

University of North Carolina - Greensboro
Department of Information Systems and
Supply Chain Management

SCM 652 – Strategic Cost, Design, Procurement, and Contracts

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Semester: Spring 2020

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PREREQUISITES: Admission to specific Program

CREDITS: 3 credit hours

FOR WHOM PLANNED: Students in the SCM Graduate Certificate program and other Bryan School master-level programs.

CATALOG DESCRIPTION: Overview of strategic cost management and procurement in the supply chain; tactics in effective management of procurement; supply chain strategies and total cost of ownership; management of total supply chain costs.

COURSE CONCEPT/VISION: This course will use concepts from procurement, supply chain management, corporate finance and managerial accounting to analyze supply chain costs and supply chain strategies and make effective supply chain and procurement decisions. It is preferable that you have knowledge of accounting and financial concepts for this course. If you do not have a finance or accounting background, I recommend that you take the time and read any textbook that caters toward a financial perspective for decision making. A good book I've read is titled "Finance for Non-Financial Managers" by Gene Siciliano. It is catered to those who do not have a finance or accounting background and it is a very easy read. You can buy this book on Amazon.com (about \$12 new and \$7 used).

I will also post additional YouTube videos that will be listed as "Extras" on particular subjects to facilitate your learning. These videos will give you additional information on the particular subjects covered in class. While these videos are "Extras", I believe they will be very helpful if you need more training on a particular financial or supply chain concept. If you plan on taking an ISM certification exam, view these "Extras" in areas that you may be weak for an exam!

Speaking of ISM, this professional group is a primary educational group for supply managers, serving similar roles that correspond to APICS' roles for operations managers. If you are a "full time" student, you can join both professional groups for free; please email me with questions! This course is organized around the first exam of ISM's three exam Certification! The first exam has the following components: Introduction to Purchasing and Supply Management, Sourcing Process, International Sourcing, Supplier Relationship Management, Ethics and Social Responsibility, Costs and Finance, and Contracts/Negotiations. Please note the next paragraph!

Hence, this course is broken into five phases:

(1) The Procurement Phase – This four week phase will cover key procurement concepts and case studies of related procurement issues. After the procurement phase, students will have a better understanding of how to apply procurement concepts to strategic issues within an organization and the supply chain.

(2) The Sourcing Process and Supplier Relationship Management – This two week phase focuses on managing supplier recruitment and relationships. Students will learn how to select a supplier or vendor, and how to maintain a supplier relationship.

(3) **ALDI (or ISM) Supply Management Team Case** – Supply Chain managers need to be able to work in a team environment, and virtual teams are becoming more and more prevalent! Students will analyze a case, interact with each other and a Supply Chain Consultant, and produce a virtual case presentation.

(4) Legal and Ethical Issues Phase – This one week phase will explore social responsibility and legal contracts. Students will understand the legal aspects of a contract.

(5) The Strategic Costs and Design Phase – This six week phase will review key costing and finance concepts and their application to supply chain strategies and procurement. Students will participate in the Cool Connection simulation, and make decisions in Finance, Sales, Operations and Logistics, and build a solid understanding of the links between corporate strategy, supply chain strategy, cost accounting and finance and how these concepts work together to better manage the supply chain and make strategic decisions for the organization.

STUDENT LEARNING OUTCOMES: On completion of this course, students will be able to:

1. Understand how the supply chain contributes to corporate strategy and value.
2. Examine the importance of cost trade-offs, procurement, production planning, inventory policy, logistics, and distribution in the formulation of supply chain strategy.
3. Justify and apply Activity-Based Costing/Activity Based Management (ABC/ABM) and Total Cost of Ownership (TCO) in formulating procurement and supply chain strategies.
4. Identify negotiation frameworks and planning, and the use of cost and price data in conducting effective negotiations and in the writing of a procurement contract.
5. Apply concepts in the execution of the competitive bidding process (including requests for inquiry, requests for quotation, requests for proposal, and statements of work).
6. Identify and apply contract laws in writing procurement contracts, settling supply chain issues, avoiding disputes and managing suppliers (vendors).
7. Introduce and evaluate the use of technology in procurement and the overall supply chain, and how technology can assist in controlling and reducing supply chain costs.
8. Analyze buyer-supplier relationships and vendor management and their impact on achieving procurement and supply chain cost goals.
9. Examine how to apply risk management concepts in creating a more agile, cost-effective and responsive supply chain.

TEACHING STRATEGIES: This course will be a combination of textbook, web-delivered content, readings, individual and group work and electronic discussions.

This course is a collection of excellent resources, some of which are created by Dr. Taube, and others have been created by other faculty members and from the YouTube community! And some of which are superior cases that SCM professionals use in their own education! Dr. Taube has no problem using outstanding materials from other outstanding instructors/creators to improve your learning, and NEITHER should YOU! Dr. Taube will also host weekly WebEx sessions on Thursday from 6 to 7pm as long as there is sufficient demand. Once online participation dwindles to one or two participants, personal email contact will replace the weekly WebEx as Dr. Taube interacts one on one with students and their questions!

EVALUATION DELIVERABLES/METHODS:	<u>Points</u>
1. Canvas Thread Discussions (7@50)	350
2. Short Cases (5 cases)	500
3. Cool Connection Simulation	650
4. Procurement Phase Exam	500
5. Course Project	<u>500</u>
Total	2500

GRADING (Letter grades): A (93% and more of 2500 total points); A- (90% to 92.9%); B+ (87% to 89.9%); B (83% to 86.9%); B- (80% to 82.9%); C+ (77% to 79.9%); C (73% to 76.9%); C- (70% to 72.9%); D+ (67% to 69.9%); D (64% to 66.9%); F (Below 64%)

Average expected turn-around time for all assignments is TWO weeks.

INSTRUCTOR AVAILABILITY: I am available via e-mail (lртаube@uncg.edu) and by office phone (336-334-4987) to answer questions as well as give guidance and feedback. I would prefer you contact me via e-mail first, then by phone.

I check my e-mail and Canvas each day and I usually get back with students within 12 minutes to 12 hours. If you need to schedule an appointment to meet me on campus, just e-mail or call me at my office phone and I will schedule a time that is convenient for both of us.

WEEKLY INFORMATION SESSIONS: I will have weekly Information Sessions on Thursdays from 6pm to 7pm. We will have this time to go into more in-depth study of the material and to answer any questions. **You will need to purchase an internet headset or have other audio with the ability to speak in order to be an active participant in the WebEx sessions and any recorded sessions. The instructor will record all information sessions in WebEx for later reference and use, in case you are unable to attend the posted times.**

Prior to the **ALDI/ISM Case**, students will be broken out into groups of four to conduct group work, so the use of WebEx will be necessary. The Cool Connection will also involve extensive team work. Please ensure that you have audio headsets and/or other audio means to participate in the group work and teleconferences using WebEx.

REQUIRED TEXTS/SOFTWARE/READINGS/REFERENCES:

One required textbook for the class: **Custom Text, Strategic Cost, Design, Procurement, and Contracts, SCM 432/652, Book Two, Nemiah E. Bryant (ISBN 13-978-1-121-66446-3)**. The book is available at the UNCG Bookstore. Please contact them to buy and send the textbook directly to you if needed. Additional readings will be posted to Canvas in the “Course Documents” section. There will a portion of assignments in this course where students will use Collaboration software in Canvas to work in groups.

One required software for the class: Students will work in WebEx and Canvas to prepare documents together in writing reports and to make decisions for **Cool Connection**, a Supply Chain Management and Finance Software package. The software package will be purchased through the publisher midway through the semester; its cost is approximately \$50.

Other software and sources: UNCG Canvas. Supplemental readings and other materials relevant to this course are accessible through UNCG’s Canvas online course management software. You must have an active UNCG email account to access Canvas. **Canvas works best using the Mozilla Firefox browser**. Internet Explorer should work for Canvas but it is better supported by Mozilla. Current news media; it is important that you keep abreast of current events that are relevant to the course subject matter and attempt to relate them to course materials.

ACADEMIC HONOR CODE: Each student is required to adhere and sign the Academic Integrity Policy on all work submitted for the course. Please refer to UNCG Graduate Bulletin for any questions. Students are expected to do their own work for individual assignments during the all course phases and collaborate on group work throughout the course.

STUDENT RESPONSIBILITIES:

1. The student is expected to stay current with class assignments and actively participate in all group work. Failure to participate will result in a lowering of a student’s grade. SCM 432 contains a lot of reading from the textbook and articles, so it is very important that students keep up with reading assignments and articles in order to perform well on the threads and written assignments.
2. Students are expected to provide information on assignments and threads based upon informed synthesis of reading material (assigned as well as other retrieved information by the students from relevant publications).

EXPECTATIONS OF ONLINE COURSES:

Online courses are different than classroom courses; students should expect these differences. Some students prefer the online format; others prefer classroom format. Experience suggests there are pros and cons to each format:

- Some students believe that online courses require more time and effort than classroom courses.
- Some students miss the greater instructor interaction made possible by classroom courses.

- In general, online courses require a higher degree of self discipline and motivation on the student's part than do classroom courses. Online courses depend more directly on the student's ability to read and learn from textbooks, articles and written materials.
- Because the course content is not limited to a given time and place, the student can study at a time and place that is convenient for them.
- The interaction found in a classroom is replaced, in an online course, by threaded postings to a discussion board. Some students enjoy this medium; others do not. However good the discussion in a discussion forum, it is different than the give-and-take of a classroom discussion.

In summary, students should be prepared for the online course's attributes and do their best to take advantage of the strengths of this format. If you value more interaction with the professor and/or your fellow students, seek out ways to do that. Dr. Taube's virtual door is always open!!

COURSE GRADING METHODOLOGY

1. **Participation Grades.** The Canvas discussion forums – one for the introduction / welcome and for certain modules in the course – will be used to host student participation. Each week, students are expected to: 1) read the appropriate chapter in the text; 2) review the online content; 3) read the assigned readings, and then 4) contribute to the discussion forums. Students must contribute to his/her assigned thread question by the due date at the end of the day. At the end of each thread assignment, the instructor will evaluate each student's contributions and assign a participation grade in the Canvas grade center. Seven participation grades – one for each discussion forum in Modules 1-6 and 8 – will be scored. Students will be evaluated using the following criteria:
 - a. **Volume of Posts** – Each student must submit his/her assigned post question and comment on someone else's post for that Module. I will post a list of assigned question numbers before the first week of class in the Introduction to SCM652 Module. Your comment on someone else's post must be at least eight sentences.
 - b. **Level of analysis/argumentation.** You must present a thoughtful argument and interpretation, not a mere summary of facts. (Note: it does not matter which side of an issue you argue, only how well or how poorly you make the argument.)
 - c. **Use of evidence.** The material you select to support your thesis must be relevant and must clearly back up your argument. Actual company examples are great!
 - d. **Clarity of communication.** You must present the evidence and express your argument in a clear, comprehensible manner.
 - e. **Timing of posts.** Students are expected to contribute to the threads throughout the thread period. Late posts (near the deadline) will not count as favorably as early posts (occurring earlier in the thread period), since more commentary is available to the late poster. It is more difficult to post early, when there are fewer posts to respond to and more original thinking is required; so in general, early posts will be scored higher.
 - f. **Article citations** – Posts containing citations (urls) of articles relevant to the subject matter will score higher than posts not containing citations. Your post

must explain the significance of the article to the subject matter and citations must relate directly to the assigned question. Citations with no explanations, or citing previously cited articles, will not add to your score. While students can use citations used by other students, the relationship of the citation to the assigned question must be clear and concise.

- g. **Personal experiences** related to relevant subject matter can be very useful. However, personal opinions that are off-topic, or not supported by evidence or personal experience are of limited value and will be graded accordingly.

Discussion Forum Posting Tips

- Post early (in the week) and often.
 - When finished writing your post, **be sure to hit “Submit” NOT “Save”**. “Save” will make it available to you later, but it hides your post from other students so it is not eligible for grading credit.
 - Use the Course Feedback forum to provide feedback on the course – what you like, what you don’t, suggestions for improvement, etc. You may post anonymously or self-identify, whichever you prefer. The instructor reads these posts and has in the past modified courses to incorporate good suggestions. Your suggestions will improve the quality of this course and future ones.
2. **Short Cases** – Short Cases will be a part of assignments given throughout the course. Students will be expected to master the concepts in the articles and books, and apply the information from the readings and class participation to the cases and problems. Student will individually complete Short Cases and one exam during the Procurement Phase, and the **ALDI/ISM Case** and **Cool Connection** activities will be done as a group. The syllabus and Canvas will indicate when assignments are due, and which assignments are done individually or as a group. Groups of four students will be created early in the semester.
 3. **Exam**. One Exam will be administered through Canvas. The exam will consist of multiple choice and essay questions that test the student’s knowledge of course content. The Exam will focus on the Procurement Phase of the course, and learning objectives from the first four modules, including assigned reading and case assignments. Exams will be timed, and you will NOT have time to “look up” multiple choice questions!
 4. **Cool Collection Simulation** – This will be done as a group project and done in the last six weeks of SCM652. A group of four students will be assigned roles of Supply VP, Sales VP, Purchasing VP, and Finance VP. Each team will make six rounds of decisions. The grade on the simulation will consist of how well the team response to the market, as well as organization, clarity, completeness, responsiveness and content.

- 5. Course Project** – Students will have several options for **ONE** course project, including:
- a. Major Internship Report. If you are in a Supply Chain internship, you could write an application paper or case study about your supply chain responsibilities for the firm. This paper would have to go beyond your job/internship responsibilities. Please contact Dr. Taube, informing him of your job, responsibilities, and ideas you may have for the paper topic.
 - b. Major Research Report. Contact Dr. Taube for more details and possible topics.
 - c. Minor Research/Internship Report, requiring fewer pages and topics to be covered; **PLUS one** of the following activities/reports. See Document providing full details!
 - i. Students can elect to undertake four SAP Modules! We have just acquired SAP for our department, and you may decide to work through these modules on Materials Management, Warehouse Management, and Sales and Distribution. Please let Dr. Taube know if you are interested! These materials are in Module 15.
 - ii. Attendance at the April 9 Power Dive Session, held here on UNCG Campus. There is a cost of \$99 to attend. You will be required to focus your Minor Research Paper on certain topics and write/post on Canvas a two page report summarizing the event and a description of your learning!
 - iii. Attendance at the CPIM Exam 1 Workshop and Exam, held on UNCG Campus on March 13, 20 and 27. You should attend all three days, and there is a cost of \$423 for the materials. You will be required to focus your Minor Research Paper on certain topics and your performance on the Exam will determine the majority of your grade on this option.
 - iv. We sometimes have some actual projects from UNCG's Purchasing Department and from local firms. Some of these may be small team projects, and others may be one person teams. You would have to interact with various individuals from various departments to satisfy the requirements of the projects. Please let Dr. Taube know if you are interested in these types of Course Projects or if you already have a project in mind or lined up!!!
 - v. Other ideas for a course activity that you may have. As you can see, we are pretty flexible about this Course Project. What ideas do you have that you feel would be useful for your learning experiences and for your career path? Contact Dr. Taube!

COURSE SCHEDULE (See Canvas Calendar for all Assignment Due Dates!!)

<u>Module</u>	<u>Discussions/Deliverables</u>	<u>Topics & Readings</u>
	PROCUREMENT (4 WEEKS)	PURCHASING & SUPPLY MANAGEMENT
Module 1	<p>Procurement and Supply Management; Supply Strategy; Supply Organization</p> <p>Supply Chain Risk Management and its impacts on Supply Chain Costs and Supplier Management</p> <p>Understanding Enterprise Risk Management (ERM) concepts to help mitigate supply chain risks and lower supply chain costs</p> <p>Deliverables: Student Information, and Short Case on Honda and UT</p>	<p>Custom Text, <i>Book Two</i>, pp. 1-25; 26-44; and 45-58 (USE PAGE #s IN UPPER LEFT OR RIGHT CORNER OF PAGES ONLY!)</p> <p>Read Two Required Articles (RA): The CFO & the CPO: 1 World, 2 Views; And Supply Chain Risk</p> <p>Extras (Ex): Additional Video and Article (Extras are not mandatory to view, only to give further insights and provide more preparation for ISM certification exams)</p>
Module 2	<p>Need Identification and Specification; Quality</p> <p>Deliverables: Thread Comments Deliverables: Carson Manor (Case 6-3: pp. 85-88 UPPER RIGHT CORNER)</p>	<p>Custom Text, <i>Book Two</i>, pp. 59-79; 89-116 (USE PAGE #s IN UPPER LEFT OR RIGHT CORNER OF PAGES ONLY!)</p>
Module 3	<p>New Product Development; Supply Processes and Technology</p> <p>ISM Case Available: Team Assignment</p>	<p>Custom Text, <i>Book Two</i>, pp. 123-145; 148-184. Read info on RFP, RFQ, etc.!</p> <p>ISM Case available in Canvas, Module 3</p>
Module 4	<p>Quantity and Inventory</p> <p>Deliverable: Thread Comments</p> <p>Preparation for Upcoming Exam; There is only one Exam in this course, and it covers Modules 1-4.</p>	<p>Custom Text, <i>Book Two</i>, pp. 192-224</p> <p>Extras (Ex): Additional Videos (Extras are not mandatory to view, only to give further insights and provide more preparation for ISM certification exams)</p>

<u>Module</u>	<u>Discussions/Deliverables</u>	<u>Topics & Readings</u>
Module 5	<p>Sourcing Process and Supplier Relationship Management (2 Weeks)</p> <p>Using the RFI, RFQ, and RFP processes in selecting domestic and global suppliers</p> <p>Writing an effective Statement of Work</p> <p>How cost and price management lead to supplier selection</p> <p>Short Case – Acme (see Canvas)</p> <p>Exam Available over a two day period</p>	<p>Supplier Selection & Evaluation, and International Sourcing</p> <p>Custom Text, <i>Book Two</i>, pp. 225-252; 265-294</p> <p>Article -AQSCIR</p> <p>Read “An Introduction to RFPs, RFIs, RFQs, and Bids”</p> <p>Extra Videos</p>
Module 6	<p>Supplier Evaluation and Supplier Relationship Management</p> <p>Group Preparation (Can use WebEx for Group Sessions, or Google Hangout or whatever platform you like best)</p>	<p>Custom Text, <i>Book Two</i>, pp. 393-410</p> <p>View “Supplier and Vendor Evaluation”</p> <p>TCO Case/Research and Discussion Thread</p> <p>Extra Videos</p>
Module 7	<p>Supply Management Team Case (1 Week for Presentations)</p>	<p>Presentation of ALDI Team Case</p>
Module 8	<p>Legal and Ethical Issues (1 Week)</p> <p>Legal Authority of the Buyer and Seller in a contract</p> <p>The Uniform Commercial Code (UCC) and its role in contracts and negotiations</p> <p>Regulatory Requirements for contracts; And Product Liability Types of Compensatory Contracts</p>	<p>Social, Legal and Ethical Responsibilities</p> <p>Custom Text, <i>Book Two</i>, pp. 299-337; 346-363</p> <p>Read PowerPoint Slides – Differences between the Uniform Commercial Code (UCC) and Contracts for the International Sale of Goods (CISG)</p> <p>RFP Case/Research and Discussion Thread</p>

Module 9	Costs and Finance (Six Weeks) Group Case – Week One of Cool Connection Team Assignment	Cool Connection (acquire software!) See Canvas for specific assignment!
Mod. 10	Group Case – Week Two of Cool Connection Team Assignment	See Canvas for specific assignment! TEAM DECISIONS DUE SAT. @2PM
Mod. 11	Group Case – Week Three of Cool Connection Team Assignment Short Case – Cool Connection Midterm Report (Individual)	See Canvas for specific assignment! TEAM DECISIONS DUE SAT. @2PM
Mod. 12	Group Case – Week Four of Cool Connection Team Assignment	See Canvas for specific assignment! TEAM DECISIONS DUE SAT. @2PM
Mod. 13	Group Case – Week Five of Cool Connection Team Assignment	See Canvas for specific assignment! TEAM DECISIONS DUE SAT. @2PM
Mod. 14	Wrap up of Cool Connection Team Assignments/Project Cool Connection Final Team Report	See Canvas for specific assignment! TEAM DECISIONS DUE SAT. @2PM
Apr. 30	Reading Day	
	Final CC Individual Report Due Major/Minor Research Project	Last Cool Connection Team Report Course Project Due!

Helpful Internet Links

www.supplychainlink.com
www.nitl.org
www.trafficworld.com
www.mmh.com
www.warehouselogistics.org
www.americanshipper.com
www.tradecompass.com
www.futurepurchasing.com/

www.clm1.org
www.logisticsworld.com
www.transporttopics.com
www.mheda.org
www.warehousemag.com
www.exportinstitute.com
www.logisticsworld.com
www.nistevo.com

www.inddist.com
www.cpfr.org
www.nawd.org
www.mhia.org
www.packagingdigest.com
www.automotivesourcing.com
www.supply-chain.org
www.capsresearch.org/



Guidelines for Ethical and Professional Behavior of Students and Faculty

Preamble: Our Commitment

The administration, faculty, staff, and students of the Bryan School of Business and Economics at UNCG are committed to ethical and professional behavior in all areas of their academic and professional lives. The values, principles and expectations established in this document and the addendums encompass many aspects of professional behavior and integrity. It is not an exhaustive list, since change is part of life both inside and outside the university.

It is further noted that all expectations and principles discussed in this document apply to all modes of communication/course delivery. This set of Guidelines constitutes a statement of values, principles, and expectations; concerns and issues are still best addressed by conversations between the individual faculty member and student. If further discussions are necessary, Department Heads may be contacted by either faculty or students.

Core Values: Underpinning Guidelines

The first two sentences of the UNCG Student Code of Conduct are: “Members of the UNCG community embrace fundamental principles to ensure a campus environment conducive to peaceful and productive living and study. These principles include five values: honesty, trust, fairness, respect, and responsibility.” All university members (students, faculty, and staff) have a responsibility to uphold these five values and this is true in the Bryan community as well.

Expectations of Students

Students in the Bryan School must conform to all existing principles found in UNCG's Student Code of Conduct and the Academic Integrity Policy.

Further details may be found at the following sites:

<http://sa.uncg.edu/dean/code/> and

<http://sa.uncg.edu/dean/academic-integrity/>

The attached addendum lists specific expectations of students regarding the learning process and environment at the Bryan School.

Expectations of Faculty

Faculty in the Bryan School must conform to all existing UNCG codes and policies (see <http://provost.uncg.edu/publications/policyindex.asp> for the current list of university policies).

The attached addendum lists specific expectations of faculty regarding the learning process and environment at the Bryan School; faculty teaching roles are of particular relevance to these Guidelines.

Following the redesign of our website, here is the updated link for the two addendums mentioned on this page for the Bryan School's 'Guidelines for Ethical and Professional Behavior of Students and Faculty'.

https://bryan.uncg.edu/wp-content/uploads/2017/08/faculty_student_guidelines.pdf

Footnote 1: This document does not constitute a binding contract between students and the University.

Footnote 2: Portions of these Guidelines were modeled after the Professional Standards developed by the College of Business at Illinois State University. We thank them for their contributions!