

Supply Chain Management
Course Number: 22:799:640
Course Title: Supply Chain Financial Management

COURSE DESCRIPTION AND OBJECTIVES

Senior executives of leading companies understand the value of the supply chain as a critical driver of shareholder value. For product-related firms, the supply chain includes most of the assets of the firm, 60 to 70% of the cost, and is the foundation for generating revenue and profits. Historically, firms have viewed the supply chain as primarily a cost center. However, supply chains make revenues possible, and properly developed and managed, can improve profitability and more effectively deploy capital. Hence, organizations of the future must focus on more than just driving cost and improving product availability. As Supply Chain organizations evolve from back office tactical operations into strategic functions, it is becoming more important for supply chain professionals to “speak the language” of the CFO. Inside world-class organizations, the supply chain function is viewed by senior leadership as a critical success factor to achieving optimal “financial health” reflected on the P&L, balance sheet and funds flow statements. This necessitates that supply chain professional understand the financial impacts of their decisions and actions and are adept at “pulling the right levers” to improve a firm’s financial scorecard.

COURSE MATERIALS

Textbook:

Supply Chain Financing: Funding the Supply Chain and the Organization by: **Dale S Rogers** (Arizona State University), Rudolf Leuschner (Rutgers University) and Thomas Y Choi (Arizona State University)

<https://www.worldscientific.com/worldscibooks/10.1142/q0245>

Cases:

<https://hbsp.harvard.edu/import/754602>

LEARNING GOALS AND OBJECTIVES

Supply Chain Management knowledge

- Mastery of fundamental supply chain finance concepts, such as trade finance, reverse factoring, and fintech
- Ability to integrate and apply supply chain finance concepts to resolve business problems.

Ethical judgment

- Recognition of ethical dilemmas in decision-making scenarios.
- To critically evaluate business decision-making scenarios and develop innovative and ethical solutions.

Global perspective

- An understanding of global and diverse business environment.
- Ability to participate in culturally and demographically diverse environment.

Persuasive communication

- Students will be able to communicate information in a clear concise manner.
- Students will be able to communicate relatively complex ideas in an understandable manner.

CLASS STRUCTURE

Learning Management System: Canvas <https://canvas.rutgers.edu/>

- **Class Policies:**
 - The professor retains the right to make changes to the syllabus during the semester.
 - Updates to the syllabus, assignments, class cancellations, as well as important announcements will be posted on Canvas. It is the student's responsibility to check Canvas regularly.
 - Final course grades are final. Changes will only be made if there is a mistake in the calculation of the final grade.
 - Accommodating students with special learning needs: In accordance with the university policy, students with documented sensory and/or other learning disabilities should inform the professor, so that their special needs may be accommodated.
 - Make-up exams are not automatically granted. If you know that you will miss an exam you are required to inform the professor and drop the class.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy <http://academicintegrity.rutgers.edu/>

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

CODE OF PROFESSIONAL CONDUCT

Rutgers Business School is recognized for its high-quality education. To that end, maintaining the caliber of classroom excellence requires students to adhere to the same behaviors that are expected in professional career environments. These include the following principles:

Discussion and Correspondence

- Each student is encouraged to take an active part in class discussions and activities. Substantive dialogue requires a degree of mutual respect, willingness to listen, and tolerance of opposing points of view. Disagreement and the challenging of ideas must happen in a supportive and sensitive manner. Hostility and disrespectful behavior will not be tolerated.
- In both correspondence and the classroom, students should demonstrate respect in the way they address instructors. Students should use proper titles in addressing instructors unless there is an explicit understanding that the instructor accepts less formal address. Similarly, appropriate formatting in electronic communication, as well as timely responsiveness, are all expectations in every professional interaction, including with instructors. Everything said and written should demonstrate respect and goodwill.

Punctuality and Disruption

- Class starts and ends promptly at the assigned periods. Students are expected to be in their seats and ready to begin class on time.
- Packing belongings before the end of class is disruptive to both other students and the instructor. Barring emergencies and within reason, students are expected to remain in their seats for the duration of the class.

Technology

- The use of technology is sanctioned only as permitted by the course instructor. As research on learning shows, peripheral use of technology in classes negatively impacts the learning environment in three ways:
 1. Individual learning and performance directly suffer, resulting in the systemic lowering of grades earned.
 2. One student’s use of technology automatically diverts and captures other people’s attention, thus impeding their learning and performance. Moreover, even minor infractions have a spillover effect and result in others doing the same.
 3. Subverting this policy (e.g., using a phone during class, even if hidden below the table; tapping on a smartwatch; using a laptop for non-course related matters) is evident to the course instructor and offensive to the principles of decorum in a learning environment.

- Sharing links to private online classes, attempting to join an online class that you are not enrolled in, or posting disruptive content during these sessions are strictly prohibited and may lead to disciplinary action.
- For more instructions on information technology resources at Rutgers University, please refer to the [Acceptable Use Policy for Information Technology Resources](#).

Misappropriating Intellectual Property

- Almost all original work that is available to you is subject to claims of copyright by its creators or copyright holders. These copyright holders may include publishers, authors, professors, the University, RBS, and in some cases, your fellow students. The protected materials may include but are not limited to syllabi, recorded lectures, PowerPoint presentations, and other recorded, printed, or electronically stored media. These materials are only limited to completing the requirements of the class.
- Unauthorized use includes such things as copying, sharing, forwarding, selling, renting, online posting, publication, or any other form of distribution of these materials without the written permission of the copyright holder. Such misconduct may potentially subject you to disciplinary action by the University, significant civil penalties, and even severe criminal sanctions.
- For more instructions on copyright protections at Rutgers University, please refer to the [Rutgers Libraries](#).

Rutgers Business School is committed to the highest standards of integrity. We value mutual respect and responsibility, as these are fundamental to our educational excellence both inside and outside the classroom.

Further Information:

- For the complete Academic Integrity Policy: <http://academicintegrity.rutgers.edu/academicintegrity-policy/>
- The Disciplinary Process: <http://academicintegrity.rutgers.edu/academic-integrity-disciplinaryprocess/>
- Resources for students: <http://academicintegrity.rutgers.edu/resources-for-students/>

QUESTIONS, CONCERNS, AND COMPLAINT PROCEDURES

If you have any questions, concerns, or complaints, please contact me immediately and directly. You will not be penalized for doing so. I will endeavor to answer your question or resolve the issue to the best of my ability as quickly as possible. There might be a time when you feel that you are unable to communicate with me directly about something. If that is the case, please contact the department vice-chair, Prof. () at (). Prof. () is responsible for addressing student grievances in the department, and he will contact me about the matter. Your identity will be protected if you request that it be so.

ASSIGNMENTS

Homework/Discussion (individual submissions):

Case discussions are used to develop critical thinking skills around Demand Management. If you are not familiar with how to analyze and discuss business cases, I recommend you take a look at *The Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases* by William Ellet. There will be 11 individual homework and/or discussion assignments that are posted on Canvas.

For each discussion, to receive full credit:

- Post your answer to the discussion question(s) in the thread, ensuring that you have complete answers, as well as well-thought out arguments and/or data.
- Comment on at least one of your classmates' answers'.
- If someone comments on your post, you need to answer.
- Do both in accordance with the learning goal above (persuasive communications).
- You have the option to contribute in either written, audio, or video format.

- Homework outlined on the syllabus will be described on Canvas.
- You will have approximately one week to complete the homework assignment. All assignments are due as indicated below.
- All assignments must be completed in Excel (and/or Word) and the file(s) must be uploaded to the dropbox.
- NO LATE SUBMISSION WILL BE ACCEPTED!!

Exams (individual submissions):

There will be two essay- and short question-based exams that cover all the material up to the date of the exam. Students must take the exam during the assigned week and make-up exams are not encouraged and notification must be given BEFORE the exam in a written form. Otherwise, you receive no credit for the exam.

Group Project (collaboration required):

You and a group of your choice will complete a group project. More information will be provided in the course of the semester. But briefly, the SCF Project will be a team project based on a company of your choice. Your main task will be to analyze their Supply Chain Financing Practices. Specifically, you should focus on the following:

1. You must build a team (of your own choosing -no more than five) and let me know by the end of week 2.
2. Describe the company's business, their industry and the economic environment they operate in.
3. Analyze their financial statements (last three years).
4. Evaluate the cash conversion cycle for the company and its closest competitors

5. Make recommendations on how they can improve their financials through SCF tools and estimate their effects.

EVALUATION

Category	Percent Points	
Homework/Discussion Analysis	25%	100
Group Project	25%	100
Midterm Exam	25%	100
Final Exam	25%	100
Total	100%	400

Your final grade is not subject to negotiation. If you believe I have made an error, submit your written argument to me within one week of receiving your final grade. Clarify the precise error I made and provide all due supporting documentation. If I have made an error, I will gladly correct it. But I will adjust grades only if I have made an error. I cannot and will not adjust grades based on consequences, such as hurt pride, lost scholarships, lost tuition reimbursement, lost job opportunities, or dismissals. Do not ask me to do so. It is dishonest to attempt to influence faculty in an effort to obtain a grade that you did not earn, and it will not work.

Grade	Points
A	400-377
A-	376-361
B+	360-349
B	348-337
B-	336-321
C+	320-309
C	308-293
C-	292-281
D	280-241
F	240-0

COURSE SCHEDULE

Week	Topics	Read (required)	Participate (live but optional)	Turn In (required)
1	Introduction to SCM, SCF, and the class	SCM Exec Summary		

		Chapter 1		
2	Corporate Finance Basics, Balance Sheet	Chapter 2 Polar Sports Case	Corporate Finance Basics Q&A	
3	Corporate Finance Basics, Income Statement and Cash Flow Statement	Chapter 2	Corporate Finance Basics Q&A	Polar Sports Discussion
4	Financial Tools	Chapter 3	Pro-forma Discussion and Q&A	Polar Sports Spreadsheet Assignment
5	Total Cost of Ownership	TCO Articles Scott's Miracle Grow	TCO Discussion	Scott's Miracle Grow Discussion
6	Funding Growth through Supply Chain Improvements	Chapter 4 Apple, Inc	Notable Companies Discussion	Apple, Inc Discussion
7	Methods of Payment Midterm Exam Review	Chapter 5 Jackson Automotive	Midterm Exam Review	Jackson Automotive Discussion
8	Midterm Exam			Midterm Exam
9	Supply Chain Financing Programs	Chapter 6 Payment Practices Index Article	Payment Practices Discussion	Payment Practices Discussion
10	Firms Providing SCF Services	Chapter 7 Techno Systems	Supply Chain Finance Discussion	Techno Systems Discussion
11	Important Issues Affecting Supply Chain Financing	Chapter 8 Supply Chain Finance at P&G	Regulation of Supply Chain Finance Discussion	Supply Chain Finance at P&G
12	The Impact of SCM on Financial Statements	Chapter 9 Elizabeth Arden	Financial Impact Discussion	Elizabeth Arden Discussion
13	Supply Chain Financing Ethics	Ethics articles	Supply Chain Finance Ethics Discussion	Supply Chain Finance Ethics Discussion
14	SCF and the Future Final Exam Review	Chapter 10 Noble Group	Final Exam Review	Noble Group Discussion
15	Final Exam			Final Exam

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu>.

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of **physical health** services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of **legal** services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to **English as a second language (ESL)** should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional **academic assistance**, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]