

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

***SCM 432 – Supply Chain Management Project***

Instructor: Dr. Karen Pentz Semester: Fall 2021  
Office Hours: M-F by phone, during weekly Zoom sessions, by appointment, and email  
Office: Virtual  
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**PREREQUISITES:** Any 2 of these courses: SCM206, SCM302 and/or SCM402; ISSC major  
**CREDITS:** 3 credit hours

**FOR WHOM PLANNED:** ISSC Students and other students interested in SCM.

**CATALOG DESCRIPTION:** Overview of strategic cost management and procurement in the supply chain; tactics in effective management of procurement; management of total supply chain costs; hands-on supply chain management project(s).

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

There are 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 or APICS certification exam, view these Extras in areas 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 one 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) 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.
- (4) 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 Purchasing, 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 have been created by other faculty members and from the YouTube community, and some are superior cases SCM professionals use in their own education! I have no problem using outstanding materials from other outstanding instructors/creators to improve your learning, and NEITHER should YOU! I will also host weekly Zoom sessions on Tuesdays from 5:30 to 6:30 pm as long as there is sufficient demand. Once online participation dwindles to one or two participants, personal email contact will replace the weekly Zoom as I interact one on one with students and their questions!*

<b>EVALUATION DELIVERABLES/METHODS:</b>	<u>Points</u>	
1. Canvas Thread Discussions (4@25)	100	13%
2. Short Cases (4 @25)	100	13%
3. Cool Connection Simulation	163	22%
4. Procurement Phase Exam	129	17%
5. Course Project	<u>250</u>	<u>34%</u>
<b>Total</b>	<b>742</b>	

**GRADING** (Letter grades):

- A (93% and more than 1395 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 ([kcpentz@uncg.edu](mailto:kcpentz@uncg.edu)) and by phone (336-430-5249) 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 most days and usually get back with students within a few hours. If you need to schedule an appointment to meet with me, just e-mail or call me on my phone and I will schedule a time that is convenient for both of us.

**WEEKLY INFORMATION SESSIONS:** I will have weekly Information Sessions on Tuesdays from 5:30 pm to 6:30 pm. We will have this time to do 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 Zoom sessions and any recorded sessions. I will record all information sessions in Zoom for later reference and use in case you are unable to attend the posted times.**

The Cool Connection will also involve extensive teamwork. Please ensure you have audio headsets and/or other audio means to participate in the group work and teleconferences using Zoom.

## **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. An e-text version is also available.

A portion of assignments in this course requires students to use Collaboration software in Canvas to work in groups.

**One required software** for the class: Students will work in Zoom and Canvas to prepare documents together in writing reports and to make decisions for the **Cool Connection**, a Supply Chain Management and Finance software package. The software package will be purchased through the publisher during the semester; its cost is \$65 + PayPal fee.

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 you keep abreast of current events 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 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. My 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 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. 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.
  - 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 like, 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 **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 latter part of SCM432. A group of four students will be assigned roles of Operations 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 responds 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. Pentz stating your job, responsibilities, and ideas you may have for the paper topic.

- b. Major Research Report. Check the information provided in Canvas. Contact Dr. Pentz 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:
  - i. New option! Students can elect to undertake four SAP Modules! You would work through modules on Materials Management, Warehouse Management, and Sales and Distribution. Please let Dr. Pentz know if you are interested! **These materials are in Module 15.**
  - ii. 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. Pentz know if you are interested in these types of Course Projects or if you already have a project in mind or lined up!!!
  - iii. Other ideas for a course activity 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. Pentz!

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

**PROCUREMENT (4 WEEKS)**

**Week of August 23: Module 1**

Custom Text, ***Book Two***, pp. 1-25; 26-44; and 45-58 (USE PAGE #s IN UPPER LEFT OR RIGHT CORNER OF PAGES ONLY!)

Read Two Required Articles (RA):

The CFO & the CPO: 1 World, 2 Views and Supply Chain Risk

Extras (Ex): Additional Video and Article

(Extras are not mandatory to view, only to give further insights and provide more preparation for ISM/APICS certification exams)

Discussion Forum

Zoom Session: Tuesday 5:30 - 6:30 pm

**Week of August 30: Module 2**

Custom Text, ***Book Two***, pp. 59-79; 89-116 (USE PAGE #s IN UPPER LEFT OR RIGHT CORNER OF PAGES ONLY!)

Discussion Forum

Case Study on Organizational Issues

Confirm Semester Project title

Zoom Session: Tuesday 5:30 - 6:30 pm

**Week of September 6: Module 3**

Custom Text, ***Book Two***, pp. 123-145; 148-184. Read info on RFP, RFQ, etc.!

Custom Text, ***Book Two***, pp. 192-224

Extras (Ex): Additional Videos (Extras are not mandatory to view, only to give further insights and provide more preparation for ISM certification exams)

Discussion Forum

Study Guide for Upcoming Exam; there is only **one Exam in this course, covering Modules 1-4.**

Zoom Session: Tuesday 5:30 - 6:30 pm

**Week of September 13: Module 4**

**Supplier Selection & Evaluation, and International Sourcing**

Custom Text, ***Book Two***, pp. 225-252; 265-294

Article -AQSCIR

Read “An Introduction to RFPs, RFIs, RFQs, and Bids” / Checkout Module: RFQ Examples

Case Study Carson Manor

Discussion Forum

Zoom Session: Tuesday 5:30 - 6:30 pm

**Exam Available from 09/20 to 09/25**

RFP Assignment

**Week of September 27: Module 6**

**Legal and Ethical Issues**

**Social, Legal and Ethical Responsibilities**

Custom Text, ***Book Two***, pp. 299-337; 346-363

Read PowerPoint Slides – Differences between the Uniform Commercial Code (UCC) and Contracts for the International Sale of Goods (CISG)

Acquire The Cool Connection Software

Zoom Session: Tuesday 5:30 - 6:30 pm

**Week of October 4**

**Introduction to the Cool Connection**

**Supply Chain Finance**

**\*\*The timing of the Cool Connection team decisions may be changed prior to beginning work on the Cool Connection\*\***

Case Study Procurement Ethics

Zoom Session: Tuesday 5:30 - 6:30 pm

**Week of October 11**

**Round 1 The Cool Connection**

R1 Decisions due in Simulation by Friday at 11:59 pm

R1 Quiz due in Canvas by Friday at 11:59 pm

R1 Quiz due in Canvas by Friday at 11:59 pm

**Supply Chain Finance report due**

Zoom Session: May be moved to Thursday

**Week of October 18**

**Round 2 The Cool Connection**

R1 Individual Writeup due by Monday at 11:59 pm

R2 Decisions due in Simulation by Friday at 11:59 pm

R2 Quiz due in Canvas by Friday at 11:59 pm

Zoom Session: Tuesday 5:30 - 6:30 pm

**Week of October 25**

**Round 3 The Cool Connection**

R2 Individual Writeup due by Monday at 11:59 pm

R3 Decisions due in Simulation by Friday at 11:59 pm

R3 Prediction due in Canvas by Friday at 11:59 pm

Zoom Session: Tuesday 5:30 – 6:30

**Week of November 1**

**Round 4 The Cool Connection**

R3 Individual Writeup due by Monday at 11:59 pm

R4 Decisions due in Simulation by Friday at 11:59 pm

R4 Prediction due in Canvas by Friday at 11:59 pm

Zoom Session: Tuesday 5:30 – 6:30

**TCC MidTerm Team Report due by Wednesday 11/3.**

**Week of November 8**

**Round 5 The Cool Connection**

R4 Individual Writeup due by Monday at 11:59 pm  
R5 Decisions due in Simulation by Friday at 11:59 pm  
R5 Prediction due in Canvas by Friday at 11:59 pm  
Zoom Session: Tuesday 5:30 – 6:30

**Week of November 15**

**Round 6 The Cool Connection**

R5 Individual Writeup due by Monday at 11:59 pm  
R6 Decisions due in Simulation by Friday at 11:59 pm  
R6 Prediction due in Canvas by Friday at 11:59 pm  
Zoom Session: Tuesday 5:30 – 6:30

**Week of November 22**

R6 Final Individual Writeup due by Monday at 11:59 pm

**Week of November 29**

R6 Final Team Writeup due by Monday at 11:59 pm

**December 1 Last Day of Class**

**Any remaining work due no later than December 3 at 11:59 pm**

## Helpful Internet Links

[www.supplychainlink.com](http://www.supplychainlink.com)  
[www.nitl.org](http://www.nitl.org)  
[www.trafficworld.com](http://www.trafficworld.com)  
[www.mmh.com](http://www.mmh.com)  
[www.warehouselogistics.org](http://www.warehouselogistics.org)  
[www.americanshipper.com](http://www.americanshipper.com)  
[www.tradecompass.com](http://www.tradecompass.com)  
[www.futurepurchasing.com/](http://www.futurepurchasing.com/)

[www.clm1.org](http://www.clm1.org)  
[www.logisticsworld.com](http://www.logisticsworld.com)  
[www.transporttopics.com](http://www.transporttopics.com)  
[www.mheda.org](http://www.mheda.org)  
[www.warehousemag.com](http://www.warehousemag.com)  
[www.exportinstitute.com](http://www.exportinstitute.com)  
[www.logisticsworld.com](http://www.logisticsworld.com)  
[www.nistevo.com](http://www.nistevo.com)

[www.inddist.com](http://www.inddist.com)  
[www.cpfr.org](http://www.cpfr.org)  
[www.nawd.org](http://www.nawd.org)  
[www.mhia.org](http://www.mhia.org)  
[www.packagingdigest.com](http://www.packagingdigest.com)  
[www.automotivesourcing.com](http://www.automotivesourcing.com)  
[www.supply-chain.org](http://www.supply-chain.org)  
[www.capsresearch.org/](http://www.capsresearch.org/)



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## Guidelines for Ethical and Professional Behavior of Students and Faculty

### Preamble: Our Commitment

The administration, faculty, staff, and students at 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](https://bryan.uncg.edu/wp-content/uploads/2017/08/faculty_student_guidelines.pdf)

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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!