

Supply Chain Management
Course Number: 29:799:475
Course Title: Supply Chain Management I for Fashion & Other Creative Pursuits

COURSE DESCRIPTION

Supply chain management (SCM) is a cross-functional discipline concerned with the movement of products, the use of business resources, the flow of information, and the deployment of services in the value chain. In this introductory course to fashion supply chain, students are provided with a comprehensive overview of the business processes, value-creating activities, and best practices for a supply chain--from forecasting and demand management to sourcing and procurement to sales and operations planning, and through logistics (i.e., warehousing, distribution, and transportation), out to the customer. The course focuses directly on the unique structure of a fashion supply chain, from raw materials to the various retail venues. This course seeks to: 1) provide an understanding of the history and development of supply chain, including its value to corporate success; 2) provide a comprehensive overview of fashion supply chain related business processes and problems and pinpoint the strategic role of SCM and relationship to other business disciplines; 3) equip students with an understanding of the variances of brand, private label, license.

The focus of this course is on both theoretical and practical issues that companies face in the context of supply chain management. At the end of this course, it is expected that the student will have a clearer understanding of how fashion supply chains function.

This course covers the creation and management of innovative flow systems spanning procurement, operations, transportation and distribution, and will focus on three recurring themes:

1. Innovative product flow system design requires changing old paradigms and seeing the product flow process from a strategic, integrative perspective
2. Changes to product flow require parallel changes to management systems and structures, such as planning, measurement, compensation, and organization.
3. A well-defined change management process is essential.

Classes will consist of:

- Lecture, videos as appropriate, practical examples, group exercises, current supply chain events, Q&A, and follow-up discussions of the material covered in previous classes.
- Small group research project with presentation.
- End-of-Chapter quizzes
- Three (3) Tests; True/False, Multiple Choice, and Short Answer questions
- Outside guest speakers may also be invited as appropriate.

COURSE MATERIALS

1. **TEXTBOOK:** Fashion Logistics, 2nd Edition (2019) John Fernie, and David B. Grant. Kogan Page. ISBN 978-0-7494-9331-8.

2. **OPTIONAL TEXTBOOK (NOT MANDATORY):** Fashion Supply Chain Management (2018) Michael Londrigan and Jacqueline M. Jenkins. Fairchild Books. ISBN 978-1-5013-1778-1.

3. **SLIDE DECKS & OTHER COURSE MATERIALS**

- Slide decks covering topics in the textbook will be reviewed and discussed in class and will also be provided to students through Canvas. Either before or after typically 1 class session.
- Other course materials will also be provided to students through Canvas when appropriate.
- Check **Canvas** (Canvas.rutgers.edu) and your **official Rutgers email account** regularly for updates and announcements.

LEARNING GOALS AND OBJECTIVES

This course is designed to help students develop skills and knowledge in the following area(s):

▪ **Knowledge.** Students will have broad understanding of basic business theory and practice in the field of fashion supply chain management.

Students who complete this course will demonstrate:

a) Knowledge of current basic and advanced concepts in supply chain management and an ability to integrate and apply these concepts to practical business problems.

— Successful students will demonstrate their ability to understand supply management principles and concepts and apply them to manage supplies appropriately.

— Successful students will demonstrate their knowledge of manufacturing and operations planning concepts to ensure efficient and effective operations in business.

— Successful students will demonstrate their knowledge of domestic and global logistics and apply them to logistics practices.

— Successful students will demonstrate their ability to understand concepts, practices and modes of transportation and use them to ensure reliable transportation.

b) Ability to apply appropriate quantitative methods to analyze business data, and to apply quantitative modeling techniques to analyze business plans and decisions in supply chain management.

▪ **Effective communication.** Students will be effective communicators.

Students who complete this course will demonstrate:

a) Ability to construct clear, concise, and convincing written business communication.

b) Ability to construct and deliver clear, concise, and convincing oral communication.

Students develop these skills and knowledge through the following course activities and assignments:

▪ **Lectures.** Class lectures may include a video introduction to the specific supply chain concepts being covered and follow a slide deck presentation of the material to transfer the supply chain knowledge to the students. Lectures make use of practical examples from business and industry, and interactive group exercises to help ensure thorough comprehension of the material.

End-of-Chapter Quizzes. Quizzes are used to verify students' comprehension of the material through a series of questions and answers to reinforce the transfer of knowledge. Instructor and students to review at beginning of next class. Responses are formally graded, and the system provides for students to continue to review and retest their knowledge of the material, and to

prepare and study for tests in the course.

- **Group Research Project with Presentation.** Students are assigned (4-6 students per group) to a group research project. The groups will select a company to profile and research that company's supply chain to present to the instructor and their peers. The group aspect of the research project will also provide students an opportunity to practice teamwork, communication and collaboration skills. Groups must work together as a team to research the company's supply chain following a prescribed outline of elements to include, develop and deliver a presentation. Each student must individually participate in the research, development and delivery of the presentation. Group presentations are limited to 30-45 minutes total so student teams must be thorough but also clear and concise in their communications.

- **Tests.** The course includes three non-cumulative tests to formally assess students' knowledge and comprehension. Tests may consist of true/false, multiple choice, and short answer questions.

PREREQUISITES

- Supply Chain Management Major (799)
- Successful completion of (799:301) Introduction to Supply Chain Management

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.

ATTENDANCE AND PREPARATION POLICY

- Students are expected to attend all classes.
- Expect me to attend all class sessions. If I am to be absent, my department chair or I will send you notice via email and Canvas as far in advance as possible with appropriate information and instructions.
- Expect me to arrive on time for each class session. I expect the same of you.
- Class will start on time. Out of respect for your fellow students and for the instructor, please be on time for class. Arriving more than 10 minutes late is not acceptable.
- ✓ I understand that unforeseen circumstances occasionally arise, particularly for students that are commuting. Please travel safely to class and enter class as quietly as possible if you will be late.
- ✓ If arriving on time for class will be an on-going problem for you, please notify me so that I am

aware of the issue.

- Expect me to prepare properly for each class session. I expect the same of you. Complete all background reading and assignments. You cannot learn if you are not prepared.

Expect me to participate fully in each class session. I expect the same of you. Stay focused and involved. You cannot learn if you are not paying attention.

- For weather emergencies, please consult the campus home page. If the campus is open, class will be held unless you have heard from me otherwise. I will communicate any changes to our regular class schedule via email and via Canvas as far in advance as possible.
- Professor or student teams may discuss recent news releases, newspaper articles, and view You Tube videos in class. Some of the material from this discussion may be on the tests. If you are not in class, come late or leave early, you will miss this and may therefore not be able to answer the questions pertaining to this on the tests.

END-OF-CHAPTER QUIZZES

There will be 7 Quizzes(*).

- Each Quiz will have a specific Start Date and End Date. It is the student's responsibility to ensure that each Quiz is completed within the prescribed time frame.
- Quizzes cannot be made up without prior approval of the professor.
- **Note about quizzes: Material tested on quizzes, exam, etc will be drawn from entire class coverage, not only the textbook(s).**

CLASSROOM CONDUCT

- Computers: Utilizing laptops, tablets, etc. during class is not permitted as a general rule, except and unless you are using this technology to actually take notes for this class.
- Cell Phones: Please silence your phones before class. If you must take an urgent phone call during class, exit the room quietly and quickly to minimize disruptions.
- Recording Lectures: All unauthorized recordings of class lectures/discussions are prohibited. Recordings to accommodate the needs of individual students must be approved in advance, for personal use during the semester only. Redistribution of approved recordings are prohibited.
- Side conversations: A quick and quiet clarification or question of a classmate is acceptable, but I do ask that you keep side conversations to a minimum as to not disrupt the class for your peers and me.
- Questions: Questions and student interaction is highly desired. If you have a question, it is likely that other may have the same question as well, so please ask me during class if possible (or after class if necessary) and I will do my best to provide an answer.

EXAM DATES AND POLICIES

THERE ARE THREE (3) TESTS IN THIS COURSE:
TESTS ARE NOT CUMULATIVE. EACH WILL COVER APPROXIMATELY 1/3 OF THE COURSE MATERIAL.

TESTS WILL BE CLOSED BOOK AND MAY CONSIST OF TRUE/FALSE, MULTIPLE CHOICE, AND SHORT ANSWER FILL-IN-THE-BLANK QUESTIONS. CONTENT FOR TEST QUESTIONS WILL BE DEVELOPED FROM CLASS LECTURES/DISCUSSIONS, ASSIGNED READINGS, CASE STUDIES, GUEST LECTURES, AND STUDENT PRESENTATIONS. GUIDELINES FOR CONTENT WILL BE REVIEWED WITH THE CLASS IN ADVANCE OF EACH TEST.

TESTS WILL NOT BE RETURNED AFTER GRADING. STUDENTS WHO WOULD LIKE TO REVIEW THEIR GRADED TEST(S) CAN COME TO OFFICE HOURS OR MAKE AN APPOINTMENT AND REVIEW THE TEST(S) IN THE OFFICE.

IF YOU HAVE A DISABILITY THAT INFLUENCES TESTING PROCEDURES, PLEASE PROVIDE ME WITH AN OFFICIAL LETTER FROM THE OFFICE OF DISABILITY SERVICES AT THE START OF THE SEMESTER.

- During tests, the following rules apply:
- **All electronic devices must be shut down and put away for the duration of the test**, along with books, notes, etc
- Once the test begins, students will NOT be allowed to leave the room (except in an emergency) until the test is completed and turned in.
- Students may be requested to show a valid Rutgers photo ID to turn in the completed test.
- Make-up tests will only be considered with prior review and approval by the professor.

GROUP RESEARCH PROJECT AND PRESENTATION

The groups will be five or six students, pre-assigned by the professor.

- Each group will pick a company/organization that relies on its Supply Chain to make it a successful entity. The company must be selected from the list of approved companies, and each group must notify the professor of their choice

✓ Company and/or market segment selections will be awarded on a first-come-first-serve basis.

- Each group will develop and deliver a classroom presentation.
- The grade given to each member of the group will make up 15% of your overall grade for the class. Each group member will receive an individual grade for the presentation that is partially based on the group's performance and partially based upon their own individual contribution to the presentation.

Content of the Presentation:

1. Overview of your company, its core businesses, and where your company fits into its industry. Is your company the industry leader in all, or some, segment in which it competes?
2. Overview of your company's main competitors. Are there any unique or interesting aspects of their businesses or supply chains? Is one of your company's competitors the industry leader in all, or some, segments in which they compete with your company?
3. Provide an S.W.O.T. analysis (strengths, weaknesses, opportunities, threats) of your company. Pay special attention to any supply chain related aspects which may be strengths, weaknesses,

opportunities or threats.

4. Outline your company's supply chain and develop a process flow map that illustrates the primary logistics flow (at least at a macro level). Is there anything unique or interesting about your company's supply chain?

5. Describe the major problems or potential problems that your company's supply chain is currently or may face in the future. Be as specific to your company as possible. Could any of these problems force a dramatic change in your company's supply chain or logistical flow? What are some key issues that must be considered if there is a supply chain problem? Outline any recommendations for risk management strategies that might be employed to minimize potential issues. What are the potential financial impacts of the problems you identified?

Format of the Presentation:

- The preferred format of the presentation should be Microsoft PowerPoint. The content should be both interesting and professional.

- Please be sure that your technology/format of choice works in the classroom. I recommend testing the presentation in advance of the class session where the group is presenting.

- Each group will present in front of the class. Each team member is expected to present and will earn a grade partially based upon their individual contribution to the presentation.

- **Business attire is required for the presentation.**

- The presentation must be no longer than 30 minutes in duration; 5-10 additional minutes will be allocated for Q&A following the presentation.

- A hard copy of the presentation must be submitted to the professor at the class session when the group is presenting.

GRADING POLICY

Course grades are determined as follows:

Test #1 25%

Test #2 25%

Final 25%

Quizzes 10%

Group Research Project / Presentation (*) 15%

Grading Scale

90.00% - 100% = A

87.00% - 89.99% = B+

80.00% - 86.99% = B

77.00% - 79.99% = C+

70.00% - 76.99% = C

60.00% - 69.99% = D

59.99% and below = F

NOTE: GRADES WILL NOT BE ROUNDED UP AT THE END OF THE SEMESTER (E.G., 89.99 IS A "B+", NOT AN "A").

OTHER ITEMS PERTAINING TO GRADES:

- All grades will be posted in Canvas as quickly as possible and generally within one week of the assignment submission.
- I will gladly answer questions that you have about assignments for clarification and guidance, but out of fairness to all students, I will not “pre-grade” an assignment in advance of final submission.
- Important note regarding your final grade: Please earn your grade throughout the semester. **Your grade is not subject to negotiation.**
 - If you feel that I have made an error in grading, submit your concern to me in writing with the precise concern/error. If I have made an error, I will gladly correct it, but please be aware that I will only adjust grades if I have made an error.
 - I will not adjust grades based upon outcomes such as a negative impact to a GPA, lost tuition reimbursement, etc.
 - Attempting to influence faculty in an effort to obtain a grade that was not earned is a form of dishonest academic behavior.
- Late assignments will not be accepted out of respect for students who complete and submit the assignments on time. **Assignments are due by 6:00pm on the date specified per the syllabus unless otherwise noted.** Students will be expected to submit written assignments to the professor via email in advance of the due date if a class will be missed. If there are extenuating circumstances, students are responsible for contacting the professor to discuss alternatives.
- **GROUP RESEARCH PROJECT/PRESENTATION:** There are four assigned groups each presenting a separate company/industry. The industries are as follows: (1) **High end** (i.e. Elie Saab); (2) **Casual wear** (i.e. American Eagle, Banana Republic, Zara, H&M); (3) **Sportswear** (i.e. Peral Izumi, Adidas, Nike); and (4) **Cosmetics/Accessories** (i.e. L’Oréal, Estée Lauder).

COURSE SCHEDULE

| Session I | Session II |
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| <u>Week 1</u> <ul style="list-style-type: none"> • Introduction • Syllabus • Course overview • Schedule • Miscellaneous | <u>Week 1</u> <ul style="list-style-type: none"> • Fernie & Grant (Chapter 1) • Introduction to Fashion Logistics • The Supply Chain & the Fashion Industry |
| <u>Week 2</u> <ul style="list-style-type: none"> • Fernie & Grant • Chapter 2: The Changing Nature of Fashion Retailing: Implications for Logistics | <u>Week 2</u> <ul style="list-style-type: none"> • Fernie & Grant • Chapter 2: The Changing Nature of Fashion Retailing: Implications for Logistics |

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| <p><u>Week 3</u></p> <ul style="list-style-type: none"> • Weeks 1 & 2 quiz (quiz #1) • Fernie & Grant • Chapter 3: Offshore Sourcing & Outsourcing in the International Fashion Supply Chain | <p><u>Week 3</u></p> <ul style="list-style-type: none"> • Group assignment & market segment selection/choice due • Fernie & Grant • Chapter 3: Offshore Sourcing & Outsourcing in the International Fashion Supply Chain |
| <p><u>Week 4</u></p> <ul style="list-style-type: none"> • Week 3 quiz (quiz #2) • Fernie & Grant • Chapter 4: Corporate Social Responsibility (CSR) in International Fashion Supply Chains | <p><u>Week 4</u></p> <ul style="list-style-type: none"> • Fernie & Grant • Chapter 4: Corporate Social Responsibility (CSR) in International Fashion Supply Chain • 90% of Everything (Rose George/TEDTALK) |
| <p><u>Week 5</u></p> <ul style="list-style-type: none"> • Week 4 quiz (quiz #3) • Fernie & Grant • Chapter 5: International Logistics | <p><u>Week 5</u></p> <ul style="list-style-type: none"> • Fernie & Grant • Chapter 5: International Logistics • Speaker (tentative) |
| <p><u>Week 6</u></p> <ul style="list-style-type: none"> • Test #1 (weeks 1 thru 5) – 90 minutes | <p><u>Week 6</u></p> <ul style="list-style-type: none"> • Fernie & Grant • Chapter 6: In-store Customer Service |
| <p><u>Week 7</u></p> <ul style="list-style-type: none"> • Weeks 5 & 6 quiz (quiz #4) • Fernie & Grant • Chapter 7: Online Consumer Service | <p><u>Week 7</u></p> <ul style="list-style-type: none"> • Fernie & Grant • Chapter 7: Online Consumer Service |
| <p><u>Week 9</u></p> <ul style="list-style-type: none"> • <u>Test #2 (weeks 6 thru 8)</u> | <p><u>Week 9</u></p> <ul style="list-style-type: none"> • <u>Global Factors Impacting the Fashion Supply Chain (Londrigan & Jenkins)</u> |
| <p><u>Week 10</u></p> <ul style="list-style-type: none"> • <u>Week 9 quiz (quiz #6)</u> • <u>Supply Chain Financing (Londrigan & Jenkins)</u> • <u>Incoterms</u> | <p><u>Week 10</u></p> <ul style="list-style-type: none"> • <u>The Retailer (Londrigan & Jenkins)</u> • <u>Maritime Transport & Operations (presentation)</u> |
| <p><u>Week 11</u></p> <ul style="list-style-type: none"> • <u>Week 10 quiz (quiz #7)</u> • <u>The Consumer (Londrigan & Jenkins)</u> | <p><u>Week 11</u></p> <ul style="list-style-type: none"> • <u>Group presentation review (in-class)</u> |
| <p><u>Week 12</u></p> <ul style="list-style-type: none"> • <u>Test #3 (weeks 9 thru 11)</u> | <p><u>Week 12</u></p> <ul style="list-style-type: none"> • <u>Group presentation review (in-class)</u> |

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|--|---|
| <u>Week 13</u> <u>(NO CLASS)</u> | <u>Week 13</u> <u>(NO CLASS)</u> |
| <u>Week 14</u> <ul style="list-style-type: none"> • <u>Group 1 presentation</u> | <u>Week 14</u> <ul style="list-style-type: none"> • <u>Group 2 presentation</u> |
| <u>Week 15</u> <ul style="list-style-type: none"> • <u>Group 3 presentation</u> | <u>Week 15</u> <ul style="list-style-type: none"> • <u>Group 4 presentation</u> • <u>Class review</u> |

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.]