



MOS3332B 570
Global Supply Chain Management
Winter 2026

Instructor: Pantea Saremi
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Course Information

Mode of Instruction: In Person

Calendar Description:

Due to globalization of commerce, a good understanding of international standards is necessary to ensure that companies can make effective and profitable decisions. This course teaches students how to formulate cost-effective strategies for the movement of goods and services across international borders, taking into account regulatory and documentation requirements.

Pre-requisite(s): Enrolment in the BMOS program in 3rd or 4th year.

Extra Information: 3 lecture hours.

Course Weight: 0.50

Breadth: CATEGORY A

Subject Code: MOS

Notice: Unless you have either the requisites for this course (fulfilment of pre-requisites, no anti-requisite conflicts), or special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Management and Organizational Studies 3332B (570 KC)
Global Supply Chain Management
Winter 2025-26

Contact Information

Professor: Pantea Saremi
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Faculty Administrator: Estelle Van Winckle
Email: Estelle.vanwinckle@kings.uwo.ca

Office Hours: By appointment (On Zoom or in-person)

Course Information

The era of brand versus brand is slowly coming to an end and the age of Supply Chain versus Chain is emerging. Whosoever has a better supply chain gets ahead of its competitor gaining a greater Market share. Supply Chain Management investigates what, when, how much you need and Logistics enables the physical movement and handling.

Course Prerequisites

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Course Materials

Textbook: Supply Chain Logistics Management (6th Edition)

By Donald Bowersox, David Closs, M. Bixby Cooper © 2024 | Published: February 1, 2023

Connect 180 day: 9781266821264

Print + Connect: 9781264491667

The Book Store at Western: https://bookstore.uwo.ca/textbook-search?campus=KC&term=W2025B&courses%5B0%5D=570_KC/MOS3332B

SOFTWARE: Aside from Internet web access to the online textbook described above, no specific software is required, although students will be expected to make use of, and demonstrate reasonable proficiency in, basic individual productivity applications for word processing, spreadsheet modeling, and presentation.

Class Instructions, Assignments, Grades, and other critical information related to the course will be posted on OWL Brightspace, as will be the latest version of the syllabus, should it change. It is your responsibility to ensure that you have the most up-to-date version of the syllabus and all other information necessary for the course by visiting OWL on a regular basis.

Course Objectives

This course is an introduction to Supply Chain Management. It focuses on supply chain strategy, logistics information systems, segmental positioning, order management and fulfillment, inventory, forecasting and collaborative planning. In addition, we will focus on more operational issues relating to transportation, third party logistics, warehousing, materials handling, international logistics, and facility network design. Logistics is positioned as a value-adding process that achieves time and place synchronization of demand with operational fulfillment. Emphasis will be placed on challenges related to providing logistical support for procurement, manufacturing and marketing-distribution.

The class will combine lectures and discussion focused on critical thinking regarding assigned topics. Advanced preparation will be essential for effective class participation.

Learning Outcomes

By the end of this course, students should:

1. Understand the importance of Supply Chain Planning so that it is aligned with the business strategy
2. Understand the importance and Information Technology for optimizing supply Chain operations.
3. Understand the role of multiple facets of Supply Chain Management and their interrelationships like Inventory Management, transportation, Warehouse Management and procurement.
4. Understand the implications of global integrated supply chains
5. Acquire strengthened integrative management analytical and problem-solving skills.

Teaching Methodology and Expectations

- In class face to face lectures
- A Project
- In Class discussions
- In Class activities
- Exams

Students are expected to read the chapter and have questions prepared. There will be time after each lecture for questions.

Evaluation

Course Component	Percentage Marks
Class Participation	15%
Mid Term	25%
Group Project	20%
Digital Learning	10%
Final Exam	30%
Total	100%

In-class Participation (15%):

There is a critical distinction between learning what to think, versus how to think. The former is situational, and not always definitive, whereas the latter is adaptive. Both are developed by challenging oneself to adopt and express opinions, and ultimately decisions, in a variety of contexts and among a broad audience. Problem-solving doesn't begin at 'the' correct answer, but rather in thoughtful questions that establish a reasonable path towards one (of which there may be many.)

Classes are opportunities to benefit from and contribute to a collective experience in solving problems. To this end you are encouraged and expected to actively engage in class discussions. Naturally, different students have different levels of comfort expressing themselves in a classroom. To those who are less inclined to do so, I assure you that I'll do my utmost to ensure a safe, non-judgmental and equitable learning environment. To those on the opposite end of the spectrum, I encourage you to think of class contribution not in terms of how you can get the most marks, but where you can set an example of how to share ideas; constructively, cooperatively and collegially.

Your class contribution grade will be based on a daily assessment of your performance. While quantity is a consideration, quality is more important, as described below. No credit will be given for missed classes, although you may be asked to provide evidence of your preparation in writing. Students missing classes even if excused will not receive credit for class contribution, nor will class contribution grades be pro-rated to accommodate the number of missed classes.

The following provides key information on in-class participation:

Outstanding Contribution (90-100%)

- Contributes at the highest levels throughout the class;
- Contributions indicate thorough preparation;
- Contributions reflect careful attention to the ongoing discussion;
- Contributions include strong follow-up comments and questions;
- Helps integrate operations concepts with other subjects;
- Frequently explains difficult points or concepts;
- Provides sustained strong support to enrich classroom learning;
- Builds and develops outstanding arguments for a position.

Excellent Contribution (80-89%)

- Contributes frequently to discussions;
- Contributions indicate careful preparation;
- Contributions reflect attention to and consideration of the ongoing discussion;
- Explains difficult points and concepts;
- Helps guide class discussions;
- Regularly builds and develops strong arguments for a position.

Good Contribution (70-79%)

- Contributes fairly regularly to discussions, but primarily in the beginning of the class;
- Contributions indicate consistent preparation;
- Contributions reflect thoughtful responses to the ongoing discussions;
- Raises questions that help focus on difficult points or concepts;
- Occasionally builds reasonable arguments for a position.

Fair Contribution (60-69%)

- Contributes irregularly to class discussions;
- Gives occasional indication of preparation;
- Rarely builds on the ongoing discussion.

Poor Contribution (50-59%)

- Contributes rarely to discussions;
- Gives little indication of preparation and thought;
- Does not aid in providing a positive atmosphere for meaningful discussion.

Unsatisfactory Contribution (0-49%)

- Almost never contributes to discussions;
- Gives minimal indication of preparation or thought;
- Actively inhibits or impedes the course of class discussions;
- Misses a significant number of class sessions.

Mid-Term (25%):

There will be one in-class midterm, covering chapters (1-6) in the textbook. Per university rules, this mid-term weight exceeds the requirement that 15% of students' grades shall be reported at least three days prior to course the drop-out date. The mid-term will be multiple choice and short answer.

It will be a closed-book format. Unless public health restrictions dictate otherwise, this mid-term will be administered on-campus, in-class (or in an alternate suitable facility.)

Academic consideration for midterm requires submission of formal supporting documentation.

Group Project (20%=5% proposal+15% project):

Groups will conduct a research project; they will submit a proposal by Class 05 on 5th of February and will prepare and deliver a small presentation of their proposal. Maximum 3 slides. Group will submit a formal final report on or before the day of their presentations and will prepare and deliver an associated presentation (10-15 minutes) to the class during our final term session on April 2nd, 2026. Grades will be based on a combination of report and presentation quality, as well as by a peer assessment of individual contributions.

It will be a minimum of 6 and maximum of 8 pages (excluding references) and will include a summary of your topic and a list of at least three references that will also appear in the final paper (peer reviewed journal articles, textbook chapters, newspaper articles).

Note: Follow the Purdue APA for:

- In-text citations & References (peer reviewed journal articles, textbook chapters, newspaper articles).
- Pay attention to Grammar and spelling
- Use 2.5 cm margins on all four sides, double spacing, Times New Roman font size 12.

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html

Groups:

I will be establishing your groups before the start of class on 8th of January 2026, after which students not attached to a group will be randomly assigned to a new group or an existing group. One member from each group established in the first manner shall communicate to me, by email, stating the names of the group members, while including other members as Cc: addressees on that email.

Digital Learning (10%):

The electronic textbook with Connect/Chopra (TBD) subscription provides access to study aid resources and other Assignments and Application-Based Activities (ABA). Each assignment is for the chapter associated with the class. There are 14 chapters, assignments for at least 12 chapters should be completed to get all the marks allocated to this component.

Final Exam (30%):

The final exam will emphasize chapters 7 to 14 from the textbook, but may include some questions pertaining to the first half of the course. It will be scheduled during the exam period at the end of the course, and will utilize a multiple choice and short answer. It will be a closed-book format. Unless public health restrictions dictate otherwise, this final exam will be administered on-campus, in-class (or in an alternate suitable facility).

Missed/Late Assignments and Tests

Makeup tests will be held for students approved to write a makeup due to academic conflict or confirmed medical issues or on confirmed compassionate grounds such as

- Birthdays, social activities, family trips, etc. are not grounds for a makeup test

This course will adhere to the following, as stated in the Academic Calendar: "Any student who, in the opinion of the instructor, is absent too frequently* from class or laboratory periods in any course, will be reported to the dean (after due warning has been given). On the recommendation of the department concerned, and with the permission of the dean, the student will be debarred from taking the regular examination in the course". *Missing over one quarter of scheduled classes is considered to be too frequent, which means that you should not miss more than five classes.

Your mark in the course will be the mark that you earn based on your demonstrated understanding of the course content, assessed using the outlined criteria. Extra credit assignments are not available, and tests and exams cannot be rewritten or reweighted to obtain a higher mark.”

Lecture and Examination Schedule

The following table provides an outline of course content and schedule. Any changes due to unforeseen difficulties or to accommodate learning will be posted in OWL. Specific details associated with each class session will be posted in OWL as the course progresses.

Session	Date	Topic Description	Chapter
1	8-Jan-26	Course Introduction / 21st Century Supply Chain	Ch. 1
2	15-Jan-26	Supply Chain Information Technology/Bull Whip Effect	Ch. 2
3	22-Jan-26	Logistics	Ch. 3
4	29-Jan-26	Customer Accomodation Integrated Operations Planning	Ch. 4 Ch. 5
5	5-Feb-26	Procurement & Manufacturing / Group Project Proposal	Ch. 6
6	12-Feb-26	Mid-term Exam (Chapters 1-6)	
	19-Feb-26	Reading Week	
7	26-Feb-26	Inventory Management	Ch. 7
8	5-Mar-26	Transportation/ Incoterms	Ch. 8
9	12-Mar-26	Warehousing Packaging & Material Handling	Ch. 9
10	19-Mar-26	Global Supply Chains Network Design	Ch. 10 Ch. 11
11	26-Mar-26	Relationship Management Performance Measurement	Ch. 12 Ch. 13
12	2-Apr-26	Supply Chain Trends Group Project Presentations	Ch. 14
		FINAL EXAM (Chapters 7-14)	

A NOTE ON ABSENCES

If you miss either the mid-term or the final exam for a medical reason, you will be required to complete an alternate make-up exam. This exam will be scheduled at a mutually convenient future date, but not later than the King’s make-up test day scheduled during the final exam period.

If you know that you will miss a class, and particularly if it will be a day for which a case discussion is scheduled, please let me know well ahead of time (consult the schedule early).

Course Policies

For the purposes of the following policies and procedures, a ‘class’ includes any scheduled activity for the course which occurs during the periods identified as Class Times in this Syllabus, whether in person or through remote connection (e.g. Zoom.)

MEM Course Policies

Attendance Policy:

Attendance is required! Missing 25% of scheduled classes is considered to be too frequent. A warning email will be issued at the 20% point and if absences continue the instructor will implement the King's attendance policy below:

King's policy states that *"A student may be debarred from writing the final exam for failure to maintain satisfactory academic standing throughout the year. Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean of the Faculty offering the course, after due warning has been given*. On the recommendation of the department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course."*

* Implies that faculty must have tracked and communicated attendance concerns to students

Email and communication Policy:

Students must use their UWO email address when emailing the instructor so it does not end up in spam and can be verified. Subject line must include course and section number and should include the topic of the email. Emails need to be respectful and concise, listing your issue, what you have done to solve it, and what you hope the faculty member can help you with; for example, to explain a concept, provide feedback, to make an appointment to meet in person etc.

MEM faculty will endeavor to respond to student emails within 3 business (working) days. All course changes and updates will be communicated to students via the OWL course website, so please check that frequently.

(In essence, faculty should specify how they will communicate course changes and updates to students, and respond in kind - for example, only responding to @uwo.ca email addresses, posting via OWL, etc.)

KING'S UNIVERSITY COLLEGE

GENERAL COURSE POLICIES

2025-2026

1. Academic Accommodations, Consideration for Absences

Academic Accommodation (Accessibility)

Accessibility Services works to ensure that academic programs are accessible to all students, and supports students who may have a condition related to, but not limited to, vision, hearing, mobility, different ways of learning, mental health, chronic illnesses, chronic pain, autism spectrum disorder, ADD/ADHD, and temporary conditions (beyond short-term academic consideration). Accessibility Services provides recommendations for accommodation based on medical documentation or psychological and cognitive assessment. The accommodation policy can be found here [Academic Accommodation for Students with Disabilities](#). Information on Accessibility Services at King's can be found [here](#).

Academic Consideration for Student Absence

If a student is unable to meet a course requirement due to substantial but temporary extenuating circumstances (medical or compassionate), they should follow the procedures below.

In some cases, where instructors have built flexibility into their assessments, this flexibility will already address consideration needs.

Requests for academic consideration should be directed to the Academic Advising Office of your faculty/college of registration. Requests must be made as soon as possible and no later than 48 hours after the missed assessment.

As a rule, documentation is required for academic consideration. For academic consideration requests on medical grounds, the Student Medical Certificate is available at https://www.kings.uwo.ca/kings/assets/File/currentStudents/courses_enrollment/exams_and_tests/SMC-Feb-2025.pdf.

Students are permitted one academic consideration request without supporting documentation per term per course.

Instructors may designate one assessment per half-course weight as requiring formal supporting documentation. Please refer to the course outline for each course.

For further information, please see:

https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

Absences from Final Examinations

If you miss the Final Exam, contact the Academic Advising Office of your faculty/college of registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup Final Exam).

You may also be eligible to write the Special Exam if you are in a “Multiple Exam Situation” (e.g., more than 2 exams in 23-hour period, or more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details (under [Special Examinations](#)).

Religious Accommodation

Students should consult the University's list of recognized religious holidays, and should give notice in writing to the instructor and Academic Advising Office if a course requirement will be affected by a religious holiday/observance. Notice must be given as early as possible, and no later than two weeks prior to an examination, and one week prior to a midterm test date. It is the responsibility of such students to inform themselves concerning the work done in classes from which they are absent and to take appropriate action.

2. Support Services

Accessibility, Counselling and Student Development at King’s University College:

<https://www.kings.uwo.ca/current-students/student-services/>

Students experiencing emotional or mental health distress can access services at King’s University College: <http://www.kings.uwo.ca/current-students/campus-services/student-support-services/personal-counselling/>

Good2talk is a good online and phone 24/7 resource for students and is available in English, Mandarin, and French: <https://good2talk.ca>, 1-866-925-5454

MentalHealth@Western provides a complete list of options about how to obtain help:

https://www.uwo.ca/health/mental_wellbeing/

Academic Support Services at King’s University College:

<https://www.kings.uwo.ca/current-students/academic-resources/>

GBSV Support:

King’s is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at:

<https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

You can reach someone supports at Kings by emailing Care@kings.uwo.ca or calling 519-930-4640 to reach a social worker who can offer help.

You can also reach Western’s Gender-Based Violence & Survivor Support Case Manager by [email](#) or by calling 519-661-3568.

Further supports can be found on this website: <https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

See also https://www.uwo.ca/health/student_support/survivor_support/get-help.html

University Students' Council offers many valuable support services for students, including the health insurance plan: <http://westernusc.ca/services/>

3. Statement on Use of Electronic Devices

Use of Electronic Devices: Unless explicitly stated otherwise, you are not allowed to have a cell phone, or any other electronic device, with you during tests or examinations. Unauthorized possession of such a device during a test or examination constitutes an academic offence.

Use of Laptops, Tablets, and Smartphones in the Classroom: King's University College at Western University acknowledges the integration of new technologies and learning methods into the curriculum. The use of electronic devices such as laptop computers, tablets, or smartphones can contribute to student engagement and effective learning. At the same time, King's recognizes that instructors and students share jointly the responsibility to establish and maintain a respectful classroom environment conducive to learning.

The use of electronic devices by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Students found to be using electronic devices for purposes not directly related to the class may be subject to sanctions under the Student Code of Conduct; see <https://www.kings.uwo.ca/current-students/student-affairs/code-of-student-conduct1/>

Inappropriate use of electronics (e.g., laptops, tablets, smartphones) during lectures, seminars, labs, etc., creates a significant disruption. As a consequence, instructors may choose to limit the use of electronic devices in these settings. In addition, in order to provide a safe classroom environment, students attending in-person class sessions are strongly advised to operate laptops with batteries rather than power cords.

4. Statement on Academic Offences

King's is committed to academic integrity. Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, is posted at

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

It is expected that students will submit work that is truly their own, completed without external assistance (human or artificial) except as explicitly permitted by the course instructor. Check with your instructor on what tools, including generative AI (ChatGPT, translation tools, grammar-checking tools) are permitted in the course. Because a tool is permitted in one course, that does not mean it is permitted in other courses.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system; see https://elearningtoolkit.uwo.ca/tools/Originality_Reports - TurnItIn.html.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

5. Copyright of Course Material

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Unauthorized sharing of class content is subject to academic discipline.

Similarly, students own copyright in their own original papers and exam essays. If a faculty member wishes to post a student's answers or papers on the course website, they should ask for the student's written permission.

6. Use of Recordings

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation and/or the participant has the prior written permission of the instructor. Unauthorized recording and/or sharing of class content is subject to academic discipline.

7. Policy on Attendance

Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean of the Faculty offering the course, after due warning has been given. On the recommendation of the department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course.