

**Supply Chain Management**  
**Course Number: 22:799:645**  
**Course Title: Risk and Disruption Management for Fashion**

## **COURSE OVERVIEW**

This course is designed to provide students with an understanding of the strategic and tactical elements of how to manage supply chains in the apparel industry in normal and abnormal situations. Integrative tools will be introduced and used to analyze and evaluate alternative courses of action regarding a firm's supply chain. As related to supply chain strategy, the course will address the relationships between supply chain entities and behavioral management issues that influence the management of those relationships. As related to supply chain disruptions. This course explores the area of Business Continuity and Risk Management in a comprehensive manner to provide for organizational resilience. Particular emphasis is placed on assessing threats which may lead to disastrous events, evaluating control alternatives and implementing strategies. The focus of this class is on both theoretical and practical issues. At the end of the class it is expected that the student will have a clearer understanding of how supply chains function and how they may malfunction. The teaching method will be a combination of case analysis, lecture and class discussion.

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## **COURSE MATERIALS**

### **Textbooks & Required Materials**

**Text 1:** Engemann, K. and Henderson, D, *Business Continuity and Risk Management: Essentials of Organizational Resilience*, Rothstein Associates, 2012.

**Text 2:** Fernie, J., Grant, D.B., *Fashion Logistics: Insights Into the Fashion Retail Supply Chain*, Kogan Page, 2015

**Harvard case publishing course pack:** <https://hbsp.harvard.edu/import/682421>

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## **LEARNING GOALS AND OBJECTIVES**

At the conclusion of this course the student will be able to:

1. Apply analytical tools and models to explore supply chain management problems in fashion business.
2. Identify and analyze the managerial challenges in fashion supply chains.
3. Propose appropriate managerial solutions for solving the problems on supply chain management encountered in fashion business.

4. Develop and organize a Business Continuity Management program for an apparel company that includes supply chain concerns.
5. Conduct a table top exercise for an apparel company that includes supply chain concerns.
6. Co-operate and contribute as a team member/leader.
7. 7. Develop self-learning ability and critical mind

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## TEACHING METHOD

The course will be largely taught via Powerpoint. All class-related material (lecture presentations, messages, etc.) will be posted on **Canvas**. Additional visual material, newspaper articles and handouts will be used to reinforce current best practices. A number of guest speakers will be utilized to bring the “real world” into the classroom.

Team based case presentations and discussions are used develop critical thinking and teamwork skills around Supply Chain Management strategies.

Students should be enrolled in **Canvas** to access the posted materials. The URL is: **<http://Canvas.rutgers.edu>**. The Canvas login is your NetID and password.

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## 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](http://business.rutgers.edu/ai) for more details.

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## PEER EVALUATION

At the end of the semester, each student will all submit a team peer evaluation. This evaluation allows each student (individually) to provide feedback on other team members’ contributions in preparing case analyses and the team topic presentation.

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## GRADING POLICY

The final grade in this course will be primarily based four things: 1) Team Case Analyses (See Team Case Analyses below) 2) Mid-term and 3) Final Exam and 4) Class and Team participation in cases, in-class projects and lectures. The weights for course work components are given below:

Team Case 25%  
Analyses  
Class and 25%  
Team  
Participation  
Mid-term 25%  
Exam

Final Exam 25%

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**TOTAL:** 100%

**Class and Team Participation**

Participation (20%) includes: Class Participation, 15% and Team Participation. (5%):

Class Participation (15%)

The instructor will call upon the students to share their point of view, analysis, insights and recommendations on the class lecture, cases, and handouts during the class. This can be at random or voluntary. It is imperative that the students read the chapters, cases and handouts prior to the class and be prepared to answer questions. Class participation is also important to develop critical thinking skills and increase the overall class learning. If for any reason you are going to miss a class, the student is required to send an email explaining their absence prior to his/her absence.

Team Participation (5%)

Each group will evaluate each team member on his/her contributions to the two case analyses. Evaluations will be strictly confidential. Each team member will be scored on a 5-point scale by all other members of his/her group.

**Team Case Analysis**

We will cover between 5 to 8 cases during the course. It is the responsibility of all study groups to analyze all of the cases and come prepared to discuss the case. For each of the cases, the instructor will randomly select a minimum of two study groups for each case to prepare and submit a case report. The structure of this report will be covered in first class. The instructor will ask one of the

two assigned teams to give an overview of the case (1012 minutes) Both teams should pre-select one of their team members to be prepared to cover this overview. During the case lecture, the instructor will call on both the assigned case team members, as well as the non-assigned team members to answer key questions. The message is that all study groups must be prepared, even if you are in one of the non assigned study groups.

Grade Distribution:

A	>93
A-	92.9 - 89.5 No rounding
B+	87 - 89.4 No rounding
B	84 - 86.9 No rounding
B-	79.5 - 83.9 No rounding
C+	77 - 79.4 No rounding
C	74 - 76.9 No rounding
C-	69.5 - 73.9 No rounding
D	59.5 - 69.4 No rounding
F	<59.5 No rounding
	<i>Examples 89.49 is B+, 86.9 is a B</i>

## COURSE SCHEDULE

Week	Topics	Textbooks		Cases/ Exercises
		<i>Engemann Henderson</i>	<i>Fernie, Grant</i>	
1	Intro to Supply Chain Strategy		Chapter 1	
2	Changing nature of Fashion Retailing		Ch 2	Esquel
3	Offshoring and Sourcing Strategies		Ch 3	MAS Holdings
4	<b>Supplier Strategies in Fashion</b>		GEP I and II	<b>Class Exercise</b>
5	Luxury Fashion and Supply Chain		Ch 8	H&M+Small exercise
6	Sustainability, Fashion and Supply Chain		Ch 4 & 9	Luen Thai
7	<b>Mid-Term Exam in Class</b>			
8	Fundamentals of Business Continuity	Ch 1 & 2		
	<b>No Class</b>			

9	Business Impact Analysis & Supply Chain	Ch 3		Adidas
10	Risk Assessment across the supply chain	Ch 4	Olson Article	<a href="#">Table-top Exercise</a>
11	Resilience			TJ MaXX
12	Crisis Management and Communication	Ch 11& 12		Rana Plaza
13	Supply Chain Security	CTPAT & MARITIME	pdfs	
<b>14-</b>	<b>Final Exam</b>			

**Main Case**  
**Esquel Group: A Vertically Integrated Apparel Manufacturer**  
 Barchi Peleg-Gillai  
**Pub Date:** Jan 19, 2006  
**Product #:** GS48-PDF-ENG  
**Discipline:** General Management  
**Academic Price:** \$4.25

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Optional

**Main Case**  
**MAS Holdings: Providing Design to Delivery Solutions to the Global Apparel Industry**  
 Carlos Cordon, Donald A. Marchand, Atul Pahwa  
**Pub Date:** Jun 7, 2005  
**Product #:** IMD300-PDF-ENG  
**Discipline:** General Management  
**Academic Price:** \$4.25

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**Main Case**  
**H&M's Global Supply Chain Management Sustainability: Factories and Fast Fashion**  
 Andrew Hoffman  
**Pub Date:** Feb 7, 2014  
**Product #:** W93CT3-PDF-ENG  
**Discipline:** Strategy  
**Academic Price:** \$4.25

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**Main Case**  
**Polo Ralph Lauren & Luen Thai: Using Collaborative Supply Chain Integration in the Apparel Value Chain**  
 Benjamin Yen, Ali F. Farhoomand, Shamza Khan  
**Pub Date:** Nov 23, 2006  
**Product #:** HKU595-PDF-ENG

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Optional

**Main Case**  
**adidas Russia/CIS and the Russian Crisis: Retrench or Double Down (A)**  
 Carlos Cordon, Benoit Leleux, Beverley Lennox  
**Pub Date:** Sep 13, 2016  
**Product #:** IMD820-PDF-ENG  
**Discipline:** Operations Management  
**Academic Price:** \$4.25

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**Chapter**  
**Supply Chain Risk Management Process**  
 David L. Olson  
**Pub Date:** Oct 5, 2016  
**Product #:** BEP262-PDF-ENG  
**Discipline:** Operations Management  
**Academic Price:** \$4.25

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Optional

**Main Case**  
**Maxxed Out: TJX Companies and the Largest-Ever Consumer Data Breach**  
 Russell Walker  
**Pub Date:** Oct 1, 2013  
**Product #:** KEL764-PDF-ENG  
**Discipline:** Organizational Behavior  
**Academic Price:** \$4.25

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## 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](http://ods.rutgers.edu).

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

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

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

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

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