



## **SDNY BUSN 3380**

### **MANAGING GLOBAL SUPPLY CHAINS**

#### **Course Description**

Supply chain management (SCM) is becoming more and more important for businesses as the scope to outsource globally increases. Companies now have to deal with emerging countries just beginning to compete in global markets. A supply chain is the network of entities from the raw material supplier at one end, going through the plants, warehouses and distribution centres, to retailers, and sometimes the final customer, at the other end. Supply chain management is the integrated management of the flow and storage of materials, information and funds between the entities comprising the supply chain. The main objective of the supply chain is to create and enhance value as the product, in its intermediate or final form, progresses through the network. Supply chain management is by its very nature an international (global) discipline.

The focus of this course will be on key issues within operations, which are of relevance in a firm's ability to remain competitive in a global economy. Examples of companies collaborating across the globe will be used in the teaching and learning of SCM. We focus mainly on the operational and tactical aspects of managing the network of multiple facilities, but we will also investigate their strategic implications. Factors such as legal, ethical, operational, venture risk and reliability will be considered in addition to specialized topics in supply chain management within a global environment such as:

- Outsourcing and offshoring
- Role of information technology in operations
- Designing and managing global supply chains
- Managing inventory and global logistics
- Sustainability in supply chains and supply chain management

Localized Context: Students undertaking this course in Sydney will be encouraged to take a regional perspective on topics. Asia Pacific countries play a leading role in global supply chains due to low cost and increasing specialization and capability expansion. The course will draw on case studies from the Asia Pacific region and look at emerging trends at a regional and individual country level in relation to the key drivers of successful supply chain management. In addition, we will examine the structure of the Australian economy, in particular the dependence on mining and services (for GDP, employment, and trade), and the decline and offshoring of manufacturing capability. Australia's current and future position, not only in regional and global supply chains but also global value chains will be assessed in the light of these trends.

## Course Aims

The aim of this course is to equip students with an understanding and foundational knowledge of the analytical frameworks, tools, and methodologies for developing, implementing, and evaluating effective strategies and tactics for managing operations as a key driver of an organization's success in the global economy. In addition, students will develop an understanding of the dynamics and opportunities in the Asia Pacific region for global companies.

## Requirements and Prerequisites

There are no prerequisites. Students from a variety of backgrounds and interests are encouraged to take this class.

Supply Chain Management (SCM) deals with a broad spectrum of fields including procurement, inventory, and logistics. It is a part of Management, Scientific and Technical (MST) consulting industry that has been ranked among the fastest growing industries by the US Bureau of Labour Statistics through 2012. The "Management Analyst" category is wider than MST consultants and it includes SCM jobs. The bureau forecasts the need for management analysts to grow about 21-35% from 2002 to 2012. In 2002, there were 577,000 management analysts specializing in management, scientific and consulting services earning an average salary of \$71,790. Moreover, it expects about 400,000 new jobs in the field of "General and Operations Managers" until 2012 and this is the 8th largest numerical increase among all the employment categories.

## Student Learning Outcomes (SLOs)

Following completion of this course, students should be able to:

1. Explain how analytical methods and tools are used to design supply chain networks, create global supply chain business processes to manage the networks, embed continuous improvement in global supply chain operations;
2. Demonstrate an understanding and appreciation of the drivers and metrics for supply chains;
3. Discuss and evaluate key decision criteria for sourcing and outsourcing in the supply chain;
4. Demonstrate an understanding of the use of technology in managing the supply chain;
5. Develop a strategy for sustainability in the supply chain and demonstrate an appreciation of key sustainability issues in urban logistics and supply chain management.

## Developmental Outcomes

Students should demonstrate: responsibility & accountability, independence & interdependence, goal orientation, self-confidence, resilience, appreciation of differences.

## Class methodology

Classes will be conducted in blended learning mode, that is a mix of classroom, online and experiential learning. Class time will be dedicated to developing an understanding of the core content drawing on the textbook and supplementary readings, and application through group presentation and discussion to case studies. Online learning will focus on development of the final research paper and weekly online quizzes (non-cumulative). Experiential learning will comprise use of a supply chain game, field classes and individual self-directed learning (under the guidance of your Faculty) exploring live examples of key supply chain issues and their solutions through visits to global businesses in Sydney and/or guest speakers.

## Field Component(s)

CAPA provides the unique opportunity to learn about the city through direct, guided experience. Participation in the field activities for this course is required. You will actively explore the Global City you are currently living in. Furthermore, you will have the chance to collect useful information that will be an invaluable resource for the essays/papers/projects assigned in this course.

Field components for this class will be announced in class during the semester.

## Assessment & Grading

| Task                                 | Weight / points | SLOs       |
|--------------------------------------|-----------------|------------|
| 1. Participation                     | 10%             | 1, 4       |
| 2. In-class case study presentations | 15%             | 2, 3       |
| 3. Online quizzes                    | 20%             | 1, 2, 4    |
| 4. Supply chain game assessment      | 15%             | 1,2,3,4,5  |
| 4. Research paper                    | 40%             | 2, 3, 4, 5 |

| DESCRIPTOR                        | ALPHA | NUMERIC | GPA | REQUIREMENT/EXPECTATION  |
|-----------------------------------|-------|---------|-----|--|
| Outstanding<br>(High Distinction) | A     | 93+     | 4.0 | Maximum grade: In addition to description for grade "A-", the student shows detailed understanding of materials about which he or she can show independent analytical ability. This means the ability to question an issue from different perspectives and evaluate responses in an objective manner.  |
| Excellent<br>(Distinction)        | A-    | 90 - 92 | 3.7 | Student shows understanding of literature beyond the textbook/class hand-outs/class notes, and the work shows a high level of independent thought, presents informed and insightful discussion and demonstrates a well-developed capacity for evaluation.  |
| Very good<br>(High Credit)        | B+    | 87 - 89 | 3.3 | Shows evidence of a capacity to generalise from the taught content, or the material in literature, or from class lectures in an informed manner. Also, the work demonstrates a capacity to integrate personal reflection into the discussion and an appreciation of a range of different perspectives. |
| Good<br>(Credit)                  | B     | 83 - 86 | 3.0 | The work is well organised and contains coherent or logical argumentation and presentation.  |
| Good<br>(Credit)                  | B-    | 80 - 82 | 2.7 | Student shows understanding of literature beyond the textbook and/or notes, and, there is evidence of additional reading.  |
| Average<br>(Good Pass)            | C+    | 77-79   | 2.3 | The work demonstrates a capacity to integrate research into the discussion and a critical appreciation of a range of theoretical perspectives. Also, the work demonstrates a clear understanding of the question and its theoretical implications and demonstrates evidence of additional reading.     |
| Adequate                          | C     | 73 - 76 | 2.0 | Shows clear understanding and some insight into the material in the textbook and notes, but not beyond. A  |

| DESCRIPTOR                         | ALPHA | NUMERIC | GPA       | REQUIREMENT/EXPECTATION   |
|------------------------------------|-------|---------|-----------|---|
| (Pass)                             |       |         |           | deficiency in understanding the material may be compensated by evidence of independent thought and effort related to the subject matter.  |
| Below Average<br>(Borderline Pass) | C-    | 70-72   | 1.7       | Shows some understanding of the material in the textbook and notes. A deficiency in any of the above may be compensated by evidence of independent thought related to the subject matter. |
| Inadequate<br>(Borderline Fail)    | D+    | 67 - 69 | 1.3       | Fails to show a clear understanding or much insight into the material in the textbook and notes   |
| Poor<br>(Fail)                     | D     | 60 - 66 | 0.7 - 1.0 | Besides the above for D+, student has not shown interest or engagement in the class work or study.  |
| Poor<br>(Fail)                     | F     | <60     | 0         | Shows little or no understanding of any of the material   |
| Incomplete                         | I     |         |           | Please see CAPA policy in the Faculty Handbook.   |

### 1. Participation 10%

Each week, your Lecturer will look for lively discussion and debate in class. You are expected to read the appropriate material listed in the class schedule before each class. This is a mark for participation, NOT attendance (which is compulsory). The online component of your weekly session will comprise a weekly mandatory quiz, which must be completed prior to the next class, and a set progress deliverable for your final research paper.

Please review the following table as a guide:

| Grade          | Discussion  | Reading  |
|----------------|---|--|
| <b>A range</b> | <b>Excellent: consistent contributor; offers</b> original analysis and comments; always has ideas on topics of the readings; takes care not to dominate discussion. | Obviously has completed all readings; intelligently uses resultant understanding to formulate comments and questions for the discussion. |
| <b>B+</b>      | <b>Very Good: frequent, willing, and able</b> contributor; generally offers thoughtful comments based on the readings.  | Has done most of the readings; provides competent analysis of the readings and applies insights from class appropriately.                |
| <b>B / B-</b>  | <b>Satisfactory: frequent contributor; basic</b> grasp of key concepts but little original insight; comments/questions are of a general nature.                     | Displays familiarity with some readings and related concepts, but tends not to analyse them.   |
| <b>C range</b> | <b>Poor: sporadic contributor;</b> comments/questions betray lack of understanding of key concepts; often digresses in unhelpful ways.                              | Displays familiarity with few readings; rarely demonstrates analytical thought.  |

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| D / F | <b>Very Poor: rarely speaks; merely quotes text</b> or repeats own comments or those of others. | Little to no apparent familiarity with assigned material or application to relevant discussion. |
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**2. In class case study presentations 15%**

**Due: Sessions 3-8**

The case study presentations will be done in small groups. Your Faculty at the start of the semester will identify the case studies. The group presentation, 20 mins, will analyse the case, make specific recommendations on the course of action that you would recommend to the firm(s). As you write the brief you are writing an argument to be evaluated by your superiors – your career, your standing in the company as well as the outcome of the case's impact to the company is at STAKE. The presentation should be accompanied by a 500 word briefing paper submitted to your Faculty at the end of the presentation. The grading of the briefs will be based upon the quality of the analysis and argument made. In preparing your presentation, and writing the brief, assume you are a consulting company that has been called in by the management to analyse a business situation and make appropriate recommendations.

**3. Online quizzes 20%,**

**Due: Sessions 2-8**

The weekly quizzes will consist of multiple-choice questions and will be completed and automatically graded online. The final overall grade will be the average of all quiz grades.

**4. Supply chain game 15%**

The Supply Chain game for this course has been developed for international Global Network Learning. The game covers a wide variety of issues in Supply Chain and is intended to develop student insight into World Class Sales and Operations Planning in Global Supply Chain Management. The assessment requires students to participate in three rounds of the game. Ten per cent (10%) of the assessment is based on group performance (two or three student groups) in game playing and five percent (5%) on the group's critique of the performance of other groups. Full instructions for game playing will be issued in the second half of the semester.

**5. Research Paper 40% - due Session 12**

The research paper is a 3000 (+/- 10%) word essay due in Session 12. Select any one of the topics that we will be covering in this course. Bear in mind that these topics/chapters are rather broad and you will need to narrow down your research topic significantly. You should identify a small aspect of the theoretical or methodological discussion that interests you and focus sharply on it. In other words, you should not be providing a general overview of the chapter(s).

Localized Context: The students are required to identify relevant research paper topics within the localized context of the Australia and the Asia Pacific region to benefit from their presence in Australia and the region. These research paper topics should be discussed with the lecturer in advance.

The next step is to identify a case study or identify an accessible data set that fits your selected topic. You may choose current or recent global supply chain issues or events or alternatively examine an event/s from the perspective of recent history and forecasted trends.

The final step will be to provide a thorough analysis. How does the case study or evidence fit into the theoretical or methodological discussion? Are the facts consistent with the theory? Explain why (or why not). What lessons did you learn from this project? This analysis will carry the highest weight for this assignment.

To obtain an 'A' grade, the submission will have to meet three requirements: (1) theoretical / methodological discussion; (2) good presentation of case study / data set; and (3) thorough analysis. Any submissions that do not meet all the criteria will be downgraded.

You will provide 2 status updates (online) through the term on the progress you have made to date on your projects. This will enable the lecturer to provide you with the necessary guidance and feedback. It is important that you are well prepared for these status updates and demonstrate appropriate progress through Class Participation (10% of the course marks).

## Course Materials

### Required Readings

The following text is required for the course:

Chopra, S., Meindl, P. (2013). *Supply Chain Management – Strategy, Planning, and Operation*. Pearson: London

It is essential that all students have access to the above textbook.

### Recommended Reading

- Alliance for Supply Chain Innovation  
<http://www.asci.com.au/>
- Supply Chain Asia Magazine  
<http://www.supplychainasia.org/>
- Supply Chain Management Review  
<http://www.manufacturing.net/scm/index.asp>
- Supply Chain Management Journal  
<http://www.oberon.emeraldinsight.com/vl=761024/cl=49/nw=1/rpsv/scm.htm>
- Stanford University Global Supply Chain Forum. Research white papers  
<http://www.stanford.edu/group/scforum/Welcome/>
- Supply Chain Management Forum  
<http://www.supplychain-forum.com>
- Supply Chain Council  
<http://www.supply-chain.org>
- World Bank Logistics Performance Index  
<http://lpi.worldbank.org/>

Related academic journal titles:

- Californian Management Review
- European journal of purchasing and supply management
- Harvard Business Review
- International Journal of Operations and Production Management
- International Journal Of Physical Distribution And Logistics Management
- International Journal of Quality and Reliability Management
- International Journal of Service Industry Management
- Journal Of Industrial Technology
- Journal of Operations management
- Journal of Operations Research
- Journal of Purchasing and Supply Management
- Journal of Quality Management
- Management Science

- Operations Management Review
- Production and Inventory Management Journal (APICS)
- Sloan Management Review
- The Quality Management Journal

### Library and research facilities

The Sydney College of TAFE library facilities are available for your use. Please use the library to access the internet. (<http://sydneytafe.edu.au/library-online>) You can also photocopy or scan TAFE Library books for your own use. More information on CAPA Sydney library and research facilities can be obtained by looking through your Orientation Pack or by speaking to a CAPA Sydney staff member.

### Weekly Schedule

The framework below indicates sessions at CAPA. The schedule may be revised as the term progresses to incorporate field trips and guest speakers. Weekly class slides and relevant additional readings will be posted online. The students are expected to complete all weekly readings (textbook and additional) prior to the weekly session.

Weekly chapter references are from the required textbook.

Suggested case studies for group presentations are indicated. Students may choose an alternative in consultation with Faculty.

| Date | Seminar topics  | Class activities   |
|------|---|--|
|      | <p><b>Seminar 1 - Introduction to Supply Chain Management</b><br/>           Introductions, student interests, relevant prior coursework &amp; experience<br/>           Course map, format, required work and assessments<br/>           Definition, importance, processes, and examples of supply chains<br/>           Careers in SCM</p> <p><b>Required Reading</b><br/>           Chapter 1: Understanding the Supply Chain</p> <p>Baldwin, R. (2012). Global Supply Chains: From Past, to Present, to Future. Fung Global Institute. Retrieved 28 May 2014 from <a href="http://www.fungglobalinstitute.org/en/global-supply-chains-past-present-future">http://www.fungglobalinstitute.org/en/global-supply-chains-past-present-future</a></p> | <p><b>Class</b><br/>           Introductions<br/>           Careers in SCM<br/>           Course introduction<br/>           Lecture</p> |
|      | <p><b>Seminar 2 - Strategy and product/service alignment</b><br/>           Competitive and supply chain strategies align with product/service objectives<br/>           Drivers and metrics including financial, facilities, inventory, transportation, information, sourcing, and pricing</p> <p><b>Required Reading</b><br/>           Chapter 2: Supply Chain Performance – Achieving Strategic Fit and Scope</p> <p>Chapter 3: Supply Chain Drivers and Metrics</p>  | <p><b>Class</b><br/>           Lecture<br/>           On line quiz</p>   |

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|  | <p>“The end of cheap China – What do soaring Chinese wages mean for global manufacturing?” The Economist, March 10, 2012<br/>Retrieved September 4 2015 from<br/><a href="http://www.economist.com/node/21549956">http://www.economist.com/node/21549956</a></p>  |   |
|  | <p><b>Seminar 3 - Network design</b><br/>The role of distribution networks in the supply chain.<br/>Making design decisions, theory and practice.<br/>The role of network design in the supply chain<br/>Making design decisions – theory and practice<br/>Facility location and capacity allocation</p> <p><b>Required Reading</b><br/>Chapter 4: Designing Distribution Networks and applications to Online Sales<br/>Chapter 5: Network Design in the Supply Chain</p> <p>Carsten, P., (2013). Alibaba to transform China's 'e-economy' with \$500 billion marketplace. Reuters. Retrieved 28 May 2014 from<br/><a href="http://www.reuters.com/article/2013/10/13/us-alibaba-retail-idUSBRE99C0BP20131013">http://www.reuters.com/article/2013/10/13/us-alibaba-retail-idUSBRE99C0BP20131013</a></p> <p>Case study: NBN Co. - Accenture, 2012. Accenture helps NBN Co build supply chain solution for multi-billion dollar broadband network in record time. Retrieved 28 May 2014 from<br/><a href="http://www.accenture.com/SiteCollection/Documents/PDF/Accenture-Supply-Chain-Management-Solution-Designed-for-NBN-Co.pdf.pdf#zoom=50">http://www.accenture.com/SiteCollection/Documents/PDF/Accenture-Supply-Chain-Management-Solution-Designed-for-NBN-Co.pdf.pdf#zoom=50</a></p> | <p><b>Class</b><br/>Online Quiz<br/>Group Presentation<br/>Discussion<br/>Lecture<br/>Research Paper<br/>Consultation</p> |
|  | <p><b>Seminar 4 – Off-shoring, on-shoring , re-shoring<br/>Information Technology in the Supply Chain</b></p> <p>Globalization impacts<br/>Making the decision: cost, risk<br/>Onshoring vs. off-shoring and uncertainty – theory and practice.</p> <p>Role of IT.<br/>Functions: customer relationship management, internal supply chain management, supplier relationship management, transaction management, risk management.<br/>Looking to the future</p> <p><b>Required Reading</b><br/>Chapter 6: Designing Global Supply Chain Networks<br/>Chapter 17 Information technology in a Supply Chain.</p> <p>KPMG, (2014). Production’s coming home: what companies need to know about reshoring. Retrieved 27 May 2014 from<br/><a href="http://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/ConsumerCurrents/Pages/productions-coming-home.aspx">http://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/ConsumerCurrents/Pages/productions-coming-home.aspx</a></p> <p>Case studies: Pacific Brands offshoring. “Time to re-evaluate Chinese manufacturing? PacBrands fails to deliver”. Crikey.com.</p>  | <p><b>Class</b><br/>Online Quiz<br/>Group Presentation<br/>Discussion<br/>Lecture<br/>Guest speaker</p>                   |



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|  | <p>Retrieved 28 May 2014 from <a href="http://www.crikey.com.au/2011/03/17/time-to-re-evaluate-chinese-manufacturing-pacbrands-fails-to-deliver/">http://www.crikey.com.au/2011/03/17/time-to-re-evaluate-chinese-manufacturing-pacbrands-fails-to-deliver/</a></p> <p>Romanenko, A, Artamonov, A, (2014) Using analytics to make powerful business decisions. Analytics Magazine May/June 2014, p34-44. Retrieved 27may2014from<a href="http://www.atkearney.com/documents/10192/4542810/2014_AnalyticsforPowerfulBusinessDecisions.pdf/e2b5b4e-cbb3-4414-afd7-b66ab12d482d">http://www.atkearney.com/documents/10192/4542810/2014_AnalyticsforPowerfulBusinessDecisions.pdf/e2b5b4e-cbb3-4414-afd7-b66ab12d482d</a></p>  |   |
|  | <p><b>Seminar 5 - Transportation</b><br/> Modes of transportation and performance characteristics<br/> Infrastructure and Government policies<br/> Designing the transport network<br/> Role of IT<br/> Risk management<br/> Decisions in practice</p> <p><b>Required Reading</b><br/> Chapter 14: Transportation in a Supply Chain</p> <p>World Bank, 2014. Connecting to Compete – Trade Logistics in the Global Economy. International Bank for Reconstruction and Development/World Bank Group, Washington. Retrieved 28 May 2014 from <a href="http://lpi.worldbank.org/sites/default/files/LPI_Report_2014.pdf">http://lpi.worldbank.org/sites/default/files/LPI_Report_2014.pdf</a></p> <p>Case study: India and the domestic food supply chain. “The journey of an Indian onion – Lord of the Rings”. The Economist, December 14, 2013</p> <p>Case study: Australian meat livestock live export. “Ways to improve export of livestock sought.” Australian Financial Review Print Edition, 17 April 2014</p> <p>Case study: Australian rail infrastructure and food supply chain. “Decrepit rail network threatens food boom.” Australian Financial Review Print Edition, 26 March 2014</p> | <p><b>Class</b><br/> Online Quiz<br/> Group Presentation<br/> Discussion<br/> Lecture<br/> Case study<br/> Research Paper<br/> Consultation</p> |
|  | <p><b>Seminar 6 - Field Class</b></p>  |   |
|  | <p><b>Seminar 7 – Demand Forecasting and Aggregate Planning</b><br/> Role of forecasting<br/> Components of forecasting<br/> Role of IT<br/> Forecasting in practice<br/> Role of aggregate planning<br/> Aggregate planning problem</p>   | <p><b>Class</b><br/> Online Quiz<br/> Group Presentation<br/> Discussion<br/> Lecture</p>   |

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|  | <p>Role of IT<br/>Aggregate planning in practice</p> <p><b>Required Reading</b><br/>Chapter 7: Demand Forecasting in a Supply Chain<br/>Chapter 8: Aggregate planning in a Supply Chain</p>   |  |
|  | <p><b>Seminar 8 – Sales and Operations Planning</b><br/>Managing supply and demand<br/>Predictable variability<br/>Planning in practice<br/>End-to-end supply chain co-ordination</p> <p><b>Required Reading</b><br/>Chapter 9: Sales and Operations Planning – Planning Supply and Demand in a Supply Chain</p> <p>Chapter 10: Co-ordination in a Supply Chain</p> <p>Case study: The mobile device supply chain – Apple and Samsung. Gharibjanian, V., 2014. Billions Served (In Secret): How their mobile supply chains give Apple and Samsung an edge. Endeavour Partners. Retrieved 28 May 2014 from <a href="http://endeavourpartners.net/billions-served-in-secret-how-their-mobile-supply-chains-give-apple-and-samsung-an-edge/">http://endeavourpartners.net/billions-served-in-secret-how-their-mobile-supply-chains-give-apple-and-samsung-an-edge/</a></p> | <p><b>Class</b><br/>Online quiz<br/>Group presentation<br/>Discussion<br/>Lecture<br/>S&amp;OP basics<br/>Discussion<br/>Review of Supply Chain game</p> |
|  | <p><b>Seminar 9 – Cycle and safety Inventory</b><br/>Cycle inventory and related costs<br/>Promotion and discounting effects and strategies<br/>Safety inventory and appropriate level<br/>Dealing with supply uncertainty<br/>Aggregation vs. distribution<br/>Replenishment policies</p> <p><b>Required Reading</b><br/>Chapter 11 : Managing Economies of Scale in a Supply Chain: Cycle Inventory</p> <p>Chapter 12 : Managing Uncertainty in a Supply Chain : Safety Inventory</p>   | <p><b>Class</b><br/>Lecture<br/>Supply Chain game round 1</p>  |
|  | <p><b>Seminar 10 – Product availability and pricing management</b><br/>Determining the optimal level of product availability<br/>Improving supply chain profitability through optimal services levels<br/>Allocation of limited supply capacity<br/>Managerial levers to balance costs</p>  | <p><b>Class</b><br/>Lecture<br/>Supply Chain game round 2<br/>Research Paper Consultation</p>  |

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|  | <p>Pricing and revenue management under conditions of limited capacity and inventory</p> <p><b>Required Reading</b><br/> Chapter 13 : Determining the Optimal Level of Product Availability<br/> Chapter 16 : Pricing and Revenue Management in a Supply Chain</p>  |   |
|  | <p><b>Seminar 11 – Sourcing</b><br/> Role of sourcing (procurement) in the supply chain<br/> Outsourcing decisions and factors affecting<br/> Managing supplier performance and total cost<br/> Managing risk<br/> The sourcing process – auctions and negotiations</p> <p><b>Required Reading</b><br/> Chapter 15 : Sourcing Decisions in a Supply Chain</p> <p>Case study: Toyota safety recalls 2010. “The machine that ran too hot” – The Economist February 24, 2010.<br/> <a href="http://www.economist.com/node/15581072">http://www.economist.com/node/15581072</a></p>   | <p><b>Class</b><br/> Lecture<br/> Guest speaker<br/> Supply Chain game round 3<br/> Research Paper Consultation</p> |
|  | <p><b>Seminar 12 - Sustainability and Corporate Social Responsibility (CSR) in the supply chain</b><br/> Role of sustainability and key metrics<br/> Closed loop supply chains<br/> CSR in the supply chain</p> <p><b>Required Reading</b><br/> Chapter 18 : Sustainability and the Supply Chain</p> <p>Choose from : APEC Human Resources Development Working Group - CSR in the Supply Chain Case Studies at<br/> <a href="http://hrd.apec.org/index.php/Corporate_Social_Responsibility_in_the_Global_Supply_Chain">http://hrd.apec.org/index.php/Corporate_Social_Responsibility_in_the_Global_Supply_Chain</a></p> <p>Case study: Apple in China. “When the jobs inspector calls – working conditions in factories.” The Economist, March 31, 2012<br/> Case study: Huawei Supply Chain<br/> <a href="http://www.huawei.com/en/about-huawei/sustainability/win-win-development/sustainable-supply-chain/">http://www.huawei.com/en/about-huawei/sustainability/win-win-development/sustainable-supply-chain/</a></p> | <p><b>Class</b><br/> Lecture<br/> GNL wrap up<br/> World class S&amp;OP<br/> Best game result</p>                   |

## Attendance, Participation & Student Responsibilities

### Attendance

CAPA has a mandatory attendance policy. Students are also expected to participate actively and critically in class discussions, and the participation portion of the class will be graded accordingly. Students must read assignments BEFORE the class, and come in on time. Attendance is mandatory and is taken at the beginning

of every class. Unauthorized absence from class will result in a reduction of the final grade and ultimately in a F for the course.

### **Missing classes for medical reasons**

If you need to miss a class for medical reasons or for a family emergency, you must send an e-mail to let the Director of Academic Affairs (DAA) know at least one hour in advance of your class or meeting by emailing [jmiller@capa.org](mailto:jmiller@capa.org). Note that calling the CAPA Center (02 9217 5977) is acceptable only if you do not temporarily have access to the internet. An e-mail is still required as quickly as you can get access to the internet again. You will need to provide evidence of the reason for your absence. Unexcused absences will result in a grade reduction. In the event of a missed class or field trip, it is your responsibility to contact your instructor and make up any missed assignments.

### **Class Participation**

Participation is a vital part of your grade: students are expected to participate orally in seminars and in online forums and discussions in a critical and evaluative manner; to interact with the faculty and fellow students with respect and tolerance; and to actively engage in discussion. Derogatory or inflammatory comments about the cultures, perspectives or attitudes of others in the class will not be tolerated.

### **Academic Integrity**

The faculty expects from you, the student, a high level of responsibility and academic honesty. Because the value of an academic course depends upon the absolute integrity of the work done by the student, it is imperative that a student demonstrates a high standard of individual honour in his or her scholastic work and class behaviour. Plagiarism and cheating will result in dismissal from the program. See the Handbook of CAPA Academic Policies for more information and resources on plagiarism.

### **Use of electronic equipment in class**

All devices such as laptops, I-pods, I-pads, netbooks, notebooks and tablets, smartphones, cell phones, etc. are NOT allowed unless you have express permission from the faculty or you have been instructed to do so. If you require an accommodation to use any type of electronic equipment, inform the Director of Academic Affairs or the Resident Director at the beginning of Term.

### **Use of Electronic Translators**

In Language courses students are NOT allowed to use electronic translators for writing texts in the target language: those submitting compositions and texts of whatever kind translated in such a fashion will receive a final F grade for the course.

### **Late Submission**

Late submission of papers due, projects, journal entries, pieces of homework and portfolios is only permitted with prior approval. A request must be made to the relevant Faculty member no later than two days prior to the due date. Late submission without prior approval will result in a full alpha grade penalty. In either case, work cannot be submitted after feedback has been provided to the rest of the class on the relevant assessment or one week after the due date whichever comes first, after which point a grade of F will be given for the assessment.

### **Behaviour during Examinations**

During examinations, you must do your own work. Unless specifically instructed by the lecturer or instructor, talking during an exam is not permitted, nor may you compare papers, copy from others, or collaborate in any way. Any failure to abide by examination rules will result in failure of the exam, and may lead to failure of the course and disciplinary action.