## SCM 3360 A01 (3 CH)
### SUPPLY CHAIN LOGISTICS
#### WINTER TERM 2021
Virtual Classroom, TR 1:00pm – 2:15pm

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## INSTRUCTOR

Name: Narendra Malalgoda
Office: Virtual Office: through Webex
Phone: 431-877-7492
Email: narendra.malalgoda@umanitoba.ca
Office hours: Virtual appointments via Webex

## COURSE DESCRIPTION

The course provides an international/global orientation to logistics and supply chain management.

This course includes study and application of concepts and managerial techniques for manufacturing and service operations in Supply Chain Logistics. A special focus is given to understanding the role of logistics in supply chains, production technology, facility location/layout, inventory management, MRP, just-in-time manufacturing, total quality management and distribution activities which are sub-sections of supply chain management.
**COURSE OBJECTIVES**

1. Understanding the broad concept of supply chain management and how logistics is a key component in efficient and effective supply chain management systems.
2. Ability to analyze, structure and discuss situations in order to identify contemporary challenges in the field of supply chain logistics, and evaluate their complexity.
3. Ability to select and apply suitable methodologies and strategies in designing solutions for supply chain logistical problems while evaluating different alternatives.
4. Develop the ability to coordinate and participate in team work to improve written and oral skills.

**COURSE FORMAT AND ONLINE ACCESS**

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

To join the class, log in to the UM Learn course and then choose Communication→Cisco Webex from the top menu and then click Join. Detailed instructions are available here.

For recording attendance and/or class participation, you may be expected to have your camera and microphone on during class time and exams. You may be expected to leave your camera on for the duration of the class. When in class, please 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.

Apart from lectures, class discussions and in-class exercises will form a large component of this course. The textbook will be used as a guide for the course and students are expected to read the relevant chapters in advance.

**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; note that smartphones and Chromebooks 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 required textbook of this course is as follows:


Reference reading materials will be posted on UM Learn prior the corresponding lecture.

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

ASSSESSMENT OF LEARNING

The components for grading are as follows:

- In-class quizzes (best 4 will count towards grade) - 10%
- Midterm Exam (Feb 25 during class time; via UM Learn) - 20%
- Final Exam (per Final Exam Schedule; via UM Learn) - 30%
- Class Participation - 10%
- Reading Critiques - 15%
- Group Presentation - 15%

Quizzes: Five quizzes will be conducted as scheduled on UM Learn. A short, timed, multiple-choice quiz will be conducted. The exact format of the tests will be announced sufficiently in advance. These may take 10 minutes of the class time. As you can afford to miss one quiz, no makeup quizzes will be given.

Exams: The exam will consist of multiple-choice and written-answer questions. The exact format of the exams and the topics covered will be announced sufficiently in advance.

Group Presentations: The group presentation instructions will be posted on UM Learn and explained in class. You will be assigned to a team of 4 or 5 students for this project. Teamwork is expected. Groups will be assigned topics in which they will make a presentation of a maximum presentation time of 10 minutes and will be presented in class time.

Class Participation: You will be graded based on the quality (and to a lesser extent, quantity) of your contribution to class discussions. Coming to class having read the assigned material will help you greatly in this regard. This is especially important for the days when we will be discussing cases. Missing class will impact your class participation grade although you may have participated actively on other days. 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 contribute to the class discussions. It is important that you attend class regularly, be attentive, and participate actively in class discussions to get a good class participation grade. For recording your class participation, you will need to have your camera and microphone on.
Reading Critiques: Two research articles will be given throughout the course as explained in the timeline. More information will be provided in class prior to giving the articles. The critiques are to be submitted to the appropriate Drop Box on UM Learn. Students will have one week for each article.

This course will be using 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 15% will get an A
- next 30% will get a B+
- next 25% will get a B
- next 15% will get a C+
- next 5% will get a C
- next 5% will get a D

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

The letter grades are based on where your course total marks are on the above curve, regardless of the absolute number. For example, it is possible for you to get 90% in the course and not get an A if you were not in the top 20% of the class. Likewise, you may get 70% and still get an A if you are in the top 20% of the class. So, it can work both ways.

To protect the academic integrity of education at the Asper School, certain protocols will be observed for online exams. For instance, the online exam will 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.

For exams, we will be using university-approved Respondus Monitor (camera-invigilation), 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, you will need to sit in a location where there are no people/pets or other moving objects in the camera’s view during the exam.

**MISSING EXAM AND LATE SUBMISSION POLICY**

If you have to miss an exam for medical reasons, please try your best to inform me by email or phone at 431-877-7492 (leave a voice mail if I don’t answer) before the exam.

In addition to the university’s list of acceptable reasons for missing an exam, the Asper School has an approved list of events for which you may be eligible for an accommodation if you have to miss the midterm (not the final exam). Please consult the list to see if your reason qualifies. If you are given a makeup exam, 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 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.

Please make sure you submit the Individual Assignments and Group Project by the due date/time. There is a 2 mark penalty per day or part thereof your assignment or group project is submitted late.

**ATTENDANCE POLICY**

Regular attendance is expected of all students as class participation is immensely valuable to everyone. For recording attendance, you will be required to have your camera on during the class. A screenshot may be taken as a record of attendance.

Students who are unable to meet a course requirement due to medical circumstances are currently not required to submit medical notes. However, students are required to contact their instructor or academic advisor by email to inform of the missed work and to make arrangements for extensions, deferrals, or make-up assignments.

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. Department procedures may be initiated, and a failing grade may be assigned to those who miss 8 or more classes.

As explained earlier, **participation** (not only attendance) takes a 5% part in your final course score, and in-class activities may relate to exams, thus you are strongly encouraged to attend regularly and participate actively in class activities.

**ELECTRONIC DEVICE POLICY**

Using a computer or smartphone with a camera/mic during class and exams is necessary for this course

Although this is course is taught in a remote teaching format, we will observe the protocols that would be expected during in-person classes. Avoid making or taking calls on your cellphone while class is in progress. No frivolous posting of messages in the Chat area during class and mute your microphone when you are not speaking, as your mic catches everything. Please do not video/audio record class lectures or take pictures of the screen without the instructor’s permission.

**OUT-OF-CLASS COMMUNICATION**

PowerPoint files, assignment/project guidelines, other class-related files, and grades will be posted on UM Learn. Any announcements outside of class will be sent by e-mail. 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, then we will take it up in class, so that everyone can benefit from the discussion.

**REFERENCING STYLE FOR WRITTEN WORK**

For the citations in the assignments and group project, you may use APA, MLA, or Chicago style. However, use only one of these styles throughout your written work and use it consistently.

**TENTATIVE CLASS SCHEDULE**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 19</td>
<td>Introduction to class and syllabus</td>
<td></td>
</tr>
<tr>
<td>Jan 21</td>
<td>Supply Chain Management: An Overview</td>
<td>Ch. 1</td>
</tr>
<tr>
<td>Jan 26</td>
<td>Global Dimensions of Supply Chains</td>
<td>Ch. 2</td>
</tr>
<tr>
<td>Jan 28</td>
<td>Follow-up Discussions on Ch. 1 and Ch.2; <strong>Quiz 1</strong></td>
<td></td>
</tr>
<tr>
<td>Feb 02</td>
<td>Role of Logistics in Supply Chains</td>
<td>Ch. 3</td>
</tr>
<tr>
<td>Feb 04</td>
<td>Group work and discussions on Ch. 3</td>
<td></td>
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<tr>
<td>Feb 09</td>
<td>Techniques of Logistics System Analysis</td>
<td></td>
</tr>
<tr>
<td>Feb 11</td>
<td>Sourcing Materials and Services; <strong>Quiz 2</strong></td>
<td>Ch. 5</td>
</tr>
<tr>
<td>Feb 16</td>
<td><em>Winter Term break (no classes)</em></td>
<td></td>
</tr>
<tr>
<td>Feb 18</td>
<td><em>Winter Term break (no classes)</em></td>
<td></td>
</tr>
<tr>
<td>Feb 23</td>
<td>Producing Good and Services</td>
<td>Ch. 6</td>
</tr>
<tr>
<td>Feb 25</td>
<td><strong>Mid Term Exam</strong></td>
<td></td>
</tr>
<tr>
<td>Mar 02</td>
<td>Managing Inventory in the Supply Chain</td>
<td>Ch. 9</td>
</tr>
<tr>
<td>Mar 04</td>
<td>Ch. 9 continued and discussion; <strong>Quiz 3</strong></td>
<td></td>
</tr>
<tr>
<td>Mar 09</td>
<td>Distribution</td>
<td>Ch. 10</td>
</tr>
<tr>
<td>Mar 11</td>
<td>Ch. 9 continued and discussion</td>
<td></td>
</tr>
<tr>
<td>Mar 16</td>
<td>Transportation- Managing the flow of the supply chain</td>
<td>Ch.11</td>
</tr>
<tr>
<td>Mar 18</td>
<td><strong>Group Presentations</strong></td>
<td></td>
</tr>
<tr>
<td>Mar 23</td>
<td><strong>Group Presentations</strong></td>
<td></td>
</tr>
<tr>
<td>Mar 25</td>
<td>Performance Measurement; <strong>Quiz 4</strong></td>
<td>Ch. 13</td>
</tr>
<tr>
<td>Mar 30</td>
<td>Ch. 13 continued</td>
<td></td>
</tr>
<tr>
<td>Apr 01</td>
<td>Technology</td>
<td>Ch. 14</td>
</tr>
<tr>
<td>Apr 06</td>
<td>Ch. 14 Continued; <strong>Quiz 5</strong></td>
<td></td>
</tr>
<tr>
<td>Apr 08</td>
<td>Strategic Challenges and Change</td>
<td>Ch. 15</td>
</tr>
</tbody>
</table>
**IMPORTANT DATES**

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Day of class (this course)</td>
<td>Jan 19</td>
</tr>
<tr>
<td>Winter Term Break (no class)</td>
<td>Feb 16-19</td>
</tr>
<tr>
<td>Reading critique 1</td>
<td>Feb 4</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>Feb 25</td>
</tr>
<tr>
<td>Group Presentations</td>
<td>Mar 18 and 23</td>
</tr>
<tr>
<td>Reading critique 2</td>
<td>Mar 11</td>
</tr>
<tr>
<td>Final Exam</td>
<td>Between Apr 19 – May 1, as per university schedule</td>
</tr>
</tbody>
</table>

**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 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>✓</td>
<td>Critique assignments</td>
</tr>
<tr>
<td>B. Use the appropriate quantitative method in a technically correct way to solve a business problem.</td>
<td>✓</td>
<td>Group assignments</td>
</tr>
<tr>
<td>C. Analyze quantitative output and arrive at a conclusion.</td>
<td>✓</td>
<td>Business case exercises</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>✓</td>
<td>Critique assignments</td>
</tr>
<tr>
<td>B. Communicate in a coherent and logical manner</td>
<td>✓</td>
<td>Critique assignments</td>
</tr>
<tr>
<td></td>
<td>C. Present ideas in a clear and organized fashion.</td>
<td>✓</td>
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<tr>
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<td>---------------------------------------------------</td>
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</tr>
<tr>
<td>3</td>
<td><strong>Ethical Thinking</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A. Identify ethical issues in a problem or case situation</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>B. Identify the stakeholders in the situation.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>C. Analyze the consequences of alternatives from an ethical standpoint.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>D. 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 this term as they are in previous 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 class)
- 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 or obtaining answers or other unauthorized help from anyone else
- taking any unauthorized materials into an examination or term test (crib notes), regardless of whether those are used during the exam
- 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 or attempting to sell exam questions
- 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 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 1 year</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>Attempting to sell exam</td>
<td>F-DISC in course</td>
</tr>
<tr>
<td></td>
<td>Suspension from taking Asper courses for 18 months</td>
</tr>
<tr>
<td></td>
<td>Notation of academic dishonesty in transcript</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 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>