

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

SCM 432-01 SUPPLY CHAIN MANAGEMENT PROJECT

Spring 2023

As we return for spring 2023, please uphold UNCG's culture of care to limit the spread of covid-19 and other airborne illnesses. These actions include, but are not limited to:

- *Engaging in proper hand-washing hygiene*
- *Self-monitoring for symptoms of covid-19*
- *Staying home when ill*
- *Complying with directions from health care providers or public health officials to isolate if ill*
- *Completing a [self-report](#) when experiencing covid-19 symptoms or testing positive for covid-19*
- *Following the CDC's [exposure guidelines](#) when exposed to someone who has tested positive for covid-19*
- *Staying informed about the University's policies and announcements via the [covid-19](#) website*

=====

UNIVERSITY OPERATIONS DURING ADVERSE WEATHER CONDITIONS

The University of North Carolina at Greensboro will remain open during adverse weather conditions unless an administrative decision on schedule changes is made by the Chancellor. If students have a question on whether classes are delayed, canceled, or if the university is closed, then they must call the **Inclement Weather Hotline** at (336) 334-4400 or the **UNCG Switchboard** at (336) 334-5000.

FACULTY MEMBER

Karen Pentz

E-Mail: kcpentz@uncg.edu

Department of Information Systems and Supply Chain Management
Joseph M. Bryan School of Business and Economics
Phone Numbers:(336) 430-5249

OFFICE HOURS

Office hours are by appointment only. Please inform (ahead of time) the faculty member about the specific topic of the discussion you (the student) wish to have. That way, the meeting can be effective and efficient. Please feel free to meet with the faculty member to discuss specific concerns or suggestions you may have regarding the course, careers, benefits of advanced courses in operations management, or things in general. The faculty member is willing to meet virtually (via Zoom) or by phone.

PLACE/TIME

Zoom class sessions will be online from 5:30 pm to 6:30 pm Mondays.

CATALOG COURSE 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).

3 Credit Hours

PRE-REQUISITE COURSES

Any two of the following courses: [SCM 206](#), [SCM 302](#), or [SCM 402](#). ISSC major.

INTRODUCTION TO TOPICS COVERED

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). There are also several finance videos listed in Canvas for your use.

Hence, this course is broken into three phases:

1. The Procurement Phase – This eight 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.
The Sourcing Process and Supplier Relationship Management – This will cover managing supplier recruitment and relationships. Students will learn how to select a supplier or vendor, and how to maintain a supplier relationship.

Legal and Ethical Issues – This will explore social responsibility and legal contracts. Students will understand the legal aspects of a contract.

2. The Strategic Costs and Design – This eight 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 to 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.
3. SAP – This will cover specific modules within SAP commonly used in the Procurement process.

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.

WITHDRAWAL

The last date to drop courses without receiving academic penalty is March 3, 2023 (Friday).

REQUIRED READING AND VIEWING MATERIALS

TEXTBOOK/SOFTWARE

Purchasing and Supply Management 16th edition Johnson.

This textbook is available in the Canvas classroom in the Navigation bar / Course Materials.

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 \$75 plus 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.

HONOR POLICY

Students are expected to comply with the UNCG Honor Policy described at the following web page:

<http://academicintegrity.uncg.edu/complete/>

GRADING

EVALUATION DELIVERABLES/METHODS:

1. Canvas Thread Discussions (4@5)	3.4%
2. Short Cases (4 @20)	13.6%
3. Procurement Phase Exam	17%
4. Cool Connection Simulation	33%
5. SAP Modules	33%

Total 100%

GRADING (Letter grades):

A (93% and above); 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**.

RE-EXAMINATION POLICY

As a rule, re-examinations will not be held. Absence from the examination should be backed by the appropriate documents (e.g., medical certificate, etc.) to qualify for re-examination. If possible, meet/talk with the professor before missing any examination to discuss the circumstances.

WEEKLY INFORMATION SESSIONS: I will have weekly Information Sessions on Mondays from 5:30 pm to 6:30 pm. These sessions are not mandatory but are helpful in better understanding the material and assignments. We will have this time to do more in-depth study of the material and to answer any questions. **All information session recordings will be in Zoom (for 30 days) and Panopto (entire semester) for later reference and use in case you are unable to attend the posted times.**

FACILITATION OF LEARNING

INSTRUCTOR AVAILABILITY: I am available via e-mail (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 during the **late afternoon and evening** 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.

FACULTY STUDENT GUIDELINES

The faculty and students in the course are expected to adhere to the faculty student guidelines stated at the following web page: <https://bryan.uncg.edu/wp-content/uploads/2017/08/Faculty-and-Student-Guidelines-2018-2019.pdf>

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!!

STATEMENT OF STUDENTS' RIGHTS AND RESPONSIBILITIES

As a student in this class, you have explicit rights and responsibilities. Your full understanding and acceptance of the following rights and responsibilities can lead to more useful time in the class and more effective learning.

You have the right to expect:

1. a) Your professor to be prepared for each class, to start class promptly at the designated time and to end the class at the designated time.
2. b) Your professor to teach all scheduled classes or arrange for a qualified substitute if it is necessary to miss class because of illness or University approved commitments.
3. c) Clear statements of course expectations, policies, testing, and grading practices and student performance.
4. d) Your professor to hold a reasonable number of office hours to discuss assignments or to assist you with course matters.
5. e) Knowledgeable assistance from your professor regarding class assignments and course content.
6. f) Your professor to exhibit behaviors reflecting equitable treatment, ethical practices, and respect for human rights.
7. g) Opportunities to challenge ideas and defend your beliefs in a professional manner.

8. h) To be challenged so as to grow both academically and professionally.
9. i) Your professor to abide by University policies and to have fairness and clarity in the evaluation of your performance.
10. j) Adequate opportunity to appeal any perceived violations of the above rights.

You have specific responsibilities to:

1. a) Plan your study and work schedule appropriately to allow sufficient time to do quality work in the course.
2. b) Attend each class on time (and be present during the entire class session) and be prepared to discuss readings and participate in discussions. For whatever reason, you are likely to miss a class session, arrive late for a class session, or leave early from a class, you should inform the faculty member with an e-mail message.
3. c) Complete assignments by due dates and submit quality work.
4. d) Understand and follow course policies as explained in class and in the syllabus.
5. e) Commit yourself to grow both academically and professionally by treating class sessions as business meetings. Students must have a habit of taking notes (in handwritten form or on the laptop) in the class.
6. f) Work effectively and cooperatively as a team member on the team project as assigned.
7. g) Practice ethical behaviors and display respect for the rights of others. Please refrain from eating, drinking, and chewing gum in the classroom. Mobile devices and hearing accompaniments (ear buds) should not be used in the classroom. Those pieces of equipment should be placed in your book bags/pockets. Students are prohibited to take photographs of the material presented by the faculty member.
8. h) Contact your professor and discuss circumstances that may prevent you from achieving acceptable performance and to make contact on a timely basis.
9. i) Fully understand and abide by the UNCG Honor Policy and other University policies on student conduct.
10. j) Report observed violations of the UNCG Honor Policy.

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. 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. Four participation grades – one for each discussion forum 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 more than just an agreement of what the student wrote.
- 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.
 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,

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. Students will individually complete Discussion Forums, Short Cases, and one exam during the Procurement Phase. **The 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.

BIOGRAPHIC SKETCH OF FACULTY MEMBER

My name is Dr. Karen Pentz and I am an Adjunct in the Department of Information Systems and Supply Chain Management, focusing on supply chain. This will be a very interesting semester as we work through a variety of topics related to supply chain procurement and finance.

I began my professional career in Accounting and had a mid-career switch to Supply Chain after taking an introductory Operations Management class as part of my undergraduate degree. I changed my degree and was in Supply Chain/Logistics for 25 years. I am actively involved in ASCM, formerly APICS, and have earned the CPIM, CSCP, and CLTD certifications. In addition, I hold a Six Sigma Black Belt designation.

I began teaching online classes in 2013 and find this mode both interesting and challenging. My suggestion to students is to ask questions when needed and stay current with what is being covered in each module.

I hope each of you finds this class to be interesting and intriguing as you begin your supply chain journey. I look forward to getting to know each of you better over the semester.

I am here to support you in this class so please feel free to call or email me with any problems or concerns.

Dr P

