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INSTRUCTOR

Name: Dr. Mawuli K. Afenyo
Office: Virtual Office (https://zoom.us/j/8486124841?pwd=bXI3alhSbmVPd0VXS3JIU0NxEJYd09)
Phone: 431-335-8122
Email: mawuli.afenyo@umanitoba.ca
Office hours: Monday and Wednesday, 1:00 – 2:15pm; virtual meetings in this case

COURSE DESCRIPTION

The course provides a global orientation to supply chain management, with a particular emphasis on the
global linkages between organizations in international supply chains. Supply chain management practices
in selected countries are also examined. Prerequisite: SCM 2230 (D) or SCM 3360 (D); or consent of
instructor.

This course will equip students with the relevant fundamental knowledge on the major concepts of global
supply chains, as well as their application in the transport, logistics and supply chain sectors. The course
further explores the major issues and challenges that global supply chains are facing. This would enable
the students to develop the skills and ability of applying theoretical knowledge of operation, planning,
and management of supply chains in practice, both in Canada and the world.
This course is appropriate for those students who are considering a career in a logistics and supply chain company as well as consulting.

**COURSE OBJECTIVES**

The course aims to enable students to: (1) understand basic competitive and strategic theories, and implementing and controlling strategies within the logistics and supply chain sectors; (2) develop effective approach and competent skills to address (un)structured related business issues, as well as data collection, analysis and problem-solving; (3) develop the ability to communicate effectively in English, both in written and oral forms, and (4) appreciate and develop the ability to coordinate and participate in team works so as to achieve successful outcomes.

**COURSE FORMAT AND ONLINE ACCESS**

This course will be conducted “live” via videoconferencing using Zoom and will not involve in-person instruction. Classes will be during the scheduled class time.

Zoom Link: https://zoom.us/j/8486124841?pwd=bXI3alhSbmVPdOVXs3JU0NXTEJYdz09(Meeting ID: 848 612 4841; passcode: 796900) should be used to join the class. However, in the course of the program new links may be provided, which will be communicated to the class through the appropriate channel. To join the class from your computer, install Zoom Client for Meetings from zoom.us/download. To join from your smartphone, install the Zoom app. Detailed instructions are available here.

For recording attendance and class participation, you will be expected to have your camera and microphone on during class time and exams. You are expected to leave your camera on for the duration of the class. Have your microphone muted and unmute yourself only when you speak.

Please note that all classes will be recorded and the video recordings are likely to be shared with other students.

The course will consist of lectures, on-line business case exercises, and online student presentations. Discussions will be based not only on the book, but also from other sources. Also, you will be presented with different real-world examples and case scenarios.

**COURSE MATERIALS**

As classes will be delivered synchronously via videoconferencing, a device enabled with a camera and microphone is required. Further, you are expected to be in a location with a reliable Internet connection that is strong enough for streaming video.
For quizzes/exams, which will be administered via the Respondus Lockdown browser, you will need a device (computer or iPad; smartphone will not work) with one of the following operating systems:

- Windows 10, 8, or 7 (note: will not work with Windows 10S)
- Mac OS 10.15 to 10.12, OS X 10.11, or OSX 10.10
- iOS: 11.0+ (iPad only)

You will need the Chrome browser. Other browsers such as Safari may not work.

The textbooks for this course are as follows:


All other compulsory readings and lecture notes (in ppt slides) are downloadable from UM Learn.

Please respect copyright laws. Photocopying textbooks or other reading materials is a violation of copyright laws and is unethical, unless permission to copy has been obtained.

**ASSESSMENT OF LEARNING**

There will be several components to the grading, as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Project (Written Report)</td>
<td>10%</td>
</tr>
<tr>
<td>Group Project (Presentation)</td>
<td>15%</td>
</tr>
<tr>
<td>Group Business Case Exercise</td>
<td>20%</td>
</tr>
<tr>
<td>Individual Term Essay</td>
<td>15%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>5%</td>
</tr>
<tr>
<td>Mid-Term Test</td>
<td>10%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>(scheduled by student record) 25%</td>
</tr>
</tbody>
</table>

I will use the following letter-grading scheme:

Of all the students who get 50% or over in the course:
– the top 5% of the class will get an A+
– next 10% will get an A
– next 20% will get a B+
– next 20% will get a B
– next 20% will get a C+
– next 20% will get a C
– next 5% will get a D

Getting less than 50% in the course will result in an F grade.

**Mid-Term Test:** Open-book test. It will consist of 4 essay questions. The exact format of the tests will be announced sufficiently in advance.

**End-of-Term Test:** Open-book test. It will consist of 5 essay questions. The exact format of the tests will be announced sufficiently in advance.

**Individual Term Essay:** The question of the individual term essay and its instructions are available on UM Learn and will be explained in class. You should write about 1,500 words. You should **type** the essay. You should work on it **individually**. If you need help with the assignment, talk to me. Seeking help from or collaborating with anyone else constitutes academic dishonesty. Please consult the Academic Integrity Sheet attached to this outline to see what is (un)acceptable. **Assignments turned in late will lose 5 marks (out of 20) per day.** You should submit an electronic copy to me by email.

**Group Project:** The project instructions are available on UM Learn and will be explained in class. You will be assigned to a team for this project. 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. **Projects turned in late will lose 5 marks (out of 15) per day.** You should submit an electronic copy to my e-mail.

**Group Business Case Exercise:** You will be assigned to a team for the Business Case Exercise. You MUST attend the online class for which the discussions on the Business Case Exercise will take place (see ‘Important Days’). After, as a team, you need to submit an Executive Summary (not more than 2 pages). Marks will be deducted if you do not attend the Business Case Exercise class without a valid reason. You must be present for **at least 45 minutes** in order to get the attendance marks. You should submit an electronic copy to my e-mail. Grades will be communicated via UM Learn.

To protect the academic integrity of education at the Asper School, certain protocols will be observed for online exams. For instance, in some courses, the online exam will be set up such that each student will get a random subset of questions from a larger question bank, which means no two students will get exactly the same exam. Further, a very small number of questions will appear on a screen and you may not have the option to move back to questions you have already answered. I may require your camera be on and directed at you for the entire duration of the exam.

For exams, we will be using the university-approved Respondus Monitor, which will require you to have your camera and microphone on for the entire duration of the exam. As the software detects any unusual
movements, please sit in a location where there are no people/pets or other moving objects in the camera’s view during the exam.

For recording your class participation, you will be required to have your camera and/or microphone on when you speak or for the duration of the class.

**MISSED EXAM AND LATE SUBMISSION POLICY**

If you miss a test for medical reasons, I can give you a make-up test. There will be no need for a doctor’s note for health-related absences. Further, Asper School of Business has a list of events for which accommodations will be made for a missed term test. Make-up tests will not be given for any other reason. I cannot guarantee that the difficulty level of the makeup test will be the same as the one the rest of the class got.

**Late submissions of assignments or project will lose 5 marks per day.**

Do not make travel plans before the Final Exam. I cannot let you take the exam earlier/later because you booked a flight ticket for a date earlier than the final exam. In the event you have to miss the Final Exam for a valid reason, a request for a deferred exam must be made at your home Faculty’s Undergraduate Program Office (b_comm@umanitoba.ca, if you are an Asper student). Applying for a deferred exam does not guarantee your request will be granted.

**ATTENDANCE POLICY**

Attending the following activities is compulsory:
- Mid-term test
- End-of-term test
- Business case exercise
- Group project (presentation)

You must be present for at least 45 minutes in order to get the attendance marks for respective activities. Also, Asper School of Business has a list of events for which accommodations will be made for missing such activities. Attendance marks will not be given for any other reason.

Also, do not make travel plans when these activities take place. I cannot give attendance marks because you booked a flight ticket for a date on those particular dates. In the event you have to miss any of the stated activities for a valid reason as noted above, a request for a deferred test must be made at your home Faculty’s Undergraduate Program Office (b_comm@umanitoba.ca, if you are an Asper student).

As explained earlier, **late submissions of assignments or project will lose 5 marks per day.**

For recording attendance purposes, I may require you to have your camera on during the entire duration of your class or part of it. A screenshot will be taken as a record of the attendance.
Attendance may be recorded at an unpredictable point in each class, and not necessarily at the beginning or close of it.

Although you can miss class citing medical reasons without a doctor’s note, if you miss class for a maximum of 5 times for unexcused absences, you will be referred to the appropriate department for resolution.

**ELECTRONIC DEVICE POLICY**

For this course, using a computer or smartphone with a camera/mic during class is necessary. Otherwise the following apply to this class:

Although this course is taught in a remote teaching format, we will observe the protocols that would be expected during in-person classes. You may use a laptop, tablet or cell phone for notetaking. If you use a laptop, make sure that you will not distract others online. Also, all device should be in *silence* mode. A penalty of 1 mark will be imposed for anyone who does not turn their device into silence mode. Please make sure your cellphone does not ring during class. No frivolous posting of messages in the Chat area during class. Practice self-control—don’t browse the Internet or check your e-mail/social media/text messages while class is in progress. Do not video/audio record class lectures or take pictures of the screen without the instructor’s permission.

**OUT-OF-CLASS COMMUNICATION**

Lecture notes, assignment/project guidelines, and other class-related files will be posted on UM Learn. Moreover, any announcements outside of class will be sent by e-mail. It is your responsibility to check your U of M e-mail account frequently so that you do not miss these e-mails.

There are many questions that cannot be answered succinctly over e-mail. If you e-mail me a question, please consider whether it can be easily and effectively answered by e-mail. If it cannot, arrange for one on one online discussion instead.

**REFERENCING STYLE FOR WRITTEN WORK**

All your assignments must follow a consistent referencing style. I prefer APA referencing style. If you decide to use any other, make sure you are consistent. The details of different referencing style can be found in the referencing guidelines downloadable from UM Learn.

Please consult [http://libguides.lib.umanitoba.ca/citationmanagers/referencemanagers](http://libguides.lib.umanitoba.ca/citationmanagers/referencemanagers), or the librarian, for help with referencing.
## TENTATIVE CLASS SCHEDULE

The **Mid-Term Test** will cover Modules One and Two:

<table>
<thead>
<tr>
<th>Module One (About Weeks 1-2)</th>
<th>Introduction to Global Supply Chains and Business Risk</th>
<th>Compulsory Readings:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Ng and Liu (2014) – Chapters 1, 3, and 9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module Two (About Week 3-4)</th>
<th>Competitive Theories and Strategies</th>
<th>Compulsory Reading:</th>
</tr>
</thead>
</table>

The **End-of-Term Test** will cover Modules Three, Four, Five, and Six:

<table>
<thead>
<tr>
<th>Module Three (About Weeks 5-6)</th>
<th>International Shipping</th>
<th>Compulsory Reading:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Ng and Liu (2014) – Chapter 2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module Four (About Weeks 8-9)</th>
<th>Port, Inland Terminals, and Inland Logistics</th>
<th>Compulsory Reading:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Ng and Liu (2014) – Chapter 4, 6, 7, and 8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Modules Five (About Weeks 10-11)</th>
<th>Inbound Logistics</th>
<th>Compulsory Reading:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Module Six (About Weeks 12-13)</th>
<th>Inventory and Warehouse Management</th>
<th>Compulsory Readings:</th>
</tr>
</thead>
</table>

**IMPORTANT DATES**

- Mid-Term Test Oct 26 (Mon)
- Attend Group Business Case Nov 02 (Mon)
- Group Project (Presentation) (TBA)
- End-of-Term Test Dec 07 (Mon)
- Group Project (Written Report) due Dec 16 (Wed), 4:00 p.m.
- Individual Term Essay due Dec 16 (Wed), 4:00 p.m.

Also please consult [http://umanitoba.ca/registrar/important-dates-deadlines](http://umanitoba.ca/registrar/important-dates-deadlines) for other deadlines in the calendar of the school.
### 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 Course</th>
<th>Course Item(s) Relevant to these Goals and Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 <strong>Quantitative Reasoning</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Determine which quantitative analysis technique is appropriate for solving a specific problem.</td>
<td>✓ Compulsory readings, lectures</td>
<td></td>
</tr>
<tr>
<td>B. Use the appropriate quantitative method in a technically correct way to solve a business problem.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Analyze quantitative output and arrive at a conclusion.</td>
<td>✓ Oral presentation &amp; defense, reports, Business case exercise</td>
<td></td>
</tr>
<tr>
<td>2 <strong>Written Communication</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Use correct English grammar and mechanics in their written work.</td>
<td>✓ Written Essay, oral presentation &amp; defense, reports, tests, Business case exercise</td>
<td></td>
</tr>
<tr>
<td>B. Communicate in a coherent and logical manner</td>
<td>✓ Written Essay, Oral presentation &amp; defense, reports, tests, Business case exercise</td>
<td></td>
</tr>
<tr>
<td>C. Present ideas in a clear and organized fashion.</td>
<td>✓ Written Essay, Oral presentation &amp; defense, reports, tests, Business case exercise</td>
<td></td>
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<tr>
<td>3</td>
<td><strong>Ethical Thinking</strong></td>
<td></td>
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<tr>
<td>---</td>
<td>---------------------</td>
<td>---</td>
</tr>
<tr>
<td>A.</td>
<td>Identify ethical issues in a problem or case situation</td>
<td>✓</td>
</tr>
<tr>
<td>B.</td>
<td>Identify the stakeholders in the situation.</td>
<td>✓</td>
</tr>
<tr>
<td>C.</td>
<td>Analyze the consequences of alternatives from an ethical standpoint.</td>
<td>✓</td>
</tr>
<tr>
<td>D.</td>
<td>Discuss the ethical implications of the decision.</td>
<td>✓</td>
</tr>
<tr>
<td>4</td>
<td><strong>Core Business Knowledge</strong></td>
<td>✓</td>
</tr>
</tbody>
</table>
ACADEMIC INTEGRITY POLICY

The online format of class delivery does not lower the Asper School’s academic integrity standards. The same high levels of academic integrity are expected in this course as well, as it is in regular terms.

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 (includes Chat messages posted during videoconference sessions)
- 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
- recording exam questions using any method, regardless of whether those are shared with others
- sharing exam questions with those who are yet to take the exam, including future students
- 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 attendance, earning class participation marks, 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 the 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>
</table>
| Cheating on exam (copying from or providing answers to another student) | F-DISC in course  
Suspension from taking Asper courses for 1 year  
Notation of academic dishonesty in transcript |
| Sharing exam questions electronically during exam | F-DISC in course  
Suspension from taking Asper courses for 1 year  
Notation of academic dishonesty in transcript |
| Possession of unauthorized material during exam (e.g., cheat notes) | F-DISC in course  
Suspension from taking Asper courses for 1 year  
Notation of academic dishonesty in transcript |
| Altering answer on returned exam and asking for re-grading | F-DISC in course  
Suspension from taking Asper courses for 1 year  
Notation of academic dishonesty in transcript |
| Plagiarism on assignment                          | F-DISC in course  
Suspension from taking Asper courses for 1 year  
Notation of academic dishonesty in transcript |
| Submitting paper bought online                    | F-DISC in course  
Suspension from taking Asper courses for 1 year  
Notation of academic dishonesty in transcript |
| Inappropriate Collaboration (collaborating with individuals not explicitly authorized by instructor) | F-DISC in course  
Suspension from taking Asper courses for 1 year  
Notation of academic dishonesty in transcript |
| Group member had knowledge of inappropriate collaboration or plagiarism and played along | F-DISC in course  
Notation of academic dishonesty in transcript |
| Signing Attendance Sheet for classmate            | F-DISC in course  
Notation of academic dishonesty in transcript |
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 or concerns, 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>Tech-related issues with UM Learn or videoconferencing</td>
<td>Information Services &amp; Technology</td>
</tr>
<tr>
<td>Admission, Registration, Tuition Fees, Important Dates, Final Exams, Graduation, and Transcripts</td>
<td>Registrar’s Office</td>
</tr>
<tr>
<td>Academic policies &amp; procedures, regulations, Faculty-specific information, degree and major requirements</td>
<td>Academic Calendar</td>
</tr>
<tr>
<td>Help with research needs such as books, journals, sources of data, how to cite, and writing</td>
<td>Library Resources</td>
</tr>
<tr>
<td>Tutors, workshops, and resources to help you improve your learning, writing, time management, and test-taking skills</td>
<td>Writing and Learning Support</td>
</tr>
<tr>
<td>Support and advocacy for students with disabilities to help them in their academic work and progress</td>
<td>Student Accessibility Services</td>
</tr>
<tr>
<td>Copyright-related questions and resources to help you avoid plagiarism or intellectual property violations</td>
<td>Copyright Office</td>
</tr>
<tr>
<td>Student discipline bylaws, policies and procedures on academic integrity and misconduct, appeal procedures</td>
<td>Academic Integrity</td>
</tr>
<tr>
<td>Policies &amp; procedures with respect to student discipline or misconduct, including academic integrity violations</td>
<td>Student Discipline</td>
</tr>
<tr>
<td>Students’ rights &amp; responsibilities, policies &amp; procedures, and support services for academic or discipline concerns</td>
<td>Student Advocacy</td>
</tr>
<tr>
<td>Your rights and responsibilities as a student, in both academic and non-academic contexts</td>
<td>Your rights and responsibilities</td>
</tr>
<tr>
<td>Full range of medical services for any physical or mental health issues</td>
<td>University Health Service</td>
</tr>
<tr>
<td>Information on health topics, including physical/mental health, alcohol/substance use harms, and sexual assault</td>
<td>Health and Wellness</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>Student Counselling Centre</td>
</tr>
<tr>
<td>Support services available for help regarding any aspect of student and campus life, especially safety issues</td>
<td>Student Support Case Management</td>
</tr>
<tr>
<td>Resources available on campus, for environmental, mental, physical, socio-cultural, and spiritual well-being</td>
<td>Live Well @ UofM</td>
</tr>
<tr>
<td>Help with any concerns of harassment, discrimination, or sexual assault</td>
<td>Respectful Work and Learning Environment</td>
</tr>
<tr>
<td>Concerns involving violence or threats, protocols for reporting, and how the university addresses them</td>
<td>Violent or Threatening Behaviour</td>
</tr>
</tbody>
</table>
ABOUT THE INSTRUCTOR

Dr. Mawuli K. Afenyo is an instructor and researcher at the Department of Supply Chain Management of the Asper School of Business of the University of Manitoba (Canada). He obtained his PhD from Memorial University of Newfoundland, Canada. His PhD focused on developing tools for improving the safety of shipping in Arctic regions for which he won the outstanding award for graduate research (Fellow School of Graduate Studies). He holds an MBA from the Bologna Business School of the University of Bologna, Italy and an MSc in Engineering from the Technical University of Turin, Italy. Further he has co-founded CCAPPTIA a consulting and research organization with more than 60+ researchers and practitioners (see www.ccapptia.com). He is a trained engineer and a seasoned consultant and has offered his services to companies like the Climate Bond Initiative, serving as an expert on resilience and also FairVentures where he helped assess the carbon dioxide emissions of transporting grains from Churchill to Europe. Mawuli was one of the research scientists onboard the CCGS Amundsen, the Canadian Coast guard ice breaker during the expedition through the North West Passage, during which the northern most part of the route was reached for the first time. He won the KLU- young researcher award for his work on “A method for assessing the socio-economic impact of oil spills generated by Arctic shipping”. He has authored/co-authored 30+ publications comprising journal papers, conference proceedings, technical and scientific reports and book chapters. He has published in scientific journals like Transportation Research Part D, Environmental Science and Technology, Journal of Transport Geography, Accident Analysis & Prevention among others. Dr. Afenyo is also co-editor of the Maritime Economist. He currently works on the following projects: ‘GENICE’ Project (Microbial Genomics for Oil Spill Preparedness in Canada’s Arctic Marine Environment, a CAD 10.7 million project that involves 6 Canadian universities, website: genice.ca), Climate Change and Adaptation Planning for Ports, the economic impact of COVID-19 on the economy of Manitoba among others.