

## MGT 351.01 Supply Chain Management

Tue, Thu 10:20-11:35, BC 204

Fall 2009

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**COURSE MATERIALS:**  
**Required Text and Materials:**

- Purchasing and Supply Management: With 50 Supply Chain Cases. 13th ed., by Leenders, Johnson, Flynn & Fearon, Irwin, Homewood, IL, 2006, ISBN 0-07-287379-5.
- In addition, handouts may be distributed in class from time to time. You will be responsible for reading these materials as well as the textbook.

**Recommended Materials:**

- PowerPoint presentations for the assigned chapters are on MyNMSU. I recommend that you download these slides (as notes) and bring them to class with you. It is also recommended that you bring your text to class with you. When we do in-class exercises, you will be at a disadvantage if you do not have it.

**COMMUNICATION WITH YOUR INSTRUCTORS**  
**By Email:**  
Email is the best way to communicate with your instructor. When sending email to your instructor, please sign your message with your first and last name. Please use your nmsu.edu email whenever possible and put MGT351 in the subject line. Emails with no subject line or an unidentifiable name will be deleted as a protection against computer viruses. Thank you for your consideration.

**By Phone:**  
When leaving a phone message please say your name very distinctly and repeat your phone number slowly, twice. Please include the area code. If your message includes the nature of your request, it may be possible to answer your question by leaving a message for you, even if you are not available when your call is returned. Failure to say your name and number distinctly may mean your phone call cannot be returned.

**COURSE DESCRIPTION:**  
An introduction to the organization and operations of purchasing functions, including case studies detailing actual business experiences. Special emphasis is given, but not strictly limited to newer concepts in materials management, e.g., industrial purchasing, supply chain management, and electronic purchasing.

**COURSE OBJECTIVES**  
If you participate fully in course activities and assignments you will enhance your understanding of and ability to use supply management systems and become an effective supply chain manager. Supply management is an integral part of Supply Chain Management. Supply management within an organization is responsible for making sure the rest of the organization has the materials, equipment, and processes in place to deliver the goods and services to the organization's customers. A successful learner in this course will be able to describe, understand and utilize these concepts, ideas and subjects:

- The evolution of supply management and its strategic nature in world-class organizations
- The full range of a supply manager's responsibilities within supply chain management
- The "boundary-spanning" nature of supply management
- The set of activities that are involved in selecting, managing, developing and evaluating suppliers
- Organizational structures that contribute to World-Class Supply Chain Management
- Total Cost of Ownership – what to consider and how to determine it
- Determination of when to outsource and when to produce a good or service within the organization, also known as

the “Make or Buy” decision

- When to develop sources of supply in your own country and when to develop them elsewhere in the world, also know as the “Offshoring” decision, and the set of considerations to include in the decision
- Cost concepts such as direct and indirect costs; fixed, step, and variable costs; and target costs, and various ways to perform cost analyses.
- Ethical and professional standards expected among supply management professionals

In addition, there are these behavioral objectives:

- Students will gain experience in team work through a variety of assignments and projects
- All participants will engage in high ethical standards expected of supply chain professionals in the United States.
- We will enjoy our learning experience together

Covering all of these objectives means we will all be extremely busy. Your instructors have a goal that you will have a positive learning experience, and that you will see the value of this course to your professional life in the business community. You probably have a goal of getting a good grade in the course. If we work together, we should be able to accomplish ALL of these goals.

**FINAL EXAM SCHEDULE: To be determined**

## **INSTRUCTOR’S EXPECTATIONS and REQUIREMENTS OF PARTICIPANTS**

### **Expectations for your classroom behavior**

You are expected to:

- Attend all class meetings and exams.
- Arrive on time. The class begins at 10:20 am sharp. Students who enter the class late, or leave early (for any reason) tend to interrupt the lectures and the general train of thought for other students and the instructor. So please avoid doing so. If you must be late or leave early, do so in as unobtrusive a manner as possible (e.g., sit near the door, do not ask the instructor to repeat information during class time, and DO NOT ask other students to ‘catch you up,’ etc). I will take the role randomly.
- Read assigned materials AHEAD of the class period in which the materials are scheduled to be discussed. This requirement is absolutely essential for in-class cases, as you will analyze cases with your team in class, and hand in or present your solution in class.
- Turn off all cell phones, pagers, iPods, etc. at the beginning of class. Use of these devices during class time is disrespectful to the Instructor and fellow students.
- Complete and submit all assignments on schedule. This includes assigned reading, exercises, and homework problems.
- Indicate your presence in class by signing the attendance sheet for yourself and yourself only. This responsibility is yours and yours alone. If you do not sign the attendance sheet during the class period, your attendance points may be subject to reduction. Remembering later that you forgot to sign will not result in the same number of points as signing in during class
- Alternatively, the instructor may take attendance. You are expected to make and USE a name card showing your first and last name. Some days your professor may take attendance by means of the name cards, and on those days, if you do not have a name card in front of you, you will not receive full attendance points, even if you have signed the attendance sheet.
- Let the instructor know by email or phone that you will miss class, especially if an assignment is due.
- To be aware of class schedule changes and key dates.
- Stay until class is finished.
- Behave in class in a manner that respects the rights of your classmates to hear and to learn.

**\*\*\* Those who disregard these guidelines will have participation points subtracted instead of added**

### **Expectations for your behavior with regard to exams and individual assignments:**

- When you are directed to do individual work, such as an exam or the individual project, you are expected to do just that – **your own individual work**. You are not to share your work with others or to copy anyone else’s work. The

prohibition on copying extends to people not in your own class, and to people who have previously taken the course. See the excerpt from the NMSU Student Code of conduct below. For more information on ethical behavior with respect to written assignments see the Blackboard MGT351 Course Information. There are links with more details about plagiarism.

- **Exams are expected to be taken at the assigned time for your class. Exams taken at any other time, early or late, regardless of reason, may be subject to a minimum 10% penalty.**

### **Expectations for your behavior with regard to team assignments:**

For team assignments all work turned in is expected to be the original work of the team. **Any and all material sources will be cited appropriately or loss of credit will result.** Please see the document on the WebCT MGT351 web site under Course information titled *Report Guidelines*. Also see the excerpt from the NMSU Student Code of Conduct below. All team members are expected to do her or his share of the work. A team is responsible for structuring team work assignments so that every person has some role in each phase of the project. Consider that a project generally has the Idea generation phase, a research collection phase, an organization of the research and draft writing phase, and a finalization phase. Each team is expected to be able to tell me what he or she has contributed in each phase, and be able to produce some evidence to support that contribution (notes, or a draft document.). Furthermore, there should be some general agreement among team members that about what each person's contribution is.

**If a team is having difficulty working together**, please tell your professor as soon as you have discovered there is a problem. Signs of difficulty include (but are not limited to) the following:

- one team member not attending meetings
- one team member having to do all the work
- one team member never being available or in class
- never being able to reach one or more team members
- a team member does not complete something for which he or she has accepted responsibility
- one team member never accepts responsibility for any part of the assignment.

If you experience any of these symptoms, **please discuss it as soon as possible** with your professor who will try to help you and your team with an equitable solution. Disagreements and dysfunctional teams that come to your professor's attention at the end of the semester will result in a lower grade for the entire team.

**You are expected to submit individual and team assignments on time.** There is a penalty for late submission of assignments. The penalty starts at 10% for 10 minutes late up to 24 hours and adds an additional 10% penalty each day after that for two days. (Days end at 5 PM). After three days, the penalty goes to 50%. The moral of the story is: get your work in on time!

Excused absences excuse you, "the body," not any work that is due. Failure to turn in assignments on time will result in a zero on the assignment. Similarly, an excused absence does not excuse you from obtaining handouts and assignments that you may have missed. **IT IS YOUR RESPONSIBILITY TO FIND OUT WHAT YOU MAY HAVE MISSED AND TO MAKE ARRANGEMENTS WITH THE INSTRUCTOR TO OBTAIN ANY HANDOUTS, ETC.**

- **Hint:** Homework will be collected at the beginning of class. I will not accept any homework assignments after I have collected the assignments from the class. If for some reason you cannot attend class to turn in your homework, any e-mailed homework must be received BEFORE 9:30 am on the due date.

### **ACADEMIC DISHONESTY AND ETHICAL STANDARDS FOR STUDENTS**

The following section is from the Arizona State University Student Code of Conduct (Source: *New Mexico State University Code of Conduct*):

**Academic Misconduct** - Any student found guilty of academic misconduct shall be subject to disciplinary action. Academic misconduct includes, but is not limited to, the following actions:

1. Cheating or knowingly assisting another student in committing an act of cheating or other forms of academic dishonesty.
2. Plagiarism is using another person's work without acknowledgment, making it appear to be one's own. Any ideas, words, pictures, or other source must be acknowledged in a citation that gives credit to the source. This is true no matter where the material comes from, including the internet, other student's work, unpublished

materials, or oral sources. Intentional and unintentional instances of plagiarism are considered instances of academic misconduct. It is the responsibility of the student submitting the work in question to know, understand, and comply with this policy. If no citation is given, then borrowing any of the following would be an example of plagiarism:

- An idea or opinion, even when put into one's own words (paraphrase)
- A few well-said words, if these are a unique insight
- Many words, even if one changes most of them
- Materials assembled by others, for instance quotes or a bibliography
- An argument
- A pattern or idea
- Graphs, pictures, or other illustrations
- Facts
- All or part of an existing paper or other resource

**This list is not meant to include all possible examples of plagiarism. See the University Library's web page on plagiarism for further examples.**

3. Unauthorized possession of examinations, reserve library materials, laboratory materials, or other course-related materials.
4. Unauthorized changing of grades on an examination, in an instructor's grade book, or on a grade report; or unauthorized access to academic computer records.
5. Nondisclosure or misrepresentation in filling out applications or other University records in, or for, academic departments or colleges.

Students who engage in disruptive activities in an academic setting (e.g., classrooms, academic offices or academic buildings) are subject to disciplinary action in accordance with **Section IV-Non Academic Misconduct-All Students**. Such students are also subject to administrative actions in accordance with the NMSU Graduate and Undergraduate Catalogs.

If you are unclear about what constitutes academic dishonesty, please see an additional explanation of plagiarism on the website of the Writing Tutorial Services page at NMSU <http://lib.nmsu.edu/plagiarism/> (August 6, 2008) and the web site of the Online Writing Lab at Purdue University [http://owl.english.purdue.edu/handouts/research/r\\_plagiar.html](http://owl.english.purdue.edu/handouts/research/r_plagiar.html) (August 6, 2008). For links to these two web sites go to WebCT Course Information where we have two links to documents that describe plagiarism. I strongly recommend that you read these documents.

If you are in the least bit doubtful about whether you should cite a source or not, cite the source. What can get you in trouble is an action that you don't think constitutes cheating, but it does.

**Here is an example of a very common form of academic dishonesty: Using a quotation or paraphrase from a web site without citing the name of the web site (the EXACT URL), and the date of the access.**

**There will be occasions in your individual and team project reports when you will probably want to quote from or paraphrase information on web sites. There is nothing wrong with this action if you give the proper credit (the exact URL, and the date that you "lifted" the quote.)**

**In other words, extensive reporting of sources will keep you out of trouble. You must collect these as you go, because finding them after the fact is sometimes very difficult.**

**Be aware that stringing together a group of quotations lifted from web sites, even when properly documented, does not follow the requirement of any project in this class. You are to critically evaluate what you are reading, make sure you understand it, and then tell about it in YOUR OWN WORDS. The most effective projects will involve a real organization following a supply chain practice, so that information comes from the organization, from people, and from other sources including magazines, newspapers, and web sites.**

## **GRADING AND EVALUATION**

### **Grades**

One of the expectations that the University has is that your performance in the course will be evaluated and a grade will be assigned. Customers for the output of this course – the organizations that will hire you, the professors who will instruct you in other courses that follow this one, and you, yourself, as a tuition-paying student, expect that assessment will be reliable and fair,

and will reflect your understanding of the concepts in the course. There is wide spread recognition, based on much pedagogical evidence, that people learn in many ways. Therefore, we give you a variety of methods with which to demonstrate your mastery the concepts and ideas in the course. With those considerations in mind, you will be graded based on performance in the exams, assignments, and activities listed below:

**Minimum requirements to receive an A in the course:**

- In order to receive a grade of A on any one item, it must be turned in on time. All items turned in after the time announced as the due date and time will not receive an A on the item. (An A- is possible.)
- In order to receive an A in the course, a student must earn 94% of all points. In addition, to earn an A in the course, a student will have *completed all assignments and exams and earned at least 83% (a grade of B)* of the points for each graded item.

**Minimum Requirement to receive a B in the course:**

- To receive a B in the course, a student must have an 83% or better average over all items, and have received at LEAST 60% on the final exam. At student receiving lower than 60% on the final will not receive a B or higher grade in the course, regardless of his or her grades on other items.

**Probable Exam and Assignment Weights**

**Expected**

**Assignments performed as an individual**

**Points Available**

- Test 1 175
- Test 2 175
- Test 3 175
- Final Exam (Optional, 3 of 4 scores for exams will be considered) 175
- Attendance and participation (25 days at 3 points per day) 75

**Assignments performed as a team**

- Team Project
  - Part 1 - Progress Report 50
  - Part 2 - Final Report 75
  - Presentation of findings 75
- In-class team Case Solutions and other exercises up to 200
- Total upto 1000

**Grades and Grading.** The course grade will be determined by your performance on four examinations, case study, presentation, and homework. Excessive absences can be expected to lead to a failing grade. The grading system used in this course is as follows:

Grade	Points
A	900-1000
B	800-899.99
C	700-799.99
D	600-699.99
F	599.99 and below

**Tentative Class Schedule \*(Subject to Change)**

Date			Subject	Lecture /Cases	Note
August	20	Thu	Syllabus & Introduction		
	25	Tue	Chapter 1, 2,	L-1, C2-1	
	27	Thu	Chapter 18	L-2, 18-3	
September	1	Tue	Chapter 3	L-3, C3-1	
	3	Thu	Chapter 4	L-4, C4-2	
	8	Tue	Chapter 5	L-5, C5-2	
	10	Thu	Case I/ Review		Due at the beginning of class
	15	Tue	<b>EXAM 1</b>		Chapters 1-5, 18, cases
	17	Thu	Chapter 6	L-6, C6-1	
	22	Tue	Chapter 7	L-7, C7-3	
	24	Thu	Chapter 8 & 9		Part I of Group Project due
	29	Tue	Chapter 10	L-9	
October	1	Thu	Chapter 11 & 12	L-10	
	6	Tue	Case II/ Review		Due at the beginning of class
	8	Thu	<b>EXAM 2</b>		Chapters 6-12, cases
	13	Tue	Chapter 13	L-11, C13-2	
	<b>14</b>	<b>Wed</b>	<b>Last day to drop with a "W"</b>		
	15	Thu	Chapter 14	L-12a, C14-2	
	20	Tue	TBD		
	22	Thu	Chapter 15	L-12b, C15-1	
	27	Tue	Chapter 17	L-13a, C17-2	
	29	Thu	Chapter 19	L-13b, C19-1	
November	3	Tue	Chapter 20	L-14,C20-1	
	5	Thu	Case III/ Review		Due at beginning of class
	10	Tue	<b>EXAM 3</b>		Chap 13-15,17,19,20, cases
	12	Thu	Class Review		
	17	Tue	Case Study 4		Part II of Group Project due
	19	Thu	Presentations		
	24	Tue	<b>NO CLASS</b>		<b>Thanksgiving Holiday</b>
	26	Thu	<b>NO CLASS</b>		<b>Thanksgiving Holiday</b>
December	1	Tue	Presentations		
	3	Thu	Presentations		
	8 to 12		Final Exam Week		Optional final; time & date TBD

\*Note: the schedule is subject to changes in response to progress & opportunities that may arise in a given semester. Therefore it is imperative for you to attend class & be aware of new developments in the course which may affect the due dates of homework or scheduling of tests. The purpose of exams is to assess your knowledge of material presented in the course and text, and your skill level at problem solving. Exams will be in class and are likely to be problem solving, multiple choice and short answer essay format. You are expected to work alone on the exams. For in-class exams you may use your own calculator but you may not share calculators. **Exams that are taken anytime except when they are given in class, no matter what the reason, are subject to a penalty of at least 10%.**

## **In and out of class Cases and Assignments**

We will have several in-class assignments. Most of these will involve a case that you will be assigned to read before class. During class, you and your team will analyze the case, and either turn in or present your answers. You and your team will be at a disadvantage if you have not read the case ahead of time, and if you do not have a textbook with you for reference. These cases and the reading for other in-class assignments will be posted on MyNMSU MGT 351. Points for these cases and other exercises will range from 5 to 25.

### **Other Important Information:**

- **Drop Dates and Incompletes.** The last day to drop with a "W" is Oct 16. By that time you will have received at least one exam score. If you are not certain about your grades in the class prior to the drop date, please see the instructor. The student is responsible for dropping the course, not the instructor. Choosing to drop the course but failing to actually withdraw prior to the deadline will result in an "F" grade. The following describes university policy regarding incompletes: "Incompletes may be given only if a student has a passing grade at mid-semester (the last day to withdraw from a class) and is precluded from successful completion of the second half of the course by a documented illness, documented death, family crisis or other similar circumstances beyond the student's control."
- **Extra Credit/Bonus Points:** These points are not needed to do well in this class. They are being used to encourage specific behaviors, as motivation for those that wish to excel, and as "just in case" points. The nature of the points is such that they must be planned for. Earn them now, "just in case" you need them later. Bonus points cannot be made up. If you are not present when they are given (even when you are excused), you forfeit your chance at those bonus points. Bonus points are determined at the Instructor's discretion. Spontaneous bonus point opportunities may be offered during the semester. Only those students present have a chance to earn them. **DO NOT COME TO ME AT THE END OF THE SEMESTER & ASK TO DO EXTRA CREDIT. TAKE ADVANTAGE OF THE OPPORTUNITIES AS THEY PRESENT THEMSELVES.**

### **Class Attendance and Participation**

**Presence in class is expected.** Cooperative participation is also expected. Attendance will be taken during each class session by means of a sign-in sheet. It is each student's responsibility to sign in when present. Alternatively, your professor may choose to take the roll daily. If you are present at every class, and exhibit a participative spirit during the case study discussions, use, your name card, and practice appropriate classroom decorum you can earn 3.7 points per day for each non-exam day of class and excluding the first day of class. Points will be lowered for poor decorum in class, lack of preparation in reading and analysis of the case studies and the textbook, and repeated tardiness. There should be no reason that any of these things should happen. ***Note that more than four absences for any reason will take your grade in this area below the 83% minimum required to receive an A in the course.*** Also realize that when you are not present on days of in-class assignments you will not receive those points. However, you may be able to make up some of the assignment points by completing the assignment.

Please avoid scheduling job interviews, work requirements, doctor's appointments, and other classes during this class. We realize that sometimes these things are out of your control. We appreciate it when you let your instructor know with Email (preferred), a brief note, or voice mail, when you must miss class. If you find that you will need to miss more than two classes, you may be able to substitute other activities for up to half credit for times missed. Contact your instructor immediately when this situation occurs. It is highly recommended that you be present in class for all outside speakers, as the material they present will be unique and is likely to be covered on the exams.

### **Individual Project**

For your individual project you will be assigned a publicly listed company to analyze as if it were a prospective supplier. Details of this assignment are given on a separate assignment sheet. Your company will be assigned to

you in early September, when Chapter 9 is covered. It will be due at the end of March.

### **Team Project**

You will do a project with a team of 3 to 5 people. This team membership may be different than the team with whom you work on in-class assignments, or it may be the same. This team project will involve a study of some portion of the supply management process in an actual organization, or a research paper on a topic of interest to supply managers. The project is described on a separate assignment sheet, which includes guidelines for length and specific requirements. Format guidelines are given in the document posted under course information on MyNMSU. Failure to use these guidelines will result in a lower grade.

**Here are relevant milestone dates for the project (due dates are listed on the schedules for each section):**

- 1. Turn in names of team members, a team name and probable topic. Groups should be between 3 and five people. Due on 8/29**
- 2. Part one – Turn in a minimum of three pages describing the topic and listing the individual responsibilities of team members, include an outline for proceeding, a questionnaire if you are interviewing someone, or five questions you hope to answer, and five correctly cited references. Please note that each team member should have some responsibility at each stage of the project. Due on 9/20.**
- 3. Part two – Final written report. Due 11/22.**
- 4. Team Presentations of the project will be made the last two weeks of class Guidelines for length, format and attire are provided with the project guidelines.**

### **MISCELLANEOUS ITEMS**

#### **Accessing Course Materials On the INTERNET**

Your course materials are accessible through WebCT at <http://my.nmsu.edu>

#### **Use of the English Language**

All written materials submitted for a grade are expected to use correct grammar, spelling, punctuation and standard American English. Please be especially careful in your use of "there," "their," "your," "you're," "its," "it's," "by," "buy," "bye," "to," "too," "two," possessives in general, contractions, and apostrophes. **When in doubt, look it up in a usage manual. Some Grammar checkers give you misleading advice, especially with respect to apostrophe usage. Up to 10% of your grade on any one item may be reduced for misuse of the English Language. Please refer to the Guide for all Written Documents for format instructions, and information about citing references.**

#### **Strategy for Doing Well in This Course**

Start to pay more attention to the systems around you that are responsible for getting goods and services in the right place at the right time, and observe what happens when they don't work or the humans in charge have failed to execute. Notice the different methods available to individuals and organizations for procuring goods. Start to pay attention to order placement and order tracking systems. Notice where inventory is and is not located. Think about the processes by which the goods and services you use or provide to others get to the people who use them. As you observe supply chain management in action everywhere, the concepts in this class will become simple to remember.

#### **Special Challenges**

If you are challenged in any way -- sight, hearing, mobility, learning, language or other -- please see your instructor so that we may plan together how best to meet those challenges so that your learning opportunities may be as equitable as possible. If you need more time to take exams, you must make those arrangements through the Matthews Center.

#### **Changes to the Schedule or Policies in this Syllabus**

There will be changes to this schedule, these assignments, and occasionally to these policies. Such changes will be announced in class and on MyNMSU, and by email sent to your NMSU email account. (REMEMBER, CHANGE IS INEVITABLE).

**STUDENTS WITH DISABILITIES:** If you have (or believe you have) a disability & would benefit from classroom accommodation(s), please contact the Services for Students with Disabilities (SSD) Office located at Corbett Center, Room 244 [Phone: 646-6840]. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered.

**Student Responsibilities**

1. Register with SSD & obtain accommodation documents early in the semester
2. Deliver the completed accommodation and testing form(s) to the instructor(s) within the first 2 weeks of beginning of classes (or within 1 week of the date services are to commence);
3. Retrieve the signed form(s) from faculty & return to SSD within 5 days of the receipt from faculty and at least 1 week before any scheduled exam
4. Contact the SSD Office if the services/accommodations requested are not being provided, not meeting your needs, or if additional accommodations are needed.

**Faculty Responsibilities**

1. Sign the Accommodation Request & the Testing Accommodation forms (when presented), retain a copy, & return the original to the student within five 5 working days of receipt
2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc.
3. Refer the student to SSD for any additional accommodations.
4. Accommodations: SSD Office, 646-6840 (Corbett Center, room 244); Michael Armendariz

**Cancelled Class**

If a class is cancelled or fails to meet *without prior notice*, **the assignment for the first resumed class will be the assignment for the canceled class**, whatever that assignment was (including an exam). Adjustments will be announced when the class resumes, as well as through MyNMSU and email..

**Bomb Threats, Fire Drills (BTFD), and other unscheduled interruptions**

Should a BTFD occur during an exam, take yourself as quickly as possible to a quiet place such as the library, and **BY YOURSELF, ON YOUR HONOR, COMPLETE THE EXAM. The exam will be due** at the instructor's office, GU 213, or, if the building cannot be entered, in the mall in front of the Student services building, **by 30 minutes past the scheduled ending of the exam.** The extra 30 minutes is to make up for the time required to walk to and from the library. Should a BTFD LASTING LONGER THAN 30 MINUTES interrupt any class in which an exam is not scheduled, the “cancelled class policy” above will apply.