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1. STAFF CONTACT DETAILS
Lecturer: Chung-Li Tseng
Room: 2085 Quad
Phone: 9385-9704
Email: c.tseng@unsw.edu.au
Consultation Times: Tuesday 11:00 – 12:00, Thursday 4:00 – 5:00, Friday 4:00 – 5:00 (and by appointment)
I am happy to be contacted by email with course specific inquiries. If you need to contact the School urgently you can contact the School Office on 9385-5320.

2. COURSE DETAILS

2.1 Teaching Times and Locations
Tutorial: Monday 6:00 – 9:00 (ASB 215)
Lecture: Monday 6:00 – 9:00 (ASB 215)

2.2 Units of Credit
The course is worth 6 units of credit.

2.3 Summary of Course
This course introduces the key concepts of supply chain management. Supply chain management deals with the management of materials, information and financial flows in a network consisting of suppliers, manufacturers, distributors, and customers. The coordination and integration of these flows within and across companies are critical in effective supply chain management. The course addresses questions about the sourcing of materials; the channels of distribution; the relationships with suppliers and customers; the use of information from end consumers; the coordination of information flows and the ways in which incentive systems can be arranged so that the overall performance of the chain is optimised.

2.4 Course Aims and Relationship to Other Courses
Supply chain management is a fast growing business area in today’s business world. Global companies, such as IBM, HP, GE, and P&G, have heavily invested in supply chain management in order to gain competitive advantages. The coordination and integration of the flows of products, information, and funds within and across companies are critical in effective supply chain management. Therefore, one important supply chain driver is transportation. While this course addresses general interactions of business units within a supply chain, OPMG5811 Logistic Management focuses specifically on how products, information, and funds flow within a supply chain, such as transportation, procurement, and warehousing.

The growing importance of supply chain management is also evident due to increasing use of outsourcing as firms focus on the parts of the value chain at which they excel. Web or Internet plays an important role in processing the information of products and services exchanged within the supply chain, a process commonly known as e-commerce. Therefore, courses about e-commerce, such as INFS4885 e-Business Applications and Technologies, have a direct application on supply chain management.

To improve the performance of a supply chain, one must streamline business process flows. Therefore, understanding business process flows is fundamental to design and planning of supply chains. OPMG5820 (cross-listed as INFS4862)
Business Process Improvement and Quality Management covers more fundamental operational topics. The knowledge of operations management provided by OPMG5820 can add value to supply chain performance.

OPMG5810 is a core course for MCom specialization in Supply Chain and Logistics, and is cross-listed with INFS4861, which is a 4th year elective in the BComm and BSc and is only available to those students who are enrolled in their respective honours programmes.

Overall, the course aims to

1. develop knowledge about the interconnectedness of business units and organizations within the supply chain.
2. develop knowledge about the strategies, such as information sharing and contracts, that can be used to improve the performance of a supply chain
3. enhance analytical skills and capability to synthesize information from several perspectives.
4. enhance communication, reflection and teamwork skills.

2.5 Student Learning Outcomes
Upon successful completion, students should be able to:

1. analyze how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of the firm as well as the entire supply chain.
2. develop the strategies that can be taken to decrease inventories without increasing cost or hurting the level of product availability.
3. analyze the strengths and weaknesses of various modes of transportation and different options for designing transportation networks.
4. analyze how cross-functional drivers, such as sourcing, pricing, and information technology, may be employed to improve the performance of a supply chain
5. know the bullwhip effect of a supply chain, including its primary causes and the strategies to dampen the effect.
6. use computing software to determine optimal inventory levels under various situations in a supply chain
7. interact with team members to achieve group objectives

Graduate Attributes
This course contributes to your development of the following Australian School of Business Graduate Attributes. The alignment of the course learning outcomes and the graduate attributes are summarized in the following table.

<table>
<thead>
<tr>
<th>Course Learning Outcomes</th>
<th>ASB Graduate Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,2,3,4,5,6</td>
<td>1. Critical thinking and problem solving</td>
</tr>
<tr>
<td></td>
<td>2. Communication</td>
</tr>
<tr>
<td></td>
<td>3. Teamwork and leadership</td>
</tr>
<tr>
<td></td>
<td>4. Social, ethical and global perspectives</td>
</tr>
<tr>
<td>1,2,3,4,5,6</td>
<td>5. In-depth engagement with relevant disciplinary knowledge</td>
</tr>
<tr>
<td></td>
<td>6. Professional skills</td>
</tr>
</tbody>
</table>
3. LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course
It is important to note some interesting dual characteristics of the subject of supply chain management. First, this subject is concerned with some of the most traditional business activities, such as communication, inventory management, warehousing, transportation, and facility location. However, supply chain management is also one of the fast-growing business areas that many companies have just started focusing on it fairly recently. Second, for even a single product, the corresponding supply chain may be vast involving hundreds or even thousands of hand-offs. The amount of information flow can also be large. These indicate the complexity of supply chain management. Given this subject that is dynamic and is constantly evolving, the learning experience offered by this course therefore includes homework assignments, group case studies, class discussions, and presentations. Through the case studies, students will analyze logistic strategies of some existing supply chains. Students will also be engaged in classroom discussion about case studies and findings.

To maximize the effect of classroom learning, students are expected to read assigned course materials before attending each class. Students should also be aware that real supply chain practices can be found in their surroundings and daily life. Therefore, students are encouraged to pay attention to discover them.

3.2 Learning Activities and Teaching Strategies
The course involves three key components – the lecture, the tutorial, and your out-of-class study.

Lectures
Each lecture provides an overview of specific topics in the textbook. The instructor in each lecture goes over the concepts and issues that are deemed important or more difficult to understand. Lecture slides can be downloaded from WebCT Vista prior to each lecture. The instructor will not make hard copies of lecture slides for the students.

Tutorials
By interacting with students, the instructor will blend tutorial sessions with regular lectures. In the tutorial session, the instructor uses examples to interact with the students to practice more quantitative issues. The instructor may also use the tutorial sessions to interact with the students to discuss findings of their case reports. It is also a good opportunity to convey any of your questions to the instructor.

Out-of-Class Study
While each student may have preferred individual learning strategy, it is important to note that most learning will be achieved outside of class time. Lectures can only provide a structure to assist your study. Each lecture will be followed by a weekly assignment that contains problems related to the lecture. An “ideal” strategy may include:

1. Reading of the relevant chapter(s) of the textbook and accessing the lecture slides from WebCT Vista before the lecture. This will give you a general idea of the topic area.
2. Attendance at lectures. Here the context of the topic in the course and the important elements of the topics are identified. The relevance of the topic will be explained.

3. Do the homework assignments. You may discuss problems or difficulties encountered with fellow students or the instructor. But you must write the assignments by yourself.

4. Participate and contribute to your group discussions for the three cases.

5. Attend and participate each class meeting.

4. ASSESSMENT

4.1 Formal Requirements
To receive a pass grade in this course, you must meet ALL of the following criteria:

- Attain an overall mark of at least 50%.
- Attend at least 80% of all scheduled classes.
- Attain a satisfactory performance in each component of the course. A mark of 45 percent or higher is normally regarded as satisfactory.
- Attain a mark of at least 45% in the final exam
- In the case of peer assessed group work, the mark assigned to each member of the group may be scaled based on peer assessment of each member’s contribution to the task.

The School reserves the right to scale final marks to a mean of 60%. It should be noted that group members are expected to work in an harmonious and professional fashion which includes adequate management of non-performing members.

| Homework assignments | 15% |
| Case studies         | 30% |
| Mid-session Exam (take-home) | 15% |
| Final Exam           | 30% |
| Participation        | 10% |
| **TOTAL**            | **100%** |

4.2 Assessment Details
The final composite marks for this course are summarized in the following table.

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
<th>Learning Outcomes Assessed</th>
<th>ASB Graduate Attributes Assessed</th>
<th>Handed out Date</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homework #1</td>
<td>5%</td>
<td>1,2</td>
<td>1,5</td>
<td>23/03</td>
<td>30/03</td>
</tr>
<tr>
<td>Homework #2</td>
<td>5%</td>
<td>1,2</td>
<td>1,5</td>
<td>6/04</td>
<td>20/04</td>
</tr>
<tr>
<td>Homework #3</td>
<td>5%</td>
<td>1,2,3,4</td>
<td>1,5</td>
<td>11/05</td>
<td>18/05</td>
</tr>
<tr>
<td>Case 1</td>
<td>10%</td>
<td>1,2,4,7</td>
<td>1,2,3,5,6</td>
<td>16/03</td>
<td>23/03</td>
</tr>
<tr>
<td>Case 2</td>
<td>10%</td>
<td>1,2,6,7</td>
<td>1,2,3,5,6</td>
<td>30/03</td>
<td>6/04</td>
</tr>
<tr>
<td>Case 3</td>
<td>10%</td>
<td>1,2,6,7</td>
<td>1,2,3,5,6</td>
<td>6/04</td>
<td>1/06</td>
</tr>
</tbody>
</table>
Homework Assignments
There are three homework assignments in this semester. Each is due one week after it is assigned (two weeks for the second homework due to the mid-session break). Homework assignments are designed to help students practice quantitative models learned from the text. The first two homework assignments also prepare the students to do Case Studies 2 and 3, respectively, which are more challenging and are undertaken by groups.

Case Studies
There are three cases to study in this course: all cases are equally weighed. These cases (especially Cases 2 and 3) may be viewed as more challenging homework assignments and, therefore, are tackled by groups. Each group should consist of no more than 3 students. Each case describes a scenario followed by several questions. Your group must submit a report, in which you should first summarize the key facts / data of the case, then answer all questions given in each case. While some questions may be qualitative and some quantitative, all questions are analytical. Your answers will be evaluated based on their thoughtfulness and relevancy in the context of supply chain management. Each case will be discussed in class on its due date. Each group should expect to be called on to present their results.

Mid-session Exam (take-home)
All students are expected to take the exam given in Week 7. The exam will cover materials covered in lectures during Weeks 1-7 (inclusive). This exam may require you to use Excel for more advanced calculations for supply chain planning, which is the reason why the exam is take-home. The exam problems will be handed out in the class of Week 7 on 27 April (Monday) and be due at 5pm, 1 May (Friday). Each student must work on the exam problems individually and independently. The codes of Academic Honesty and Plagiarism are strictly enforced (see Section 5 below).

Final Exam
The final exam will be held during the University examination period with the date and time determined by the University. It will cover materials covered in lectures and tutorials during Weeks 1 – 12 (inclusive).

Participation
To encourage effective interaction, a mark will be awarded for your participation in terms of your attendance and the degree to which you engage in class discussions. Assessment will be based on your attendance, the frequency and quality of your contribution to class discussion, and your participation in team activities.
4.3 Assessment Format
The case reports must be typed. Detailed instructions will be given with the case statements. There is no specific format for the homework assignments although answers should be neatly set out and legible if handwritten.

4.4 Assignment Submission Procedure
Homework assignments and case reports should be submitted by handing to the instructor during the lecture in the relevant week. Students should keep a copy of all work submitted for assessment and keep returned marked assignments. Electronic submission may be arranged. Please contact the instructor for details.

4.5 Late Submission
The late submission of assignments carries a penalty of 10% of the maximum marks for that assignment per day of lateness (including weekends and public holidays), unless an extension of time has been granted. An extension of time to complete an assignment may be granted by the course co-ordinator in case of misadventure or illness. Applications for an extension of time should be made to the course co-ordinator by email or in person. You will be required to substantiate your application with appropriate documentary evidence such as medical certificates, accident reports etc. Please note that work commitments and computer failures are usually consider insufficient grounds for an extension.

5. Academic Honesty and Plagiarism
The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies, penalties and information to help you avoid plagiarism see:
http://www.lc.unsw.edu.au/plagiarism/index.html

Plagiarism is the presentation of the thoughts or work of another as one’s own.* Examples include:
- direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person’s assignment without appropriate acknowledgement;
- paraphrasing another person’s work with very minor changes keeping the meaning, form and/or progression of ideas of the original;
- piecing together sections of the work of others into a new whole;
- presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,
- claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does not amount to plagiarism.
Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at:  
www.lc.unsw.edu.au/plagiarism

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

- correct referencing practices;
- paraphrasing, summarising, essay writing, and time management;
- appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle
† Adapted with kind permission from the University of Melbourne.

6. COURSE RESOURCES
The prescribed textbook for this subject (available at the UNSW Bookshop) is


7. COURSE EVALUATION AND DEVELOPMENT
This is a new course. No data from student feedback has been collected yet. But we will be seeking feedback from the students about the offering of this course and use it as a basis for continual improvement. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process is one of the ways in which student evaluative feedback is gathered. In this course, we shall use your course-level feedback, both quantitative and qualitative, to guide our continued review and redesigning of the course.

8. STUDENT RESPONSIBILITIES AND CONDUCT

8.1 Workload
It is expected that you will spend at least ten hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.
Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

8.2 Attendance
Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than eighty per cent of scheduled classes they may be refused final assessment.

8.3 Special Consideration and Supplementary Examinations
UNSW Policy and Process for Special Consideration
(see https://my.unsw.edu.au/student/atoz/SpecialConsideration.html)

- Applications for special consideration (including supplementary examinations) must go through UNSW Central administration (within 3 working days of the assessment to which it refers) – applications will not be accepted by teaching staff;
- Applying for special consideration does not automatically mean that you will be granted additional assessment or that you will be awarded an amended result;
- If you are making an application for special consideration (through UNSW Central Administration) please notify your Lecturer in Charge;
- Please note that a register of applications for Special Consideration is maintained. History of previous applications for Special Consideration is taken into account when considering each case.


8.4 General Conduct and Behaviour
You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: www.my.unsw.edu.au

8.5 Occupational Health and Safety
UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see https://my.unsw.edu.au/student/atoz/OccupationalHealth.html.

8.6 Keeping Informed
You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.
9. ADDITIONAL STUDENT RESOURCES AND SUPPORT
The University and the ASB provide a wide range of support services for students, including:

- **ASB Education Development Unit (EDU)** ([www.business.unsw.edu.au/edu](http://www.business.unsw.edu.au/edu))
  Academic writing, study skills and maths support specifically for ASB students. Services include workshops, online and printed resources, and individual consultations. EDU Office: Room GO7, Ground Floor, ASB Building (opposite Student Centre); Ph: 9385 5584; Email: edu@unsw.edu.au

- **UNSW Learning Centre** ([www.lc.unsw.edu.au](http://www.lc.unsw.edu.au))
  Academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library training and search support services**: [http://info.library.unsw.edu.au](http://info.library.unsw.edu.au)

- **UNSW IT Service Desk**: Technical support for problems logging in to websites, downloading documents etc. Library, Level 2; Ph: 9385 1333. Website: [www.its.unsw.edu.au/support/support_home.html](http://www.its.unsw.edu.au/support/support_home.html)

- **UNSW Counselling Service** ([http://www.counselling.unsw.edu.au](http://www.counselling.unsw.edu.au))
  Free, confidential service for problems of a personal or academic nature and workshops on study issues such as ‘Coping With Stress’ and ‘Procrastination’. Office: Level 2, Quadrangle East Wing; Ph: 9385 5418

- **Student Equity & Disabilities Unit** ([http://www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au))
  Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Ph: 9385 4734
10. COURSE SCHEDULE

The following is a tentative schedule for lectures and tutorials.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Subject</th>
<th>Reading</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9/03</td>
<td>• Course introduction&lt;br&gt;• Understanding the supply chain</td>
<td>Ch 1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>16/03</td>
<td>• Supply chain performance and drivers</td>
<td>Ch 2, 3</td>
<td>Case 1 (p.66) handed out</td>
</tr>
<tr>
<td>3</td>
<td>23/03</td>
<td>• Case 1 discussion: Seven-Eleven Japan Co.&lt;br&gt;• Managing Economies of Scale in a Supply Chain</td>
<td>Ch 10</td>
<td>Case 1 due: Hw#1 handed out</td>
</tr>
<tr>
<td>4</td>
<td>30/03</td>
<td>• Tutorial: Discussion Hw#1&lt;br&gt;• Managing inventory uncertainty in a supply chain</td>
<td>Ch 10, 11</td>
<td>Hw#1 due: Case 2 (p.301) handed out</td>
</tr>
<tr>
<td>5</td>
<td>6/04</td>
<td>• Case 2 discussion: Delivery strategy at MoonChem&lt;br&gt;• Managing inventory uncertainty in a supply chain</td>
<td>Ch 11</td>
<td>Case 2 due: Hw#2 and Case 3 (p.341) handed out</td>
</tr>
<tr>
<td>6</td>
<td>20/04</td>
<td>• Tutorial: discussing Hw#2&lt;br&gt;• Determining the optimal level of product availability</td>
<td>Ch 11, 12</td>
<td>Hw#2 due</td>
</tr>
<tr>
<td>7</td>
<td>27/04</td>
<td>• Determining the optimal level of product availability</td>
<td>Ch 12</td>
<td>Take-home mid-session exam handed out</td>
</tr>
<tr>
<td>8</td>
<td>4/05</td>
<td>• Transportation in supply chain</td>
<td>Ch 13</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>11/05</td>
<td>• Sourcing decision in a supply chain&lt;br&gt;• Preparing beer game</td>
<td>Ch 14</td>
<td>Hw#3 handed out</td>
</tr>
<tr>
<td>10</td>
<td>18/05</td>
<td>• Beer game &amp; case study</td>
<td></td>
<td>Hw#3 due</td>
</tr>
<tr>
<td>11</td>
<td>25/05</td>
<td>• Coordination in a supply chain</td>
<td>Ch 16, 17</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>1/06</td>
<td>• Case 3 discussion: Managing inventory at ALKO Inc.&lt;br&gt;• Course review</td>
<td></td>
<td>Case 3 due</td>
</tr>
</tbody>
</table>

* Chapters refer to those of the textbook