

SCM 7046 A01 & G01 (3.0 CH)  
SUSTAINABLE SUPPLY CHAIN MANAGEMENT  
WINTER 2024

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**TERRITORY ACKNOWLEDGEMENT**

The University of Manitoba campuses are located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota and Dene peoples, and on the homeland of the Métis Nation. We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

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**INSTRUCTOR**

Name:	Mani Venkatesh	Office Location:	618 Drake Centre
Phone:	431-323-2055	Office Hours:	Tuesdays, 2:30 PM – 4:30 PM or by appointment
Email:	mani.venkatesh@umanitoba.ca	Class Room:	539 Drake Centre
		Class Time:	Tuesdays: Jan 23 – April 2, 2024, Except on <b>Monday, 18<sup>th</sup> March 2024</b> , 6:15 – 9:30 pm

**COURSE DESCRIPTION**

Due to increased stakeholders' awareness of corporate actions on the environment and society, sustainability is gaining popularity among practitioners. Especially, supply chains whether it is buyer driven or supplier driven can contribute to overall sustainability efforts as the supply chains alone generate 60%(approx.) carbon emissions. Businesses are in a central position with respect to promoting sustainability and being responsible for the societal impact that arises from their actions (economic, environmental, and social) (Elkington, 1998). The impact of corporate actions not only affects a standalone company but also society. Global production networks are required to comply with the range of norms, concurrently and manage institutional, social, and political pressure. These sustainability efforts may open both opportunities and challenges.

This course aims to provide students with an understanding of the sustainability challenges and opportunities facing global supply chains today. We will examine at some of the factors that are contributing to the adoption of sustainability strategies, such as regulations, governing mechanisms that are penalizing negative environmental and social impacts, and society's expectations of business in terms of health, human rights, and the environment. The supply chains today cannot be concerned only with creating shareholder value; their performance is also measured in terms of social, environmental, and economic impact. The course mainly covers

- Sustainability concepts and relevance to supply chains
- Suppliers and sourcing decisions

- Manufacturing -design, facility, inventory, and transportation
- Closed loop supply chains
- Sustainable distribution and selling

## **COURSE OUTCOMES**

Upon completion of this course, students will understand the role that the supply chain management function plays in an organization's sustainability performance and its impact on the environment and society.

Specific learning outcomes include the ability to:

- Articulate a personal definition of sustainability and describe how supply chains affect an organization's overall social and environmental impact
- Identify and analyze sustainability trade-offs in supply chain decisions
- Recognize sustainability risks and evaluate mitigation strategies
- Understand the strengths and weaknesses of various sustainability metrics in evaluating an organization's supply chain impact
- Design sustainable transportation, sourcing and facility
- Speak confidently and professionally about a range of contemporary sustainability challenges in supply chains and identify connections between these challenges

## **COURSE MATERIALS**

### **Required**

The course will also make use of several cases available for purchase through Ivey Publishing. Instructions for purchasing the case pack are provided below.

1. Go to the Ivey Publishing website at: [www.iveypublishing.ca](http://www.iveypublishing.ca)
2. Log in to your existing account or click "Register" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student" role.
3. Click on this link or copy into your browser: <https://www.iveypublishing.ca/s/ivey-coursepack/a1R5c0000ElimjEAD>
4. Click "Add to Cart".
6. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.
7. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
8. Once you have completed your order, click on your username on the top right --> Orders --> Downloads

### **Recommended**

1. Sustainable Logistics and supply chain management by David Grant, Alexander Trautrim and Chee Wong, KoganPage, 2017.
2. Mid-Course Correction: Toward a Sustainable Enterprise by R. Anderson, Peregrinzilla Press, 1999.
3. Other scientific articles published in Journal of Operation Management, IJOPM, IJPE, & IJPR

**IMPORTANT:** Access to downloadable files will expire on **April 4, 2024**, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened using Adobe Reader. This material is for your personal use only and is not to be shared, reproduced, or distributed in any form. **NEED HELP?** Contact your professor directly or email Ivey Publishing's Customer Support Team at [cases@ivey.ca](mailto:cases@ivey.ca).

Other required readings will be made available through UM Learn.

### **ASSESSMENT OF LEARNING**

There are four graded components in this course:

Participation & engagement	10%
Group assignment submissions	20%
Group project	20%
Final paper	50%

Final grades are based on the student's weighted mark. In the event of a skewed distribution of grades, the course marks for the class may be curved up or down as necessary (the weighting of each component will remain unchanged). The following are the **tentative** grade cut-offs.

A+	92-100
A	82-91.9
B+	77-81.9
B	71-76.9
C+	67-70.9
C	61-66.9
D	51-60.9
F	0-50.9

These tentative cut-offs are subject to adjustment up or down depending on the relative performance of the current class compared to prior classes that have taken the course with the same instructor.

**NOTE: Class attendance is required.**

**Missing more than 20% of this course due to absence from class may result in a failing grade.**

It is your responsibility to inform your professor in advance, if possible, of your absence and the reason for it:

- 1) if **medical**, self-declaration form must be submitted for an illness lasting 5 consecutive days or less <https://umanitoba.ca/governance/governing-documents-students#self-declaration-for-brief-or-temporary-student-absences>, no later than 48 hours after the end of the brief absence; a medical note from your physician must be submitted for an illness lasting more than 5 days;

- 2) if a **work commitment**, a signed letter on letterhead from your supervisor is required in advance, noting clearly the date(s) you must be away for your work commitment(s);
- 3) if for **student competitions**, an email from your Asper team coach must be received in advance indicating the dates you are away at competition.

The professor will then decide how to deal with the impact of the missed classes on your final grade.

### **1) Participation & Engagement (10%)**

This course component will be graded out of 10 points. These points can be earned in two ways: in-class discussion and reflection questions. You can choose any combination of the below elements at any point in the term to achieve 10 points across the semester.

*Class discussion:* Students will receive up to 1 point per class where a thoughtful contribution is made to the class discussion. Examples of a thoughtful contribution include: asking questions that demonstrate critical thinking and/or lead to useful discussion or clarification of concepts; taking a stance on a class question and justifying it. Examples of contributions that would not be substantial enough to earn a point include: any one-word answer, stating your answer for a quantitative problem without demonstrating your solution, providing a definition of a concept from the textbook, etc.

*Other critical discussion questions:* These include (as in the class discussion section) questions that demonstrate critical thinking and/or highlight complexity in the topic, or questions that encourage the integration of multiple concepts from the course.

### **2) Group assignment submissions (20%)**

From weeks 5-10, each group will be responsible for preparing a “group assignment” based on the topic covered in that class that how it could be applied in the real time situations using a case company’s supply chain. This is meant to elevate our knowledge about current issues and best practices in industry related to the assignment topic. These assignments should not exceed 10 pages

### **3) Group Project (20%)**

Towards the end of the course, you would be asked to prepare and present a project report in the form of power point presentations or a movie describing on the best sustainable supply chain practices followed by an industry leader. It should reflect on the benchmarks that they successfully created encompassing various dimensions of sustainability. This group presentation should not exceed over 15-20 slides, and presentation time of 15-20 minutes, followed by discussions with your peers. The purpose of these reflections is to help you integrate what you are learning about sustainable supply chain management with what you already know about conventional supply chain management. These reflections are also meant to help you build connections between the various topics covered in class, and provide a tool for you to monitor how your understanding of sustainability evolves throughout the semester.

Questions to consider when preparing the presentation include:

- What are the current best practices?
- What are the challenges and barriers to implementation?
- What tools and supports are available for practitioners?
- What companies are the leaders in this area?
- How can this topic/issue be addressed in a way that can enhance an organization’s competitiveness?

More details about the specific industry will be posted on UM Learn.

#### **5) Final Paper**

Detailed information about the final paper will be available on UM Learn.

#### **MISSED EXAM AND LATE SUBMISSION POLICY**

If you miss an exam for a valid reason (medical, compassionate or other as specified in Asper's Policy on Accommodations for Missed Undergraduate Term Examinations), please notify me **within 48 hours** to schedule a makeup exam.

Do not make travel plans before the Final Exam. I cannot let you take the exam earlier/later because you made bookings for an earlier date. In the event you have to miss the Final Exam for a valid reason, a request for a deferred exam must be made at your home Faculty's Undergraduate Program Office (b\_comm@umanitoba.ca, if you are an Asper student). Applying for a deferred exam does not guarantee your request will be granted.

#### **ATTENDANCE POLICY**

For the sake of your own learning and the learning of your classmates, regular attendance and participation in the course is expected. If you are experiencing a personal matter (health or otherwise) that you expect will cause you to miss multiple classes, please reach out to me so we can figure out a plan to make sure you are able to keep up with course material.

#### **ELECTRONIC DEVICE POLICY**

For in-person classes, you may use a laptop or tablet for note-taking. If you are using a laptop, please sit towards the back of the class if feasible for you to avoid distracting those sitting behind you.

There may be situations where you need to record a single lecture for a classmate who will be absent. Please check in with me prior to recording the class. Otherwise, no audio/video recording is permitted.

#### **OUT-OF-CLASS COMMUNICATION**

I will communicate with you primarily through the Announcement feature on UM Learn. Check UM Learn frequently and read all communication thoroughly. PowerPoint slides, project guidelines and other helpful materials will also be posted on UM Learn.

I am also accessible via email, but I try to limit time spent answering emails outside of my work hours (8-4, Monday to Friday). Unless otherwise noted, I will respond to emails by the end of the **following** business day (meaning if you email me Friday night, I will respond by end-of-day Monday). If I email YOU outside of YOUR "work hours", do not feel you need to respond according to my schedule.

Whenever you email me, please include "SCM 7046" in the subject line. This will make it less likely for your message to get lost in my inbox.

## CLASS SCHEDULE

Required readings for

Session	Topic & Activities	Case	Reading
January 23 <sup>rd</sup>	<p><i>Introduction</i></p> <ul style="list-style-type: none"> <li>• Course overview</li> <li>• Introduction</li> <li>• What is sustainability?</li> </ul>	Don't Tweak Your Supply Chain-Rethink It End to End- HBR Publication Challenges of going green- HBR publication	Sustainable Logistics and Supply Chain Management By Grant et al. (2017)
January 30 <sup>st</sup>	<p><i>Sustainability Governance and Risk Assessment</i></p> <ul style="list-style-type: none"> <li>• Supply chain relationship management</li> <li>• Evaluating sustainability risk</li> <li>• Transparency</li> </ul>	Fair Trade Jewellery Co: Establishing an Ethical Global Value Chain <i>Ivey Publishing</i>	
February 6 <sup>th</sup>	<p><i>Sustainability Evaluation</i></p> <ul style="list-style-type: none"> <li>• Supply chain audits</li> <li>• Third-party certifications</li> <li>• Traceability</li> </ul> <p><b>Case Report: Uniqlo</b></p>	Transparency, Traceability, and Compliance in Uniqlo's Global Value Chain <i>Ivey Publishing</i>	
February 13 <sup>th</sup>	<p><i>Stakeholder Management in Sustainable Supply Chains</i></p> <ul style="list-style-type: none"> <li>• Regulatory pressures</li> <li>• Cross-sector partnerships</li> <li>• Stakeholder identification</li> </ul> <p><b>Case Report: Tender Greens</b></p>	Tender Greens: Can They Keep the 'Green' Promise in Beef Sourcing? <i>Ivey Publishing</i>	
February 27 <sup>th</sup>	<p><i>Cleaner Production &amp; Waste Management</i></p> <ul style="list-style-type: none"> <li>• Waste audits</li> <li>• Green technology</li> <li>• EPR and regulation</li> </ul>	Waste Audit at Innovation Works London (A) <i>Ivey Publishing</i>	
March 5 <sup>th</sup>	<p><i>Green Design &amp; LCA</i></p> <ul style="list-style-type: none"> <li>• Green Design (e.g., cradle-to-cradle, design for disassembly)</li> <li>• Life Cycle Assessment</li> </ul>	Green Wise Co., Ltd.: Global Sustainability Journey <i>Ivey Publishing</i>	
March 12 <sup>th</sup>	<p><i>Circular Economy</i></p> <ul style="list-style-type: none"> <li>• Circular practices</li> <li>• Industrial symbiosis</li> <li>• Reverse logistics</li> </ul>	Desi Hangover: Circular Transition of a Conscious Fashion Brand <i>Ivey publishing</i>	
March 18 <sup>th</sup>	Guest Speaker (Sustainable transportation, facility management, sustainable energy resources etc.)		
26 <sup>th</sup> March	<p><i>Supply chain social sustainability</i></p> <ul style="list-style-type: none"> <li>• <i>Worker Rights &amp; Safety, and Safety culture</i></li> </ul>	Research Articles Mani & Gunasekaran(2018) Giang et al(2021)	

	<ul style="list-style-type: none"> <li>• Modern slavery</li> <li>• <i>Geopolitical Issues in the Supply Chain</i></li> </ul>	Mani, Charbel and Mani(2020)	
2 <sup>nd</sup> April	<ul style="list-style-type: none"> <li>• Sustainable transportation</li> <li>• Facility location, renewable energy</li> <li>• Black market supply chains</li> <li>• Conflict minerals</li> <li>• Waste supply chains</li> </ul>	Scandinavian Airlines: The Green Engine Decision (Ivey case #HBS #909M28) Taming the Counterfeiting Epidemic(Ivey publishing)	
	<i>Restorative Supply Chains</i> <ul style="list-style-type: none"> <li>• Social impact supply chains</li> <li>• Fair trade</li> <li>• CBAs and Social Procurement</li> </ul>	Starbucks Corporation: Building a Sustainable Supply Chain <i>HBR case</i>	

**ACADEMIC REGULATIONS AND STUDENT SERVICES**

**HUMAN ETHICS APPROVAL FOR DATA COLLECTION**

As part of coursework, if you will be collecting data from people who are not students in this class, you must obtain Human Ethics approval from the UofM's Research Ethics Board (REB) prior to data collection. This applies to data collection such as surveys, interviews, focus groups, experiments, video recording, etc., where a respondent is solicited for participation.

If the entire class will be working on the same project, your instructor will apply for human ethics approval from the REB. If individuals or small groups of students will be working on different projects, it is the responsibility of the students to obtain approval (only one group member needs to apply). Your instructor will tell you whether s/he will be or you need to. **When in doubt, please talk to your instructor.**

Instructions and forms to apply for human ethics approval can be found at:  
<http://umanitoba.ca/research/orec/ethics/guidelines.html>

In most cases, you will be using the "Protocol Submission Form" which is under the "REB Forms - Fort Garry Campus" heading.

It can take up to six weeks to process human ethics applications and obtain approval. Therefore, plan early. Note that approval must be obtained prior to data collection and cannot be obtained during the data collection phase or retroactively. Violation can get you, your instructor, and the Asper School in serious trouble with the REB.

The following do not require REB approval:

- a) Projects where students are conducting the research on themselves during class time;
- b) Projects involving the use of records or information that is in the public domain, including the use of anonymous secondary data and surveys or questionnaires that have already been published;

- c) Projects involving the use of naturalistic observation where there is no reasonable expectation of privacy (i.e. public park).
- d) Practicum or job training projects where students are fully integrated into the organization's operational practices and are not conducting research;
- e) Projects where the intent is to use the information to provide advice, diagnosis, identification of appropriate interventions or general advice for a client;
- f) Projects where the intent is to develop skills which are standard practice within a profession (e.g. observation, assessment, intervention, evaluation, auditing); or
- g) Projects where the information gathering processes are part of the normal professional relationship between the student and the participants.

If you have any questions, please contact [humanethics@umanitoba.ca](mailto:humanethics@umanitoba.ca) or your instructor.

#### UNCLAIMED ASSIGNMENT POLICY

Pursuant to the FIPPA Review Committee's approved recommendations of August 15, 2007, all unclaimed student assignments will become the property of the faculty and will be subject to destruction six months after the completion of any given academic term.

#### STUDENT SERVICES AND SUPPORTS

The University of Manitoba provides many different services that can enhance learning and provide support for a variety of academic and personal concerns. You are encouraged to visit the below websites to learn more about these services and supports. If you have any questions or concerns, please do not hesitate to contact your instructor or the Graduate Program Office.

For Information on...	...follow this link
Course Outlines, Year-at-a-Glance, Concentrations, Textbooks, VW Dates and Final Exams	<a href="#">Asper Graduate Student Resources</a>
Exam Rescheduling Policy - <i>Please refer to Missing a Test/Exam on page 21 of the MBA Student Handbook</i>	<a href="#">MBA Student Handbook</a>
Help with research needs such as books, journals, sources of data, how to cite, and writing	<a href="#">Library Resources</a>
Tutors, workshops, and resources to help you improve your learning, writing, time management, and test-taking skills	<a href="#">Writing and Learning Support</a>
Support and advocacy for students with disabilities to help them in their academic work and progress	<a href="#">Student Accessibility Services</a>
Copyright-related questions and resources to help you avoid plagiarism or intellectual property violations	<a href="#">Copyright Office</a>
Student discipline bylaws, policies and procedures on academic integrity and misconduct, appeal procedures	<a href="#">Academic Integrity</a>
Policies & procedures with respect to student discipline or misconduct, including academic integrity violations	<a href="#">Student Discipline</a>
Students' rights & responsibilities, policies & procedures, and support services for academic or discipline concerns	<a href="#">Student Advocacy</a>



Your rights and responsibilities as a student, in both academic and non-academic contexts	<a href="#">Your rights and responsibilities</a>
Full range of medical services for any physical or mental health issues	<a href="#">University Health Service</a>
Information on health topics, including physical/mental health, alcohol/substance use harms, and sexual assault	<a href="#">Health and Wellness</a>
Any aspect of mental health, including anxiety, stress, depression, help with relationships or other life concerns, crisis services, and counselling.	<a href="#">Student Counselling Centre</a>
Support services available for help regarding any aspect of student and campus life, especially safety issues	<a href="#">Student Support Case Management</a>
Resources available on campus, for environmental, mental, physical, socio-cultural, and spiritual well-being	<a href="#">Live Well @ UofM</a>
Help with any concerns of harassment, discrimination, or sexual assault	<a href="#">Respectful Work and Learning Environment</a>
Concerns involving violence or threats, protocols for reporting, and how the university addresses them	<a href="#">Violent or Threatening Behavior</a>

## ACADEMIC INTEGRITY

I.H. Asper School of Business, The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any misconduct in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic misconduct under the heading "Plagiarism and Cheating." Specifically, acts of academic misconduct include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination

- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic misconduct. Because of the unique nature of group projects, all group members must exercise extraordinary care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur on a group project, all group members will be held jointly accountable, no matter what their individual level of involvement in the specific violation.

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic misconduct involving a graduate student (i.e. MBA, MFin, MSCM, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.

#### AI TOOLS

AI tools can be used to enhance learning and problem-solving skills, but they should not replace independent thinking and learning. Students must exercise critical thinking when using AI tools and acknowledge their use in academic work. Prohibited uses include generating or completing academic work with AI tools without appropriate acknowledgement. Academic honesty is paramount, and students should accurately represent their individual effort and knowledge. Faculty will provide guidance on AI tool usage and incorporate discussions on AI ethics and academic integrity. Violations may lead to disciplinary actions, including academic penalties or suspension.

## FACULTY BIOGRAPHY

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I.H. Asper School of Business, The University of Manitoba

**Dr. Mani Venkatesh** is an Associate Professor of Supply Chain Management at Asper School of Business, University of Manitoba. He possesses over 24 years of academic and industrial experience, of which over a decade he had served in fortune 500 companies in various senior management roles. Prior to Asper, he worked as an Associate Professor, Montpellier Business School, France. He is teaching/taught as a visiting professor in ISCTE Business School Lisbon, IIM Bodhgaya, TAPMI India, and University of Porto. He holds his PhD from Indian Institute of Technology (IIT). His research examines digital transformation challenges, failures and learnings from global corporations, especially digital transformation of global supply chains, sustainability, and modern slavery from emerging economies.

He has contributed many research articles in referred journals: Harvard Business Review, International Journal of Operations and Production Management, International Journal of Production Economics, International Journal of Production Research, Transportation Research Part A, Supply Chain Management: An International Journal, Annals of Operations Research, Journal of Business Research, Technological Forecasting and Social Change, & Production Planning and Control, among others.