<tr>
<td>3</td>
<td>20/01-24/01</td>
<td>Network Design and Planning (I)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Network Design and Planning (II)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>27/01-31/01</td>
<td>Inventory Management (I)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inventory Management (II)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>03/02-07/02</td>
<td><strong>1st Midterm Test (Feb 04, 2020)</strong></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Inventory Management (III)</td>
<td></td>
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<tr>
<td>6</td>
<td>10/02-14/02</td>
<td>Transportation</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Forecasting</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>17/02-21/02</td>
<td><em>(Mid-Term Break, No Class)</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>(Mid-Term Break, No Class)</em></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>24/02-28/02</td>
<td>Beer Game</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Value of Information</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>02/03-06/03</td>
<td><strong>2nd Midterm Test (Mar 03, 2020)</strong></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Sourcing (I)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>09/03-13/03</td>
<td>Sourcing (I)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supply Contract (I)</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>16/03-20/03</td>
<td>Supply Contract (II)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Strategic Alliances</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>23/03-27/03</td>
<td>Smart Pricing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project Group Presentation (I)</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>30/03-03/04</td>
<td>Project Group Presentation (II)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project Group Presentation (III)</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>06/04-10/04</td>
<td><strong>End-of-Term Test (Apr 07, 2020)</strong></td>
<td></td>
</tr>
</tbody>
</table>

**IMPORTANT DATES**

- **VW deadline** - Mar 18
- **Midterm Exam 1 (class time in 108 Drake)** - Feb 04
- **Midterm Exam 2 (class time in 108 Drake)** - Mar 03
- **End-of-term Exam (class time in 108 Drake)** - Apr 07
- **Group formation deadline** - Jan 30
## INTENDED LEARNING OUTCOMES

### AACSB Assurance of Learning Goals and Objectives

The Asper School of Business is proudly accredited by AACSB. Accreditation requires a process of continuous improvement of the School and our students. Part of “student improvement” is ensuring that students graduate with the knowledge and skills they need to succeed in their careers. To do so, the Asper School has set the learning goals and objectives listed below for the Undergraduate Program. The checked goal(s) and objective(s) will be addressed in this course and done so by means of the items listed next to the checkmark.

<table>
<thead>
<tr>
<th>Goals and Objectives in the Undergraduate Program</th>
<th>Goals and Objectives Addressed in this</th>
<th>Course Item(s) Relevant to these Goals and Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Quantitative Reasoning</td>
<td>✓</td>
<td>Lectures and Class Materials</td>
</tr>
<tr>
<td>A. Determine which quantitative analysis technique is appropriate for solving a specific problem.</td>
<td>✓</td>
<td>Lectures and Class Materials</td>
</tr>
<tr>
<td>B. Use the appropriate quantitative method in a technically correct way to solve a business problem.</td>
<td>✓</td>
<td>Lectures and Class Materials</td>
</tr>
<tr>
<td>C. Analyze quantitative output and arrive at a conclusion.</td>
<td>✓</td>
<td>Lectures and Class Materials</td>
</tr>
<tr>
<td>2 Written Communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Use correct English grammar and mechanics in their written work.</td>
<td>✓</td>
<td>Assignment and Group project</td>
</tr>
<tr>
<td>B. Communicate in a coherent and logical manner</td>
<td>✓</td>
<td>Assignment and Group project</td>
</tr>
<tr>
<td>C. Present ideas in a clear and organized fashion.</td>
<td>✓</td>
<td>Assignment and Group project</td>
</tr>
<tr>
<td>3 Ethical Thinking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Identify ethical issues in a problem or case situation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Identify the stakeholders in the situation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Analyze the consequences of alternatives from an ethical standpoint.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Discuss the ethical implications of the decision.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Core Business Knowledge</td>
<td>✓</td>
<td>Entire course</td>
</tr>
</tbody>
</table>
ACADEMIC INTEGRITY POLICY

It is critical to the reputation of the Asper School of Business and of our degrees that everyone associated with our faculty behave with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba General Calendar addresses the issue of academic dishonesty under the heading “Plagiarism and Cheating.” Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing test prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved

GROUP PROJECTS AND GROUP WORK

Many courses in the Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic integrity. All group members should exercise special care to ensure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to specific individuals.

Some courses, while not requiring group projects, encourage students to work together in groups before submitting individual assignments. If it’s unclear whether it is allowed, students are encouraged to seek clarification from the instructor to avoid violating the academic integrity policy.

In the Asper School of Business, all suspected cases of academic dishonesty in undergraduate courses are reported to the Dean’s office and follow the approved disciplinary process. See following table for typical penalties for academic dishonesty in the Asper School.
**TYPICAL PENALTIES FOR ACADEMIC DISHONESTY IN THE ASPER SCHOOL**

If the student is from another Faculty and the academic dishonesty is committed in an Asper course, the student’s Faculty could match or add penalties beyond the Asper School’s.

F-DISC on transcript indicates the F is for disciplinary reasons.

<table>
<thead>
<tr>
<th>ACADEMIC DISHONESTY</th>
<th>PENALTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheating on exam (copying from or providing answers to another student)</td>
<td>F-DISC in course</td>
</tr>
<tr>
<td></td>
<td>Suspension from taking Asper courses for 1 year</td>
</tr>
<tr>
<td></td>
<td>Notation of academic dishonesty in transcript</td>
</tr>
<tr>
<td>Sharing exam questions electronically during exam</td>
<td>F-DISC in course</td>
</tr>
<tr>
<td></td>
<td>Suspension from taking Asper courses for 2 years</td>
</tr>
<tr>
<td></td>
<td>Notation of academic dishonesty in transcript</td>
</tr>
<tr>
<td>Possession of unauthorized material during exam (e.g., cheat notes)</td>
<td>F-DISC in course</td>
</tr>
<tr>
<td></td>
<td>Suspension from taking Asper courses for 1 year</td>
</tr>
<tr>
<td></td>
<td>Notation of academic dishonesty in transcript</td>
</tr>
<tr>
<td>Altering answer on returned exam and asking for re-grading</td>
<td>F-DISC in course</td>
</tr>
<tr>
<td></td>
<td>Suspension from taking Asper courses for 1 year</td>
</tr>
<tr>
<td></td>
<td>Notation of academic dishonesty in transcript</td>
</tr>
<tr>
<td>Plagiarism on assignment</td>
<td>F-DISC in course</td>
</tr>
<tr>
<td></td>
<td>Suspension from taking Asper courses for 1 year</td>
</tr>
<tr>
<td></td>
<td>Notation of academic dishonesty in transcript</td>
</tr>
<tr>
<td>Submitting paper bought online</td>
<td>F-DISC in course</td>
</tr>
<tr>
<td></td>
<td>Suspension from taking Asper courses for 1 year</td>
</tr>
<tr>
<td></td>
<td>Notation of academic dishonesty in transcript</td>
</tr>
<tr>
<td>Inappropriate Collaboration (collaborating with individuals not explicitly authorized by instructor)</td>
<td>F-DISC in course</td>
</tr>
<tr>
<td></td>
<td>Suspension from taking Asper courses for 1 year</td>
</tr>
<tr>
<td></td>
<td>Notation of academic dishonesty in transcript</td>
</tr>
<tr>
<td>Group member had knowledge of inappropriate collaboration or plagiarism and played along</td>
<td>F-DISC in course</td>
</tr>
<tr>
<td></td>
<td>Notation of academic dishonesty in transcript</td>
</tr>
<tr>
<td>Signing Attendance Sheet for classmate</td>
<td>F-DISC in course</td>
</tr>
<tr>
<td></td>
<td>Notation of academic dishonesty in transcript</td>
</tr>
<tr>
<td>Impersonation on exam</td>
<td>Expelled from the University of Manitoba and reported to Winnipeg Police</td>
</tr>
</tbody>
</table>
**STUDENT SERVICES AND SUPPORTS**

The University of Manitoba provides many different services that can enhance learning and provide support for a variety of academic and personal concerns. You are encouraged to visit the below websites to learn more about these services and supports. If you have any questions, please do not hesitate to contact your instructor or the Undergraduate Program Office.

<table>
<thead>
<tr>
<th>For Information on...</th>
<th>...follow this link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission, Registration, Tuition Fees, Important Dates, Final Exams, Graduation, and Transcripts</td>
<td><a href="#">Registrar’s Office</a></td>
</tr>
<tr>
<td>Academic policies &amp; procedures, regulations, Faculty-specific information, degree and major requirements</td>
<td><a href="#">Academic Calendar</a></td>
</tr>
<tr>
<td>Help with research needs such as books, journals, sources of data, how to cite, and writing</td>
<td><a href="#">Library Resources</a></td>
</tr>
<tr>
<td>Tutors, workshops, and resources to help you improve your learning, writing, time management, and test-taking skills</td>
<td><a href="#">Writing and Learning Support</a></td>
</tr>
<tr>
<td>Support and advocacy for students with disabilities to help them in their academic work and progress</td>
<td><a href="#">Student Accessibility Services</a></td>
</tr>
<tr>
<td>Copyright-related questions and resources to help you avoid plagiarism or intellectual property violations</td>
<td><a href="#">Copyright Office</a></td>
</tr>
<tr>
<td>Student discipline bylaws, policies and procedures on academic integrity and misconduct, appeal procedures</td>
<td><a href="#">Academic Integrity</a></td>
</tr>
<tr>
<td>Policies &amp; procedures with respect to student discipline or misconduct, including academic integrity violations</td>
<td><a href="#">Student Discipline</a></td>
</tr>
<tr>
<td>Students’ rights &amp; responsibilities, policies &amp; procedures, and support services for academic or discipline concerns</td>
<td><a href="#">Student Advocacy</a></td>
</tr>
<tr>
<td>Your rights and responsibilities as a student, in both academic and non-academic contexts</td>
<td><a href="#">Your rights and responsibilities</a></td>
</tr>
<tr>
<td>Full range of medical services for any physical or mental health issues</td>
<td><a href="#">University Health Service</a></td>
</tr>
<tr>
<td>Information on health topics, including physical/mental health, alcohol/substance use harms, and sexual assault</td>
<td><a href="#">Health and Wellness</a></td>
</tr>
<tr>
<td>Any aspect of mental health, including anxiety, stress, depression, help with relationships or other life concerns, crisis services, and counselling.</td>
<td><a href="#">Student Counselling Centre</a></td>
</tr>
<tr>
<td>Support services available for help regarding any aspect of student and campus life, especially safety issues</td>
<td><a href="#">Student Support Case Management</a></td>
</tr>
<tr>
<td>Resources available on campus, for environmental, mental, physical, socio-cultural, and spiritual well-being</td>
<td><a href="#">Live Well @ UofM</a></td>
</tr>
<tr>
<td>Help with any concerns of harassment, discrimination, or sexual assault</td>
<td><a href="#">Respectful Work and Learning Environment</a></td>
</tr>
<tr>
<td>Concerns involving violence or threats, protocols for reporting, and how the university addresses them</td>
<td><a href="#">Violent or Threatening Behaviour</a></td>
</tr>
</tbody>
</table>
ABOUT THE INSTRUCTOR

Changmin Jiang is an associate professor of Supply Chain Management at the University of Manitoba in Canada. He is one of the leading young scholars worldwide in the field of transport economics and policy in the sectors of aviation, rail and maritime. He has published more than 20 papers in top-tier transportation and management journals, and has received many prestigious accolades such as the Falconer Emerging Researcher Rh Award.