COURSE DESCRIPTION
Supply Chain Management (SCM) involves an integrated approach to managing the flow of materials, products, services, and cash from the suppliers all the way to the customers, and sometimes from the customers back to the suppliers. SCM requires coordination between various functional groups within an organization, as well as with entities outside and organization (e.g., suppliers and customers). Achieving such coordination is very challenging for many organizations. The course introduces students to the concepts, issues, and techniques used to design, analyze, and manage supply chains effectively. It also provides a foundation for more in-depth study within the SCM curriculum. Specific topics covered in this course include formulation and design of supply chain strategy, forecasting, inventory management, sales and operations planning, global supply chain network design, and information systems for SCM.

PRE-REQUISITE COURSES AND REQUIREMENTS
Admission to the Graduate Certificate in Supply Chain, Logistics and Transportation Management (SCLTM) or some other approved graduate program.

COURSE OBJECTIVES
At the conclusion of this course students are expected to:

- Develop an understanding of the strategic role of SCM in the attainment of company goals to achieve competitive advantage and long-term sustainability
- Develop an understanding of issues related to the design, operation, and analysis of a supply chain system
- Develop knowledge of theories and quantitative methods to analyze practical data to support decision-making for supply chain management
- Develop basic understanding of the nature of the supply chain manager’s job

COURSE TEXTBOOK AND OTHER MATERIALS
COURSE STRUCTURE
This course will be taught 100% online. It combines standard e-learning with added Zoom web sessions on designated dates (please see the course schedule at the end of this document for more details).

This course uses a discussion-oriented inverted classroom model, wherein students are responsible for reviewing the course materials posted online BEFORE participating in the instructor-led Zoom sessions. This approach allows time to address more challenging problems and in-depth discussions of the subject matter during the Zoom sessions. **The course includes many assigned readings from the course text and case studies. To be successful in this course, students should be prepared to spend a fair amount of time outside of class reading both the course text and the case materials.** The assigned readings are designed to introduce students to SCM concepts, theories, and methods, while the case studies provide students the opportunity to apply these concepts, theories, and methodologies to real-world problems.

Canvas
This course will use UNCG Canvas as a course management tool to post important information. This information includes course syllabus, tests, grades, videos, reading articles, announcements, and such other instructional materials. To access Canvas, visit: http://canvas.uncg.edu. Students must have an active UNCG email account to access Canvas. Canvas works best using the Mozilla Firefox browser or Google Chrome. It is the student’s responsibility to check Canvas regularly for important announcements, such as class notes, emails, and grades etc.

Zoom
The learning approach combines standard e-learning with Zoom module review sessions. Zoom sessions will be held on selected weeks (see course schedule for more details). Students can access the weekly Zoom sessions via the link provided within the associated course modules on Canvas. On the weeks that they hold, the Zoom sessions will take place from 8:00 – 9:00 p.m. on Tuesdays. Zoom meetings will serve as module review sessions used to clarify key concepts assigned for the week, and to allow opportunity for knowledge sharing and dialogue between the instructor and students. These sessions will only add to the assigned course materials, and not replace them. **Students must read the assigned course materials before the Zoom sessions!** Every Zoom session is important. Students should endeavor to participate in all. The sessions will be recorded to allow access to students unable to participate in “live” sessions. Students can access the recordings via the link provided in Canvas. The video recordings will not be available until the day following each session.

Ask your Instructor Discussion Board
I have created a discussion board, “Ask Your Instructor” on Canvas. Please use this discussion board to ask any general questions you may have about the class, so I can respond to them in public. Chances are that if you have a question, someone else has the same one!

Case Studies
The discussion-oriented inverted classroom model requires that students read the assigned course text and/or any case study assignments BEFORE each Zoom session. There is a course packet created on Harvard Business Online, where students can access the cases required for the course. Students will have to register with Harvard Business Online to get access to the course packet. The course packet is available at the following link: https://hbsp.harvard.edu/import/745581
Quizzes
There will be a quiz after each Zoom module review session to test participants’ understanding of the module, and to provide an opportunity to practice recognizing key SCM principles and concepts. All quizzes can be accessed via the link provided in the course module on Canvas. Unless otherwise stated, quizzes will be due at 11:59 p.m. on the Monday following the quiz assignment.

In the event that a technical problem prevents a student from submitting a quiz assignment by the due date, the instructor may grant the student an opportunity to complete the assignment, **strictly on the condition that the student provides evidence of the technical problem** (e.g., a screenshot of the error message clearly showing the date and time the error occurred). It is the student’s responsibility to ensure that he/she captures evidence of the technical error (including **date and time**) at the time that it occurs. Students are therefore advised to ensure that they have a reliable computer and internet access ready before attempting each quiz.

Discussion Board
The course discussion board on Canvas will be used to share ideas with other course participants to enhance everyone’s learning experience. Discussion questions will be posted weekly and will relate to the course text or case study assigned to a given module. Discussion question(s) will be open for comments on Canvas on the Tuesday evening before the due date. Unless otherwise stated, discussion assignments will be due at 11:59 p.m. on the Monday following the discussion assignment. Each student is required to post a **COMMENT** by end of day Monday of the week due.

Discussion Board contribution points will be accumulated based on students’ ability to critically analyze the discussion topic, the usefulness of the observations and suggestions, and the student’s ability to put ideas across with clarity and conviction in a succinct and cogent manner. Valid discussion board contributions include both “new” comments and “follow-up” responses to others’ comments. Students are encouraged to read others’ comments before posting their own as points will be awarded for the originality of comments. Follow-up comments that do not include original/alternative viewpoints, or comments that simply agree with or rephrase existing comments attract minimal contribution points. Non-contribution to the Discussion Board will result in a “0 Point” grade for weekly participation.

Practice Problems Sets
For the modules that involve significant quantitative analysis, the instructor will typically provide students with practice problems sets. Students are encouraged to attempt the practice problem before attempting worked problems.

Simulation
Students will be required to participate in a team-based simulation game called, **“Supply Chain Management Simulation: Root Beer Game”**. Students can purchase access to this simulation game via the course pack created on Harvard Business Online (see “Case Studies” above). The simulation will be used to demonstrate the importance of coordination in a supply chain. The instructor will assign each student to a team to play the game. The course will use Canvas discussion forums and Zoom sessions to facilitate team interactions. At the end of the game, each student is expected to provide a summary report of lessons learned from playing the simulation game (in MS Word or PDF format, **2 pages maximum**), as well as his or her own performance records from the game. Important deadlines associated with the simulation game are provided in the course schedule.

Other Readings
Supplemental readings and other materials relevant to the course will be posted on Canvas. To access supplemental materials described as “eReserves” (e.g., Module 10 reference), students must first navigate to the relevant modules in Canvas and then follow instructions to log in to Box (from within Canvas). Once logged into Box, the eReserves will become accessible from within Canvas.
Students are also encouraged to keep abreast of current events that are relevant to the subject and attempt to relate them to course materials.

Exams
The course includes two exams. Each exam will be based on a case study analysis. Students will have a 3-day window to complete each exam. The dates for the exams are shown in the course schedule.

Grades
The point allocation and resulting letter grades for the course are detailed below:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage of Overall Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams (2 exams, 25% each)</td>
<td>50%</td>
</tr>
<tr>
<td>Module Review Quizzes</td>
<td>20%</td>
</tr>
<tr>
<td>Discussion Questions</td>
<td>20%</td>
</tr>
<tr>
<td>Business Simulation</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

The required performance for each letter grade is given below. Note, that final grades averages are not rounded off to the next higher integer. For example, a 92.99 is an A-, not an A.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100 %</td>
</tr>
<tr>
<td>A-</td>
<td>90-92.99 %</td>
</tr>
<tr>
<td>B+</td>
<td>87-89.99 %</td>
</tr>
<tr>
<td>B</td>
<td>83-86.99 %</td>
</tr>
<tr>
<td>B-</td>
<td>80-82.99 %</td>
</tr>
<tr>
<td>C+</td>
<td>77-79.99 %</td>
</tr>
<tr>
<td>C</td>
<td>73-76.99 %</td>
</tr>
<tr>
<td>F</td>
<td>Below 73 %</td>
</tr>
</tbody>
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GENERAL
Office Hours
The instructor’s virtual office hours are set up to assist with students’ understanding of the material. Students are STRONGLY encouraged to contact the instructor at the first sign of any problem or lack of understanding. Do not wait until it is too late! Students are encouraged to post questions under the “Ask your Instructor” discussion forum. The instructor will respond to all questions posted on this forum within 24 hours. To avoid repeat questions, students are encouraged to review the discussion forum before posting questions.

Make-Up Exam Policy
Exams may not be missed for the convenience of the student. The exam dates are published in the course schedule and it is expected that students will schedule their other activities around these exam dates. If an exam is to be missed due to approved university reasons, students must inform the Professor before the exam (if not possible, no later than 24 hours after the exam) and must furnish the Professor with the original documentation (copies will not be accepted) why the absence should be excused. There will be no make-ups for missed exams without a university approved excuse. If excuse is approved, students are allowed to take the exam on the date agreed by the Professor and the student. The make-up exam will cover the material of the missed exam and the new material that is covered prior to the make-up exam date. The format of the exam may be different from the exam given to the rest of the class. An exam, whether regularly scheduled or make-up, that is missed without an approved excuse will be assigned a grade of ZERO.

STUDENT RESPONSIBILITIES:
The student is expected to actively participate in all electronic discussions and complete all assignments on schedule. Failure to participate will result in a lowering of a student’s average.

As UNCG returns to face-to-face course offerings in fall 2020, the campus community must recognize and address concerns about physical and emotional safety. As such, all students, faculty, and staff are required to uphold UNCG’s culture of care by actively engaging in behaviors that limit the spread of COVID-19. Such actions include, but are not limited to, the following:

- **Wearing a face covering that covers both nose and mouth**
- Observing **social distance** in the classroom
- Engaging in proper hand washing hygiene when possible
- **Self-monitoring for symptoms of COVID-19**
- Staying home if you are ill
- Complying with directions from health care providers or public health officials to quarantine or isolate if ill or exposed to someone who is ill.

Instructors will have seating charts for their classes. These are important for maintaining appropriate social distance during class and facilitating contact tracing should there be a confirmed case of COVID-19. Students must sit in their assigned seat at every class meeting and must not move furniture. Students should not eat or drink during class time.

A limited number of disposable masks will be available in classrooms for students who have forgotten theirs. Face coverings will also be available for purchase in the UNCG Campus Bookstore. Students who do not follow masking and social distancing requirements will be asked to put on a face covering or leave the classroom to retrieve one and only return when they follow these basic requirements to uphold standards of safety and care for the UNCG community. Once students have a face covering, they are permitted to re-enter a class already in progress. Repeated issues may result in conduct action. The course policies regarding attendance and academics remain in effect for partial or full absence from class due to lack of adherence with face covering and social distancing requirements.

For instances where the Office of Accessibility Resources and Services (OARS) has granted accommodations regarding wearing face coverings, students should contact their instructors to develop appropriate alternatives to class participation and/or activities as needed. Instructors or the student may also contact OARS (336.334.5440) who, in consultation with Student Health Services, will review requests for accommodations.

**Approved by the Faculty Senate Executive Committee on July 30, 2020**

Health and well-being impact learning and academic success. Throughout your time in the university, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The
Counseling Center can help with these or other issues you may experience. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at https://shs.uncg.edu/ or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. For undergraduate or graduate students in recovery from alcohol and other drug addiction, The Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting https://shs.uncg.edu/srp or reaching out to recovery@uncg.edu

COVID-19 Spartan Shield Video
UNCG Chancellor Frank Gilliam has challenged us to create a Culture of Care at UNCG where we all wear face coverings and social distance, less to protect ourselves but rather more to protect everyone around us. It shows that you care about the well being of everyone around you. We have created this video featuring your student body presidents to better explain how and why this is so important.

Please watch this video before the first day of classes.

https://youtu.be/Mb58551qxEk