

**Commerce 4OI3
Supply Chain Management
Fall 2026 Course Outline**

**Operations Management Area
DeGroote School of Business
McMaster University**

INSTRUCTOR AND TA CONTACT INFORMATION

Mon 8:30am – 11:20am
Carlos Cabrero
Instructor
cabrercj@mcmaster.ca
Office hours: after class
Class Location: MCCD 3200

Omar Alam
Teaching Assistant
Alams50@mcmaster.ca
Office hours: by appointment

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
A2L:	Yes	Ethics:	No	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	Yes	Guest speaker(s):	Yes

COURSE INFORMATION

Course Objectives

- Introduce the general framework of supply chain management, and analyze the key drivers of supply chain performance: facility, inventory, transportation, sourcing, information and pricing, with emphasis on
 - interactions between supply chain management and marketing
 - interactions between supply chain management and information systems
 - interactions between supply chain management and new product development
 - sourcing structures and their influences on supply chain management
 - e-business channels and their influences on supply chain management
- Integrate the supply chain management concepts and techniques in a term-long group project

Supply chain, the network of materials, information, and money, has become a key dimension in business competition. Look around us, Apple, Amazon, FedEx, IKEA, Wal-Mart are the examples of extremely successful supply chain management, which helps them prevail in their own industries. In this course, we will present the basic concepts, theories, and techniques in supply chain management, learn the success and failure stories of real-life supply chains, and integrate them in a term long group project.

IMPORTANT LINKS

- [Mosaic](#)
- [Avenue to Learn](#)
- [Student Accessibility Services - Accommodations](#)
- [McMaster University Library](#)

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following tasks:

- Understand the basic concepts and key drivers in supply chain management
- Understand the relationships between supply chain management and marketing, information, new product development, e-business, and sourcing
- Synthesize the knowledge and techniques in a term long group project

REQUIRED MATERIALS AND TEXTS

Required:

Avenue registration for course content, readings, and case materials

- avenue.mcmaster.ca

Business game simulation (~ \$15.00)

- Information on A2L

Optional:

Supply Chain Management: Strategy, Planning, and Operation. By Sunil Chopra, Peter Meindl, Pearson Prentice Hall, 5e, 2012 (or higher edition)

- Online or bookstore

COURSE EVALUATION

- Your final grade will be calculated as follows:

Components and Weights

Class participation	Individual	10%
Midterm Exam	Individual	30%
Final Exam	Individual	30%
SAP Assignments	Individual	10%
Project	Group	20%
Total		100%

NOTE: Late assignments will be penalized. Missed exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. The use of a McMaster standard calculator is allowed during exams in this course. See McMaster calculator policy at the following URL:

www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf

COURSE DELIVERABLES

Participation

Students will be evaluated according to their course participation in two components totaling 10% of your grade:

1. There will be 5 random quizzes in lectures each worth 1% of your grade.
2. The business game simulation will be worth 5% of your grade.

Midterm exam and final exam

Each exam is worth 30 percent of the final grade. The content of an exam includes lecture slides/notes and reading materials. The final exam will be accumulative.

SAP Assignments

This course is part of the SAP certificate program. The students will finish SAP assignments under the guidance of the TA. Details will be posted on A2L and reviewed in class.

Group Project

Students will form groups of 3-5, approved by the instructor. Each group will write a report on a Canadian sourcing and supply chain challenge. The project will be submitted in a final report. Details will be posted on A2L and reviewed in class.

Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

LETTER GRADE	PERCENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student.

All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

Students who have concerns about the course content, evaluation methods, or delivery should first reach out to the course instructor. If your concern remains unresolved after speaking with the instructor, you may then reach out to the relevant Area Chair for further consideration.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar [“Requests for Relief for Missed Academic Term Work”](#) and the link below*;

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

GENERATIVE AI

Students may freely use generative AI in this course so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside assessment guidelines or without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the expectations for citation and reference and to do so appropriately.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university. For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](#).

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. Avenue to Learn, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. **All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. email, Avenue to Learn, LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for

delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, Avenue to Learn and/or McMaster email.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4OI3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

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Week	Date	Topic	Notes
1	Sept. 14	Introduction to supply chain management	
2	Sept. 21	Supply chain drivers	
3	Sept. 28	Distribution network	
4	Oct. 5	Sourcing	SAP Assignments due Oct. 9 th
5	Oct. 12	Thanksgiving / Reading Week: no class	
6	Oct. 19	Procurement	
7	Oct. 26	Midterm exam	In-class exam
8	Nov. 2	Supply contracts	
9	Nov. 9	Business game simulation	
10	Nov. 16	Information technology	
11	Nov. 23	Supply chain risks	Group Project due Nov. 23 rd
12	Nov. 30	Coordinated product and supply chain design	
13	Dec. 7	Final exam	In-class exam