

**SCM 7046 A01 & G01 (3.0 CH)**  
**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**  
**WINTER 2023**

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**INSTRUCTOR**

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Phone:	204-272-1584	Office Hours:	Tuesdays, 2:30 PM – 4:30 PM or by appointment
Email:	kelsey.taylor@umanitoba.ca	Class Room:	140 Drake
		Class Time:	Tuesdays: Jan 24 – April 4, 2023 6:15 – 9:30 pm

**COURSE DESCRIPTION**

Sustainability efforts can open many opportunities for businesses— product innovation can lead to first-mover advantage, environmental product differentiation can open new markets, green sourcing and waste reduction can reduce operating costs, etc. At the same time, they can present significant challenges—governments and communities are imposing higher standards on pollution, resource exploitation, etc. This course aims to provide students with an understanding of the sustainability challenges and opportunities facing supply chains today. We will look at some of the factors that are contributing to the adoption of sustainability strategies, such as legislation that are penalizing negative environmental and social impacts, and society's expectations of business in terms of health, human rights, and the environment. The supply chains today cannot be concerned only with creating shareholder value; their performance is also measured in terms of social, environmental, and economic impact.

**COURSE OBJECTIVES**

Upon completion of this course, students will understand the role that the supply chain management function plays in an organization's sustainability performance and its impact on society and the environment.

Specific learning outcomes include the ability to:

- Articulate a personal definition of sustainability and describe how supply chains affect an organization's overall social and environmental impact
- Identify and analyze sustainability trade-offs in supply chain decisions
- Recognize sustainability risks and evaluate mitigation strategies
- Understand the strengths and weaknesses of various sustainability metrics in evaluating an organization's supply chain impact
- Identify primary and secondary stakeholders who affect or are affected by an organization's sustainability performance

- Speak confidently and professionally about a range of contemporary sustainability challenges in supply chains and identify connections between these challenges

## **COURSE MATERIALS**

The course will also make use of several cases available for purchase through Ivey Publishing. Instructions for purchasing the case pack are provided below.

1. Go to the Ivey Publishing website at:  
[www.iveypublishing.ca](http://www.iveypublishing.ca)
2. Log in to your existing account or click "Register" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student" role.
3. Click on this link or copy into your browser:  
<https://www.iveypublishing.ca/s/ivey-coursepack/a1R5c0000ElimjEAD>
4. Click "Add to Cart".
6. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.
7. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
8. Once you have completed your order, click on your username on the top right --> Orders --> Downloads

**IMPORTANT:** Access to downloadable files will expire on **April 4, 2023**, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened using Adobe Reader. This material is for your personal use only and is not to be shared, reproduced, or distributed in any form.

**NEED HELP?** Contact your professor directly or email Ivey Publishing's Customer Support Team at [cases@ivey.ca](mailto:cases@ivey.ca).

Other required readings will be made available through UM Learn.

## **ASSESSMENT OF LEARNING**

There are six graded components in this course:

Participation & Engagement	20%
State of the Field Presentation	20%
Reflections	20%
Case Reports	10%
Final Paper	30%

Final grades are based on the student's weighted mark. In the event of a skewed distribution of grades, the course marks for the class may be curved

up or down as necessary (the weighting of each component will remain unchanged). The following are the **tentative** grade cut-offs.

A+	92-100
A	82-91.9
B+	77-81.9
B	71-76.9
C+	67-70.9
C	61-66.9
D	51-60.9
F	0-50.9

These tentative cut-offs are subject to adjustment up or down depending on the relative performance of the current class compared to prior classes that have taken the course with the same instructor.

**NOTE: Class attendance is required.**

**Missing more than 20% of this course due to absence from class may result in a failing grade.**

It is your responsibility to inform your professor in advance, if possible, of your absence and the reason for it:

- 1) if **medical**, self-declaration form must be submitted for an illness lasting 5 consecutive days or less <https://umanitoba.ca/governance/governing-documents-students#self-declaration-for-brief-or-temporary-student-absences>, no later than 48 hours after the end of the brief absence; a medical note from your physician must be submitted for an illness lasting more than 5 days;
- 2) if a **work commitment**, a signed letter on letterhead from your supervisor is required in advance, noting clearly the date(s) you must be away for your work commitment(s);
- 3) if for **student competitions**, an email from your Asper team coach must be received in advance indicating the dates you are away at competition.

The professor will then decide how to deal with the impact of the missed classes on your final grade.

**1) Participation & Engagement (20%)**

This course component will be graded out of 15 points. These points can be earned in two ways: in-class discussion and reflection questions. You can choose any combination of the below elements at any point in the term to achieve 15 points across the semester.

*Class Discussion:* Students will receive up to 1 point per class where a thoughtful contribution is made to the class discussion. Examples of a thoughtful contribution include: asking questions that demonstrate critical thinking and/or lead to useful discussion or clarification of concepts;

taking a stance on a class question and justifying it. Examples of contributions that would not be substantial enough to earn a point include: any one-word answer, stating your answer for a quantitative problem without demonstrating your solution, providing a definition of a concept from the textbook, etc.

*Discussion Questions:* Students will receive up to 1 point per class for submitting a discussion question. These include (as in the class discussion section) questions that demonstrate critical thinking and/or highlight complexity in the topic, or questions that encourage the integration of multiple concepts from the course. Discussion questions can be submitted based on material from the slides and readings even if the class was not attended. 1-2 questions will be selected to be used as review at the beginning of the subsequent class, but you receive the point whether your question is selected or not. You can also earn discussion question points for asking questions during your classmates' presentations (max of 1 point per class). Students will have **24 hours from the end of class** to submit discussion questions through the link provided on UM Learn.

It is possible for you to earn two points for each class by participating during in-class discussion and submitting a relevant discussion question after class.

## **2) State of the Field Presentation (20%)**

From weeks 5-10, one group will be responsible for preparing a "state of the field" presentation on the topic covered in that class. This presentation is meant to elevate our knowledge about current issues and best practices in industry related to the presentation topic. Presentations should be no more than 20 minutes, with 10 minutes for Q&A from your classmates.

Questions to consider when preparing the presentation include:

- What are the current best practices?
- What are the challenges and barriers to implementation?
- What tools and supports are available for practitioners?
- What companies are the leaders in this area?
- How can this topic/issue be addressed in a way that can enhance an organization's competitiveness?

## **3) Reflections (20%)**

Throughout the semester, you will be asked to submit four reflections of no more than **500 words** each. The purpose of these reflections is to help you integrate what you are learning about sustainable supply chain management with what you already know about conventional supply chain management. These reflections are also meant to help you build connections between the various topics covered in class, and provide a tool for you to monitor how your understanding of sustainability evolves throughout the semester.

Your total score for this course component will be based on your **three highest** reflection scores.

More details about the reflection will be available on UM Learn.

#### **4) Case Reports**

Case reports will be due by the start of class of each class where a case discussion is occurring. Case reports should be no longer than 500 words. Further details about the substance of each case report will be provided on UM Learn.

Case reports will be assigned a grade out of 3:

0 – Case Report not submitted

1 – Case report only summarizes case, or provides weak answers to assignment questions that primarily recite case facts

2 – Case report reasonably addresses assignment questions applying appropriate information from the case

3 – Case report thoroughly addresses any assigned questions and demonstrates critical thinking, integration of class concepts and ability to use case facts to make and justify decisions.

#### **5) Final Paper**

Detailed information about the final paper will be available on UM Learn.

### **MISSED EXAM AND LATE SUBMISSION POLICY**

If you a midterm exam for a valid reason (medical, compassionate or other as specified in Asper's Policy on Accommodations for Missed Undergraduate Term Examinations), please notify me **within 48 hours** to schedule a makeup exam.

Do not make travel plans before the Final Exam. I cannot let you take the exam earlier/later because you made bookings for an earlier date. 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**

For the sake of your own learning and the learning of your classmates, regular attendance and participation in the course is expected. If you are experiencing a personal matter (health or otherwise) that you expect will cause you to miss multiple classes, please reach out to me so we can figure out a plan to make sure you are able to keep up with course material.

### **ELECTRONIC DEVICE POLICY**

For in-person classes, you may use a laptop or tablet for note-taking. If you are using a laptop, please sit towards the back of the class if feasible for you to avoid distracting those sitting behind you.

There may be situations where you need to record a single lecture for a classmate who will be absent. Please check in with me prior to recording the class. Otherwise, no audio/video recording is permitted.

### **OUT-OF-CLASS COMMUNICATION**

I will communicate with you primarily through the Announcement feature on UM Learn. Check UM Learn frequently and read all communication thoroughly. PowerPoint slides, project guidelines and other helpful materials will also be posted on UM Learn.

I am also accessible via email, but I try to limit time spent answering emails outside of my work hours (8-4, Monday to Friday). Unless otherwise noted, I will respond to emails by the end of the **following** business day (meaning if you email me Friday night, I will respond by end-of-day Monday). If I email YOU outside of YOUR "work hours", do not feel you need to respond according to my schedule.

Whenever you email me, please include "SCM 7046" in the subject line. This will make it less likely for your message to get lost in my inbox.

### **CLASS SCHEDULE**

Required readings for

<b>Session</b>	<b>Topic &amp; Activities</b>
January 24 <sup>th</sup>	<i>Introduction</i> <ul style="list-style-type: none"> <li>• Course overview</li> <li>• Introductions</li> <li>• What is sustainability?</li> </ul>
January 31 <sup>st</sup>	<i>Sustainability Governance and Risk Assessment</i> <ul style="list-style-type: none"> <li>• Supply chain relationship management</li> <li>• Evaluating sustainability risk</li> <li>• Transparency</li> </ul> <p><b>Case Report: FTJ Co.</b></p>
February 7 <sup>th</sup>	<i>Sustainability Evaluation</i> <ul style="list-style-type: none"> <li>• Supply chain audits</li> <li>• Third-party certifications</li> <li>• Traceability</li> </ul> <p><b>Case Report: Uniqlo</b></p>

February 14 <sup>th</sup>	<p><i>Stakeholder Management in Sustainable Supply Chains</i></p> <ul style="list-style-type: none"> <li>• Regulatory pressures</li> <li>• Cross-sector partnerships</li> <li>• Stakeholder identification</li> </ul> <p><b>Case Report: Tender Greens</b></p>
February 28 <sup>th</sup>	<p><i>Cleaner Production &amp; Waste Management</i></p> <ul style="list-style-type: none"> <li>• Waste audits</li> <li>• Green technology</li> <li>• EPR and regulation</li> </ul>
March 7 <sup>th</sup>	<p><i>Green Design &amp; LCA</i></p> <ul style="list-style-type: none"> <li>• Green Design (e.g., cradle-to-cradle, design for disassembly)</li> <li>• Life Cycle Assessment</li> </ul>
March 14 <sup>th</sup>	<p><i>Circular Economy</i></p> <ul style="list-style-type: none"> <li>• Circular practices</li> <li>• Industrial symbiosis</li> <li>• Reverse logistics</li> </ul>
March 28 <sup>th</sup>	<p><i>Worker Rights &amp; Safety</i></p> <ul style="list-style-type: none"> <li>• Safety culture</li> <li>• Modern slavery</li> </ul>
March 21 <sup>st</sup>	<p><i>Geopolitical Issues in the Supply Chain</i></p> <ul style="list-style-type: none"> <li>• Black market supply chains</li> <li>• Conflict minerals</li> <li>• Waste supply chains</li> </ul>
April 4 <sup>th</sup>	<p><i>Restorative Supply Chains</i></p> <ul style="list-style-type: none"> <li>• Social impact supply chains</li> <li>• B Corps</li> <li>• Fair trade</li> <li>• CBAs and Social Procurement</li> </ul>

### **IMPORTANT DATES**

- Revision Period – January 6-23
- Drop Date (with Refund) – January 20
- Voluntary Withdrawal Date – March 22

## **ACADEMIC REGULATIONS AND STUDENT SERVICES**

### **HUMAN ETHICS APPROVAL FOR DATA COLLECTION**

As part of coursework, if you will be collecting data from people who are not students in this class, you must obtain Human Ethics approval from the UofM's Research Ethics Board (REB) prior to data collection. This applies to data collection such as surveys, interviews, focus groups, experiments, video recording, etc., where a respondent is solicited for participation.

If the entire class will be working on the same project, your instructor will apply for human ethics approval from the REB. If individuals or small groups of students will be working on different projects, it is the responsibility of the students to obtain approval (only one group member needs to apply). Your instructor will tell you whether s/he will be or you need to. **When in doubt, please talk to your instructor.**

Instructions and forms to apply for human ethics approval can be found at:

<http://umanitoba.ca/research/orec/ethics/guidelines.html>

In most cases, you will be using the "Protocol Submission Form" which is under the "REB Forms - Fort Garry Campus" heading.

It can take up to six weeks to process human ethics applications and obtain approval. Therefore, plan early. Note that approval must be obtained prior to data collection and cannot be obtained during the data collection phase or retroactively. Violation can get you, your instructor, and the Asper School in serious trouble with the REB.

The following do not require REB approval:

- a) Projects where students are conducting the research on themselves during class time;
- b) Projects involving the use of records or information that is in the public domain, including the use of anonymous secondary data and surveys or questionnaires that have already been published;
- c) Projects involving the use of naturalistic observation where there is no reasonable expectation of privacy (i.e. public park).
- d) Practicum or job training projects where students are fully integrated into the organization's operational practices and are not conducting research;
- e) Projects where the intent is to use the information to provide advice, diagnosis, identification of appropriate interventions or general advice for a client;
- f) Projects where the intent is to develop skills which are standard practice within a profession (e.g. observation, assessment, intervention, evaluation, auditing); or
- g) Projects where the information gathering processes are part of the normal professional relationship between the student and the participants.

**If you have any questions, please contact [humanethics@umanitoba.ca](mailto:humanethics@umanitoba.ca) or your instructor.**



## UNCLAIMED ASSIGNMENT POLICY

Pursuant to the FIPPA Review Committee's approved recommendations of August 15, 2007, all unclaimed student assignments will become the property of the faculty and will be subject to destruction six months after the completion of any given academic term.

## **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 Graduate Program Office.

<b>For Information on...</b>	<b>...follow this link</b>
Course Outlines, Year-at-a-Glance, Concentrations, Textbooks, VW Dates and Final Exams	<a href="#">Asper Graduate Student Resources</a>
Exam Rescheduling Policy - <i>Please refer to Missing a Test/Exam on page 18 of the MBA Student Handbook</i>	<a href="#">MBA Student Handbook</a>
Help with research needs such as books, journals, sources of data, how to cite, and writing	<a href="#">Library Resources</a>
Tutors, workshops, and resources to help you improve your learning, writing, time management, and test-taking skills	<a href="#">Writing and Learning Support</a>
Support and advocacy for students with disabilities to help them in their academic work and progress	<a href="#">Student Accessibility Services</a>
Copyright-related questions and resources to help you avoid plagiarism or intellectual property violations	<a href="#">Copyright Office</a>
Student discipline bylaws, policies and procedures on academic integrity and misconduct, appeal procedures	<a href="#">Academic Integrity</a>
Policies & procedures with respect to student discipline or misconduct, including academic integrity violations	<a href="#">Student Discipline</a>
Students' rights & responsibilities, policies & procedures, and support services for academic or discipline concerns	<a href="#">Student Advocacy</a>
Your rights and responsibilities as a student, in both academic and non-academic contexts	<a href="#">Your rights and responsibilities</a>
Full range of medical services for any physical or mental health issues	<a href="#">University Health Service</a>
Information on health topics, including physical/mental health, alcohol/substance use harms, and sexual assault	<a href="#">Health and Wellness</a>
Any aspect of mental health, including anxiety, stress, depression, help with relationships or other life concerns, crisis services, and counselling.	<a href="#">Student Counselling Centre</a>
Support services available for help regarding any aspect of student and campus life, especially safety issues	<a href="#">Student Support Case Management</a>

Resources available on campus, for environmental, mental, physical, socio-cultural, and spiritual well-being	<a href="#">Live Well @ UofM</a>
Help with any concerns of harassment, discrimination, or sexual assault	<a href="#">Respectful Work and Learning Environment</a>
Concerns involving violence or threats, protocols for reporting, and how the university addresses them	<a href="#">Violent or Threatening Behavior</a>

# ACADEMIC INTEGRITY

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I.H. Asper School of Business, The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves 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 misconduct in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic misconduct under the heading "Plagiarism and Cheating." Specifically, acts of academic misconduct 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 tests 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.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic misconduct. Because of the unique nature of group projects, all group members must exercise extraordinary care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur on a group project, all group members will be held jointly accountable, no matter what their individual level of involvement in the specific violation.

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic misconduct involving a graduate student (i.e. MBA, MFin, MSCM, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.

## FACULTY BIOGRAPHY

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I.H. Asper School of Business, The University of Manitoba

Kelsey Taylor is an Assistant Professor in the Department of Supply Chain Management at the Asper School of Business. She completed her PhD in Operations Management at Ivey Business School at Western University and holds a Masters of Environment and Sustainability from Western University with an earlier background in Sociology.

Prior to joining the faculty at the Asper School of Business, she taught courses in Operations Management at Western University. Her research examines how organizations use their supply chains as a tool to create social and environmental value for society. Some specific topics studied include: the role of activists in the adoption of sustainable supply chain practices, the B Corporation movement, the circular economy, and social entrepreneurship. Her work has been published in research journals such as the *Journal of Supply Chain Management*, *Industrial Marketing Management*, and the *International Journal of Production Research*.

In her free time, Kelsey enjoys birding, cycling, cross-country skiing and virtually any other outdoor activity.