



Jindal Global Business School

*Course Outline*

Course Title	Sustainable Fashion Supply Chain Management
Core or Elective	Elective
Program and Batch	MBA-2, IBM-4, IBM-5
Semester & Academic Year	Spring-2026
Credits	1.5
Discipline/Area	Operations Management and Supply Chain
Name of the Faculty Member/Course Instructor	Dr Patanjali Kumar
Contact Details of the Faculty Member	<a href="mailto:patanjali.kumar@jgu.edu.in">patanjali.kumar@jgu.edu.in</a>
Contact Details of Support Staff	jgbs-eo@jgu.edu.in
Faculty Member's Open Office Day/s & Time	To be communicated

**Introduction to the Course**

The course focuses on sustainable supply chain management, particularly within the textiles and fashion industry, covering fundamental concepts, theoretical perspectives, and strategies in this field. Students delve into understanding environmental and social value creation across extended supplier networks, as well as the impact of digitalization on sustainability performance within the fashion value chain. Upon successful completion, students should be able to articulate fundamental concepts and principles in sustainable supply chain management, recognize the influence of digitalization on sustainability within textile and fashion value chains, describe advancements in sustainable logistics systems and circular supply chains, apply learned concepts to analyze sustainability performance in textiles and fashion, evaluate the interplay between economic, environmental, and social value creation, engage in collaborative discussions on sustainability challenges and opportunities, critically assess the complexities of implementing sustainable practices, and relate theoretical frameworks to industry practices in textiles and fashion.

**Course Learning Objectives**

**At the end of the course, students should be able to**

1. CLO1- Understand the role of sustainability in supply chain management within the fashion industry.
2. CLO2- Evaluating the interplay between local and global sustainability issues in the fashion supply chain.
3. CLO3- Communicate effectively by presenting ideas with clarity in collaborative discussions on sustainability challenges and opportunities within fashion industry.

4. CLO4- Apply critical thinking skills to analyse complex business problems within sustainable supply chain management in fashion industry.
5. CLO5- Demonstrate leadership qualities by taking initiative to address societal issues, inspire collaboration among peers to develop and implement sustainable practices in fashion industry.

### Programme Competency Goals

<b>MBA Programme Competency Goals (PCGs)</b>		<b>MBA Progroamme Learning Objectives (PLOs)</b>
		<b>Students will be able to</b>
1	<b>Technological Agility:</b> Ability to adopt relevant technologies for better business decision making.	<p>1. Understand relevant business technologies</p> <p>2. Understand future business technologies in business domain</p>
2	<b>Responsible Global Citizenship:</b> Ability to understand the interplay between local and global issues and to act with sensitivity towards ethical and social issues	<p>3. Understand the interplay between local and global business issues</p> <p>4. Demonstrate sensitivity towards ethical issues</p> <p>5. Demonstrate sensitivity towards social issues</p> <p>6. Address societal issues</p>
3	<b>Effective communication:</b> Ability to effectively exchange ideas and information	<p>7. Present their ideas with clarity</p> <p>8. Prepare an organized and logical business document</p> <p>9. Use technology for effective communication</p>
4	<b>Critical Thinking:</b> Ability to identify, analyze business problems and propose effective solutions	<p>10. Identify main issues of business problems</p> <p>11. Examine information from different sources</p> <p>12. Draw inferences from analysis</p> <p>13. Evaluate alternatives</p> <p>14. Summarize and conclude</p>
5	<b>Leadership:</b> Ability to take initiative, inspire and collaborate with others	<p>15. Take initiative</p> <p>16. Contribute effectively in groups</p>

## PLO-PCG Assessments Mapping Matrix

Program Competency Goals (PCGs)	Program Learning Objectives (PLOs)	Course Assessment Item
This course helps you to develop the following Program Competency Goals:	This course helps you to develop the following Program Learning Outcomes:	This learning outcome will be assessed in the following items
PCG1, PCG2	PLO1, PLO2, PLO3	A1, A2, A3
PCG1, PCG2, PCG3	PLO1, PLO4, PLO5, PLO6	A1, A2, A3, A4
PCG1, PCG2	PLO2, PLO4, PLO5, PLO7, PLO10	A1, A3, A4
PCG1, PCG2	PLO1, PLO3, PLO 8, PLO13, PLO14, PLO15, PLO16	A1, A2, A3, A4
PCG1, PCG2	PLO1, PLO2, PLO3	A1, A2, A3, A4

### Evaluation Schema

The course grade will be determined based on:

Assessment Task	Weightage (Marks)	Nature (Individual/Group)	Week of Assessment	PLOs to be Assessed
A1: Class Participation	10% (10) Marks)	Individual	Continuous	PLO1, PLO2, PLO3, PLO8, PLO10, PLO15, PLO16
A2: Presentation	40% (40) Marks)	Group	8 <sup>th</sup> Week	PLO1, PLO2, PLO4, PLO5, PLO6, PLO15, PLO16
A3 Quiz	20% (20) Marks)	Individual	3 <sup>rd</sup> Week	PLO2, PLO3, PLO7, PLO10, PLO14
A4 End-term Examination	30% (30) Marks)	Individual	In the JGU Examination period/week	PLO1, PLO2, PLO11, PLO7, PLO12, PLO9, PLO13, PLO14

**Description of Assessments:**

**A1-** Class Participation (10%) - The participation of the students in class discussion, guest lectures, and experiential learning sessions shall be evaluated out of 10 marks.

**A2-** Presentation (40%)- You are expected to carefully analyse a case study and present your findings in a power-point format. The presentation must carry a thorough problem identification, analysis, and recommendation (probable solution, and action plan).

**A3-** Quiz (20%) - There will be a pen-paper-based quiz of 20 marks. The duration of the quiz will be 30 minutes.

**A4-** End Term Examination (30%) - The end term examination will be of 30 marks for 1.5 hours. This will be an invigilated exam held on the JGU campus according to the mode decided by CoE.

**Rubrics for Assessments****Presentation Rubric**

Criteria	Exceeds Expectations	Meets Expectations	Below Expectations
Content	The presentation demonstrates exceptional knowledge and understanding of the subject matter. The content is thorough, well-organized, and insightful.	The presentation demonstrates a good understanding of the subject matter. The content is well-organized and presents relevant information.	The presentation demonstrates limited understanding of the subject matter. The content is disorganized and presents incomplete or inaccurate information.
Delivery	The presentation is engaging and dynamic, with clear and confident delivery, appropriate use of body language, and effective use of visual aids.	The presentation is engaging, with clear delivery, appropriate use of body language, and adequate use of visual aids.	The presentation is dull or unengaging, with unclear delivery, inappropriate use of body language, and insufficient use of visual aids.
Time Management	The presentation is well-timed and covers all relevant topics within the allotted time.	The presentation is adequately timed and covers most relevant topics within the allotted time.	The presentation is poorly timed and fails to cover relevant topics within the allotted time.
Interaction	The presentation encourages interaction and engagement with the audience, using appropriate questioning and responding effectively to audience feedback.	The presentation attempts to engage the audience, but with limited success in encouraging interaction or responding to audience feedback.	The presentation does not attempt to engage the audience or respond to audience feedback.
Overall	The presentation exceeds expectations in all areas and demonstrates exceptional work.	The presentation meets expectations in most areas and demonstrates good work.	The presentation falls short of expectations in most areas and demonstrates inadequate work.

## Teaching Method

The course will have a judicious mix of lectures, storytelling, experiential exercises, and cases. Here the onus of learning will be with the student, and the instructor will be a facilitator. Instead of learning ‘what to do’, the cases will also be used as examples of real-world phenomena where issues arise, and good and bad practices are seen. The key to learning this way is to see many examples and situations and learn inductive as well as deductive ways from students’ and managers’ different experiences.

## Textbook / Other Readings

### Textbook:

1. Chopra, S., Meindl, P., & Kalra, D. V. (2007). Supply Chain Management by Pearson. Pearson Education India.
2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (1999). Designing and managing the supply chain: Concepts, strategies, and cases. New York: McGraw-hill.
3. Choi, T. M. (2012). Fashion supply chain management: industry and business analysis. Business Science Reference

### Reference

1. Cetinkaya, B., & Cuthbertson, R. (2011). “Sustainable supply chain management: Practical Ideas for Moving towards Best Practice”, Springer-Verlag: Berlin Heidelberg.
2. Chkanikova, O. & Kogg, B. (2018). Sustainability governance service providers: the role of third-party product certification in facilitating corporate life cycle management. International Journal of Life Cycle Assessment, 2018(23), pp. 1383-1395
3. Hart, S.L. (1995). A Natural Resource-Based View of the Firm. The Academy of Management review, 20(4), pp. 986-1014
4. Pagell, M., Wu, Z. & Wasserman, M.E. (2010). Thinking differently about purchasing portfolios: an assessment of sustainable sourcing. Journal of Supply Chain Management, 46 (1), pp. 57-73.
5. Pal, R., Sandberg, E. & Paras, M.K. (2019). Multidimensional value creation through different reverse supply chain relationships in used clothing sector. Supply Chain Management: An International Journal.
6. Seuring, S. & Muller, M. (2008). From a literature review to a conceptual framework for sustainable supply chain management. Journal of Cleaner Production, 16 (2008), pp. 1699-1710.
7. Further literature and teaching materials are provided via UMS

## Session Plan

Session Details	Topics	PLOs Covered
Session 1	Introduction Sustainable Fashion Supply Chain	PLO1, PLO3,
Objective of the session	Define the terms sustainable fashion supply chain	PLO 4
Subtopics to be covered	Sustainability And Supply Chain, The Role of Sustainability in a Supply Chain, The Tragedy of the Commons, Key Pillars of Sustainability, Sustainability and Supply Chain Drivers	
Readings	Chapter 17- Chopra, Meindl, Kalra	
Case Title & Number	Trendy fashion company: Sustainability in supply chain	

	operations (IM1321-PDF-ENG)	
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 2</b>	Sustainable Innovation in Fashion Supply Chain	PLO1, PLO2, PLO5
Objective of the session	Introduction, and explore sustainable innovation in fashion supply chains.	
Subtopics to be covered	Definitions, Types of Sustainable Innovation, Challenges, and Opportunities	
Readings	Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 3</b>	Sustainable Fashion Supply Chain Coordination	PLO1, PLO2, PLO3, PLO4, PLO5
Objective of the session	Examine coordination strategies for sustainable fashion supply chains	
Subtopics to be covered	Investigate supply chain coordination mechanisms, explore collaborative sustainability initiatives within the fashion industry	
Readings	Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 4</b>	Sustainable Fashion Supply Chain Coordination	PLO1, PLO2, PLO3, PLO4, PLO5
Objective of the session	Examine coordination strategies for sustainable fashion supply chains	
Subtopics to be covered	Sustainable Supply Chain Contracts	
Readings	Chapter 4- Simichi-Levi, Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 5</b>	Sustainable Fashion Supply Chain Coordination	PLO1, PLO2, PLO3, PLO4, PLO5
Objective of the session	Examine coordination strategies for sustainable fashion supply chains	
Subtopics to be covered	Green and Socially Responsible Supply Chain Contracts	
Readings	Chapter 4- Simichi-Levi, Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		

Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 6</b>	Sustainable network Planning in Fashion Supply Chain	PLO3, PLO4, PLO5
Objective of the session	Introduction to Network Planning in Sustainable Fashion Supply Chain	
Subtopics to be covered	Network Design for achieving sustainability in fashion supply chain	
Readings	Chapter 3- Simichi-Levi, Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 7</b>	Sustainable Fashion Supply Chain Integration	PLO1, PLO2, PLO3
Objective of the session	Introduction to Sustainable Fashion Supply Chain Integration and Impact of Internet on Sustainable Fashion Supply Chain Integration	
Subtopics to be covered	Push, Pull, Push-Pull System, Demand-Driven Strategies, E-Business for Sustainable Fashion Brands	
Readings	Chapter 6- Simichi-Levi, Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 8</b>	Strategic Alliance for Sustainable Fashion Supply Chain	PLO2, PLO3, PLO4
Objective of the session	To explain and demonstrate how can strategic alliance important for achieving sustainability goals in fashion supply chain	
Subtopics to be covered	Framework for strategic alliance, retailer-supplier partnerships, distributor integration	
Readings	Chapter 8- Simichi-Levi, Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 9</b>	Sustainable procurement and outsourcing strategies for Fashion Supply Chain	PLO1, PLO2, PLO3
Objective of the session	To explore and discuss the role of effective procurement and outsourcing strategies for Fashion Supply Chain	
Subtopics to be covered	Introduction, outsourcing benefits, e-procurement in sustainable fashion supply chain	
Readings	Chapter 9- Simichi-Levi, Reading Materials, Research Papers	

	and Cases shared through UMS	
Case Title & Number		
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 10</b>	Risk and resilience in sustainable fashion supply chain	PLO1, PLO2,
Objective of the session	Risk management in sustainable fashion supply chain	PLO3, PLO4,
Subtopics to be covered		PLO5
Readings	Chapter 10- Simichi-Levi, Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 11</b>	Promoting Circularity and Sustainability in Fashion Supply Chain	PLO3, PLO4, PLO5
Objective of the session	Circularity and Sustainability in Fashion Supply Chain	
Subtopics to be covered	Business cases, challenges and opportunities in Circularity and Sustainability in Fashion Supply Chain	
Readings	Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 12</b>	Guest Lecture: Dr. Nandan Kumar, Managing Director (High Performance Textiles Pvt Ltd & Institute of Technical Textiles Pvt Ltd)	PLO1, PLO3, PLO4, PLO5
Objective of the session	Recycling of post-consumer textile waste in Indian Textile Industry	
Subtopics to be covered	Business cases, challenges and opportunities in Circularity and Sustainability in Fashion Supply Chain	
Readings	Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		
Pedagogy	Lectures, discussions, problem solving, case study and applications	
<b>Session 13</b>	Recycling of Textile Waste	PLO1, PLO2,
Objective of the session	Types of post-consumer textile waste, methods recycling	PLO3, PLO4
Subtopics to be covered	Business cases, challenges and opportunities in Circularity and Sustainability in Fashion Supply Chain	
Readings	Reading Materials, Research Papers and Cases shared through UMS	
Case Title & Number		

Pedagogy	Discussions, case study and applications	
<b>Session 14</b>	Reading & Revision Week/ Examination Week*	
Objective of the session	NA	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	
<b>Session 15</b>	Reading & Revision Week/ Examination Week*	
Objective of the session	NA	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	

\*Elective Endterm Examinations may take place in the last week of classes.

### **Disability Support**

JGU endeavours to make all its courses accessible to students. The Disability Support Committee (DSC) has identified conditions that could hinder a student's overall wellbeing. These include physical and mobility-related difficulties, visual impairment, hearing impairment, mental health conditions, and intellectual/learning difficulties, e.g., dyslexia and dyscalculia. Students with any known disability needing academic and other support are required to register with the Disability Support Committee (DSC) by following the procedure specified at <https://jgu.edu.in/disability-support-committee/>

Students who need support may register any time during the semester up until a month before the end semester exam begins. Those students who wish to continue receiving support from the previous semester, must re-register within the first month of a semester. Last-minute registrations and support might not be possible as sufficient time is required to make the arrangements for support.

The DSC maintains strict confidentiality about the identity of the student and the nature of their disability and the same is requested from faculty members and staff as well. The DSC takes a strong stance against in-class and out-of-class references made about a student's disability without their consent and disrespectful comments referring to a student's disability.

All general queries are to be addressed to [disabilitysupportcommittee@jgu.edu.in](mailto:disabilitysupportcommittee@jgu.edu.in)