

**Supply Chain Management**  
**Course Number: 22:799:694**  
**Course Title: Supply Chain Finance MS**

## **COURSE DESCRIPTION**

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 cash 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.

This course therefore discusses essential processes of supply chain management and their interrelationships with finance across the supply chain, particularly on how supply chain management affects the financial performance of a firm, its customers and its suppliers. It further introduces financial tools and techniques useful in implementing supply chain management and provides a broad view of key supply chain finance strategies and critical decisions for managing effective and efficient supply chains.

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## **COURSE MATERIALS**

There is no required textbook for the course and the instructor will post most class materials on Canvas gradually, but students are required to purchase the case-pack

### **Reference texts:**

Rogers, D., Leuschner, R., & Choi, T. Y. (2020). *Supply Chain Financing: Funding the Supply Chain and the Organization*. World Scientific. <https://www.amazon.com/Supply-ChainFinancing-Funding-Organization/dp/1786348268>.

Leon, S. M. (2015). *Financial Intelligence for Supply Chain Managers*, First Edition. Person Education. ISBN: 978-0-13383831-2. <https://www.amazon.com/Financial-Intelligence-SupplyChain-Managers/dp/0133838315>.

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## LEARNING GOALS AND OBJECTIVES

Consistent with the overall learning goals and objectives at Rutgers Business School, this class will assist students with gaining command of an enabling area of theory and practice, the financial ramifications of operating a supply chain.

At the end of this course, students should be able to:

- Demonstrate their ability to compare and contrast the three main financial statements, understand relationships between financial statements and determine the financial health of the relevant supply chains.
- Apply their understanding of cost and working capital to propose solutions to optimize the financial impact of supply chains.
- Integrate and apply supply chain management concepts to resolve business and financial issues where possible.
- Understand and implement various supply chain financing tools and techniques to facilitate and improve supply chain management.

Students develop and strengthen these skills and knowledge through the following assignments:

- **Case studies.** Each student is required to individually complete five case studies included in the case pack. These cases will be discussed in class before the submission and can help students better understand the relevant class contents that can be used to tackle realistic business problems.
- **Exam.** Theoretical concepts and knowledge will be tested in this exam.
- **Group Project.** Students will be grouped into teams, each of which consists of 4-5 members and will be asked to identify a realistic project relevant to supply chain management and improvement using financial tools and technologies. Each project will be discussed in class with peers and the instructor before the project report submission so that everyone can have a better understanding about the applications of the knowledge and skills learned from the classes under different business settings.

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## DEADLINE EXTENSION AND EXAM MAKE-UP POLICIES

Deadlines will not be extended (late submissions will not be graded) unless you have a serious reason, and, in such cases, you **must** notify the instructor **3 days** before the deadline.

There will be no make-up exams unless you have a serious reason, and, in such cases, you **must** notify the instructor **5 days** before the exams.

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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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## GRADING

Exam	30%
Group Project	15%
Polar Sports Case	15%
The remaining four cases (10% each)	40%

A or A-: [90, 100]; B+ or B: [80-90); B-, C+ or C: [70-80); C-or D: [60-70); F [0, 60).

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## COURSE SCHEDULE

Lectures	Topic	Assignment
01	Syllabus and Course Introduction Introduction to Supply Chain Finance	
02	SCM & Financial Statements I	<b>Polar Sports Case assigned</b>
03	SCM & Financial Statements II	
04	SCM & Financial Statements III	<b>Project assigned</b>
05	Measuring Supply Chain Performance I	<b>Polar Sports Case due before the class Apple Case assigned</b>
06	Measuring Supply Chain Performance II	<b>Project teams set up</b>
07	Improving Supply Chain Performance	<b>Apple Case due before the class Elizabeth Arden Case assigned</b>
08	Supply Chain Financing	<b>Elizabeth Arden Case due before the class P&amp;G Case assigned</b>
09	Supply Chain Financing Tools I	<b>Projects determined</b>

10	Supply Chain Financing Tools II	<b>P&amp;G Case due before the class Inventory-Based Lending assigned</b>
11	Supply Chain Finance Technologies and Development	<b>Inventory-Based Lending due before the class</b>
12	Conclusion and Review	
13	Exam	
14	Project Presentations and Discussions	<b>Project slides due before the Class Project report due one week after the last class</b>

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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.]