



## Syllabus SCMA5310-001, Spring 2024 Supply Chain Management Strategy

### About the Instructor:

#### Contact Information:

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Campus office: 355B JC Penny North



#### Virtual Office Hours via Zoom:

Wednesdays 11:00 am-12:00 pm; Thursdays 12:00 pm -1:00 pm and by appointment

<https://umsystem.zoom.us/j/6917171765>

#### Welcome:

Supply Chain Management (SCM) is a dynamic and vast field with important and interesting concepts that are crucial to today's businesses. Throughout the course, we will discuss SCM from strategic, tactical, and operational perspectives, so that you understand the foundational concepts of SCM and can apply them in a practical setting.

#### Instructor Bio:

I am an Associate Teaching Professor in the Department of Supply Chain & Analytics. I hold a Ph.D. in Logistics and Supply Chain Management, an MBA, and a bachelor's degree in business marketing. I strive to emphasize the importance of building connections between academia, industry, and the broader community. I serve on the Council of Supply Chain Management Professionals-St. Louis Roundtable board and the Transportation Research Forum Foundation. My research interests center on applied data analytics, focusing on analyzing the impact of various factors on crash severity outcomes to inform highway safety policies. I also utilize data analytics to evaluate the effectiveness of programs and policies in higher education, particularly their influence on student performance and success. You may learn more about my background on LinkedIn at [Jill Bernard Bracy, PhD | LinkedIn](#).

### About this Course:

#### Course Description:

Prerequisites: Graduate standing. This course addresses supply chain management and its implications, with a focus on what firms can do to maintain competitiveness in the quickly changing business landscape. Topics may include fundamentals of supply chain management, value chain analyses, supply chain analytics, procurement, production, logistics, inventory management, and marketing business-to-business.

#### Goals of the Course:

1. Students will explain the basic concepts and topics in supply chain management
2. Students will examine the interconnections between different supply chain functions, including supply, operations, logistics, transportation, and integration of external players
3. Students will demonstrate the role of data-driven decision-making in supply management
4. Students will be able to apply and evaluate concepts and knowledge to address supply chain-related issues



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### Required Materials:

1. Simchi-Levi, D., P. Kaminsky, E. Simchi-Levi. (2021). Designing & managing the Supply Chain: Concepts, Strategies, and Case Studies. (4th ed.) McGraw Hill. ISBN: 978-1-307-73467-6\*

\* The course text is available through the AutoAccess program, and more information can be on the *Course Textbook* page on Canvas.

2. Supply Chain Modeler and eLearnings: Coupa provides the industry's most powerful supply chain modeling, optimization, and simulation software, which affords leaders strategic certainty when answering their most complex questions. You will use the software and eLearning in Modules 2, 3, and 4. Software access information can be found under the *Supply Chain Modeler Access Instructions* page on Canvas.

### Time Requirements:

This is an active online course that requires approximately a minimum of 6 hours every week on activities related to this course.

### Technology Requirements:

As a student in an online course, you are expected to have reliable internet access. If you have computing problems, it is your responsibility to address these or to use campus computing labs. Problems with your computer or other technology issues are not an excuse for delays in meeting expectations and missed deadlines for the course. If you have a problem, [get help in solving it immediately](#). At a minimum, you will need the following software/hardware to participate in this course:

1. Computer with an updated operating system (e.g. Windows, Mac, Linux)
2. Updated [Google Chrome](#) Internet browser
3. Ability to navigate Canvas (Learning Management System)
4. Minimum Processor Speed of 1 GHz or higher is recommended.
5. Reliable and stable internet connection.
6. [Adobe Reader or alternative PDF reader \(free\)](#)
7. A webcam and/or microphone
8. [Microsoft Excel](#) (free)
9. Supply Chain Modeler (access information available in Canvas)

### How to Succeed in This Course:

Each module in this course will contain recorded lecture episodes, accompanying PowerPoint presentations, supplemental readings, and various assessments. It is your responsibility to watch each lecture and presentation and read/review the materials before participating in the discussion boards or completing the assigned case studies.

### Course Plan for the Unexpected

Please stay informed about university policies, instructions, and resources as they relate to the campus closures <https://www.umsl.edu/safety/police/closures.html>.



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#### Assessment/Grading:

**Grades for the course will be based on performance in the following areas:**

1. Discussions: You have been broken into small groups for discussions, and seven graded discussions are posted throughout the semester. Your original discussion post is due by Thursday at 11:59 p.m. of the assigned week. At least two thoughtful and meaningful responses to your classmates' posts are due by Sunday at 11:59 p.m. of the assigned week.
2. Assignments:
  - a. You will have one individual assignment this semester focusing on inventory turnover. The Sequoia Distributing Inventory Turnover Assignment is worth 30 points and is due on Sunday, 1/21 at 11:59 pm. Late assignments will not be accepted unless under dire circumstances. More information can be found under Module 1 on Canvas.
  - b. You will use Supply Chain Modeler for three of your four Case Studies, beginning in Module 2. Software access information can be found under the *Supply Chain Modeler Access Instructions* page on Canvas, and you are asked to confirm that you can successfully login to the eLearnings and Modeler software via the Supply Chain Modeler Access Confirmation Quiz. Access and quiz confirmation are worth 5 points and due by 1/21 at 11:59pm.
3. Case Studies: There are four case studies worth 30 points each assigned throughout the course, and information for completing the case studies is provided in the Canvas module. Reports are due on Sunday at 11:59 p.m. of the assigned week. Late reports will not be accepted unless under dire circumstances. Your case studies are completed in groups of two or three and only one group member is required to submit the final report.
4. Quizzes: There are four quizzes assigned throughout the course, one for each 'Part', and they will cover content from the associated module's text and lecture materials. Each quiz is worth 25 points, contains multiple choice, true false, and short answer questions, has a time limit of 60 minutes, and must be completed in one sitting (you may not log out and log back in). Quizzes are due on Sunday at 11:59 p.m. of the assigned week. Quizzes will be automatically submitted at the due date time and will not be accepted once the due date has passed unless under dire circumstances. Quizzes are proctored using the publisher-provided Proctorio. Please note that a video will be recorded using your webcam during the exam; the clipboard, right-clicking, and printing will be disabled; and you will not be allowed access to external websites. You will be able to access the course eBook. Please refer to the Proctorio Information page under the Start module in Canvas for additional information.

#### Point Distribution:

|                             |                   |
|-----------------------------|-------------------|
| Discussions                 | 95 points         |
| Individual Assignment       | 30 points         |
| Supply Chain Modeler Access | 5 points          |
| Case Studies                | 120 points        |
| <u>Quizzes</u>              | <u>100 points</u> |
| <b>TOTAL</b>                | <b>350 points</b> |

#### Grading Scale:

|               |               |               |               |
|---------------|---------------|---------------|---------------|
| A = 94 - 100% | B+ = 87 - 89% | C+ = 77 - 79% | D+ = 67 - 69% |
| A- = 90 - 93% | B = 83 - 86%  | C = 73 - 76%  | D = 60 - 67%  |
|               | B- = 80 - 82% | C- = 70 - 72% | F = <60%      |



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#### Feedback and Grading Timeline:

Response to email/calls: Weekdays, 9:00 am – 4:00 pm: 5 hrs; Evenings, Weekends, and Holidays: 24 hrs

Grades for quizzes: 48 hours after the due date

Grades for discussions: 72 hours after the due date for replies

Grades for case studies: one week after the due date

#### Online Class Netiquette/Behavior:

- **Be self-reflective** before you post an emotional response and reread what you have written.
- **Use effective communication.** Be polite and use positive language.
- **Ask for clarification**
- **Sign your name.**
- **Foster community.** Consider each comment you make as one that is adding to, or detracting from, a positive learning environment for you and your classmates.
- **Be constructive.** Challenge ideas and the course content but avoid becoming negative.
- **Keep the conversation on topic** by responding to questions and adding thoughtful comments about the topics at hand.
- **Define your terms.** When using acronyms or terms, define them for others.

#### Course Policies:

##### Participation:

Your success in this course will depend on your ability to communicate, engage, and participate in all course activities. Successful completion of this course requires you to keep up with all assignments, coursework, and discussions. Timely participation in online discussions is a particularly important part of this course and participation in these discussions, and other activities as assigned is not optional. You are expected to prepare and post to discussions promptly consistent with the requirements contained within the course syllabus and discussion rubric. I will not respond to each post but will be monitoring each discussion. I will participate when appropriate, and I will respond to the discussion poised at the close of the discussion board.

Please speak with me before recording any class activity. It is a violation of the University of Missouri policy to distribute such recordings without my authorization and the permission of those recorded.

##### Online Discussion Protocol:

- Participation in the course should maintain a positive work and learning environment, as outlined in the [Triton Manual](#).
- Responses should be well-written with proper punctuation, spelling, and grammar.
- Avoid short one-word postings, for instance, “I agree,” unless accompanied by supporting statements from the readings or prior knowledge (work and life experience).
- Stay focused on the topic.
- Ask questions; challenge other postings that lack supporting evidence or present incorrect information.
- Encourage further discussion by building on current threads.
- Check your postings for responses from others and respond in kind.
- Use proper [“netiquette”](#).



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#### Attendance Policies

- *Present* in class for the online component of our course is determined by participation in an academically related activity, e.g. submission of an assignment, discussion forum posting.
- Documentation that a student has logged into the Canvas course site alone is not sufficient by itself to demonstrate academic attendance.
- Lack of submission of work in Canvas could result in an automatic course drop.

#### Academic Integrity/Plagiarism:

You are responsible for being attentive to and observant of University policies about academic honesty as stated in the [University's Campus Policies](#) and [Code of Student Conduct](#) found in the UMSL Bulletin

- Academic dishonesty is a serious offense that may lead to [probation, suspension, or dismissal from the University](#). One form of academic dishonesty is plagiarism – the use of an author's ideas, statements, or approaches without crediting the source. Academic dishonesty also includes such acts as cheating by using any unauthorized sources of information and providing or receiving unauthorized assistance on any form of academic work or engaging in any behavior specifically prohibited by the faculty member (e.g., copying someone else's answers on tests and quizzes). Unauthorized possession or distribution of academic materials is another type of academic misconduct. It includes the unauthorized use, selling, or purchasing of examinations or other academic work, using or stealing another student's work, unauthorized entry or use of the material in a computer file, and using information from or possessing exams that an instructor did not authorize for release to students. Falsification is any untruth, either verbal or written, in one's academic work. Facilitation is knowingly assisting another to commit an act of academic misconduct. **Plagiarism, cheating, and falsification are not acceptable.**
- **AI is not allowed:** In this course, all work is expected to be generated by the learners themselves, whether working individually, or in groups. Learners should not have another person, or entity do any drafting or writing of any substantive portion of assignments for them, which includes hiring a person, or a company to write assignments, and/or using artificial intelligence tools like ChatGPT.
- All instances of academic dishonesty will be reported to the Office of Academic Affairs who will determine whether you will appear before the Student Conduct Committee for possible administrative sanctions such as dismissal from the university. The instructor will make an academic judgment about the student's grade on that work in this course. The campus process regarding academic dishonesty is [described in the "Policies" section of the Academic Affairs website](#)
- File submissions and citations should follow APA formatting using 12-point type, double-spaced, Times New Roman font, and one-inch margins unless otherwise indicated.  
Author Last Name, First Initial. (Date of Publication). Title of article. *Title of Publication*, Volume Number (Issue number), Page numbers.

#### Title IX Mandatory Reporting:

Under Title IX, all UMSL faculty, staff, and administrators (with limited exception) are obligated to report any incidents of sexual harassment, sexual misconduct, sexual assault, or gender discrimination to the Student Affairs office and/or other University officials. This ensures that all parties are protected from further abuses and that victim(s) are supported by trained counselors and professionals. Note: There are several offices at UMSL (e.g., Counseling Services, Health Services, Community Psychological Service,



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Center for Trauma Recovery, and Student Social Services) whose staff are exempt from Title IX mandated reporting when the information is learned during a confidential communication.

### Student Resources

#### Student Advocacy & Care

Provides students with case management and other support and services to address unmet basic needs and other challenges they may be facing outside of the university that impact their ability to succeed academically. These challenges may include things like food insecurity, housing instability, lack of childcare, counseling needs, and financial emergencies.

- Location: 144 Millennium Student Center
- [LINK](#) to request assistance or help
- Website: <https://www.umsl.edu/studentadvocacy/>

#### Access, Disability, and Communication

Your academic success is important to me. We all learn differently and bring different strengths and needs to the class. If there are aspects of the course that prevent you from learning or make you feel excluded, please let me know as soon as possible. Together we'll develop strategies to meet both your needs and the requirements of the course.

If you have a documented disability that may have an impact on your work in this class, please contact Disability Access Services (DAS) immediately. Students must provide documentation of their disability to the Office of Disability Access Services to receive official University services and accommodations. The staff is available to answer questions regarding accommodations or assist you in your pursuit of accommodations. Information about your disability is confidential. Once DAS reviews your medical documentation, they will provide you with the information and steps to inform me about the accommodations to which you are entitled. Your accommodations will begin as soon as we discuss your approved accommodations.

- Location: 131 Millennium Student Center (MSC)
- Phone: (314) 516-6554
- Email: Tara Cramer, [cramert@umsl.edu](mailto:cramert@umsl.edu)
- Website: <http://www.umsl.edu/services/disability/>

#### Office of International Students and Scholar Services

If you have difficulty communicating in English with the instructor of this course, contact ISS.

- Location: 362 Social Sciences & Business Building (SSB)
- Phone: (314) 516-5229
- Email: [iss@umsl.edu](mailto:iss@umsl.edu)
- Website: <http://www.umsl.edu/~intelstu/contact.html>

#### Student Enrichment and Achievement

SEA provides comprehensive success coaching services to targeted populations (i.e., new First Time College & Transfer, current UMSL students with less than a 2.500 GPA).

- Location: 107 Lucas Hall
- Phone: (314) 516-5300
- Email: [umslsea@umsl.edu](mailto:umslsea@umsl.edu)



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- Website: <https://www.umsl.edu/services/sea/>

#### TRIO Student Support Services

TRIO provides a holistic support model through Success Coaching for targeted populations (i.e., transfer students who are first-generation college students, have a documented disability, or have demonstrated economic need).

- Location: 180 MSC
- Phone: (314) 516-4332
- Email: [umsltrio@umsl.edu](mailto:umsltrio@umsl.edu)
- Website: <https://www.umsl.edu/services/trio/>

#### University Student Support (USS)

USS provides comprehensive success coaching services to targeted student populations (i.e., new First Time College & Transfer, current UMSL students with at least a 2.500 GPA).

- Location: 225 Millennium Student Center (MSC)
- Phone: (314) 516-6807
- Email: [uss@umsl.edu](mailto:uss@umsl.edu)
- Website: <https://www.umsl.edu/tutoring/>

#### Technical Support

UMSL and UM-System provide students with a variety of technology support on campus and virtually. The information listed below connects you with the most sought support.

**If you are unfamiliar with Canvas, consult the Canvas Online Overview course site where you can learn about and practice with tools that will be used in this course:**

**<https://umsystem.instructure.com/courses/83642>.**

#### Academic technologies (Canvas, VoiceThread, SmarterProctoring, Zoom, etc.)

- Location: virtual and via website chat
- Phone: (855) 675-0755
- Email: [teachingtools@umsystem.edu](mailto:teachingtools@umsystem.edu)
- Website: <https://online.missouri.edu/learning>

#### Login and network issues (SSOID, email, campus Wi-Fi, password changes, etc.)

- Location: 190 Millennium Student Center (MSC)
- Phone: (314) 516-6034
- Email: [helpdesk@umsl.edu](mailto:helpdesk@umsl.edu)
- Website: <http://www.umsl.edu/technology/tsc>

#### Electronic textbooks (AutoAccess, Cengage, McGraw-Hill Connect, etc.)

- Location: Millennium Student Center (MSC) Bookstore 2nd floor
- Phone: (314) 516-5763
- Email: [autoaccess@umsystem.edu](mailto:autoaccess@umsystem.edu)
- Website: [https://missouri.qualtrics.com/jfe/form/SV\\_0eXnXJy1QpRUc7j](https://missouri.qualtrics.com/jfe/form/SV_0eXnXJy1QpRUc7j)



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**University Tutoring Center (UTC)**

The University Tutoring Center (UTC) is here to transform your learning with one-on-one support. UTC offers many options for tutoring, and all of them are free for UMSL students:

- [Walk-in Tutoring](#): On-the-spot, in-person assistance. No appointment is required.
  - [Triton Online Tutoring](#): Live virtual assistance over Zoom. No appointment is required.
  - [Paired Peer Tutoring](#): We'll match you with a tutor to work together all semester long.
  - [NetTutor](#): Another online, flexible tutoring option.
- 
- Location: 225 Millennium Student Center (MSC)
  - Phone: (314) 516-6807
  - Email: [tutoring@umsl.edu](mailto:tutoring@umsl.edu)
  - Website: <https://www.umsl.edu/tutoring/>

**The Online Writing Center (OWC)**

At the OWC Canvas site, students can send their papers to our tutors, who will read them and send them back with suggestions. Students can also access Turnitin, which identifies quoted material in their essays.

- Location: 222 Social Sciences and Business Building (SSB)
- Website: [https://www.umsl.edu/~umslenglish/Writing\\_Center/](https://www.umsl.edu/~umslenglish/Writing_Center/)
- The OWC usually responds within 48 hours. Please allow ample time.

**Math Academic Center (Math Lab)**

The Math Academic Center offers free individual assistance on a walk-in basis to students needing help with any mathematics from basic math through calculus or any course involving mathematical skills.

- Location: 222 Social Sciences and Business Building (SSB)
- Website: <http://www.umsl.edu/mathcs/math-academic-center/>

**This syllabus will be subject to change at the instructor's discretion.**





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**Course Schedule:**

| Module | Dates     | Topic                                    | Assignments   |
|--------|-----------|--|---|
| 1      | 1/16-1/21 | Part I:<br>Fundamentals                  | Read the information and watch lectures for Chapters 1 & 2<br>Participate in Discussion: What is Supply Chain Management? (15pts, due 1/18, 1/21)<br>Participate in Discussion: Group Expectations (5pts, due 1/18, 1/21)<br>Complete the Individual Assignment: Sequoia Distributing Inventory Turnover (30pts, due 1/21)<br>Access Supply Chain Modeler Software (5pts, due 1/21) |
| 2      | 1/22-1/28 |  | Read the information and watch lectures for Chapter 3<br>Complete Coupa University e-learning: Introduction to Supply Chain Guru X<br>Complete Case Study: Network Optimization (30pts, due 1/28)<br>Complete Part I Quiz (25pts, due 1/28)   |
| 3      | 1/29-2/04 | Part II:<br>Coordination and Integration | Read the information and watch lectures for Chapters 5 & 6<br>Participate in Discussion: Boeing's Strategic Initiative (15pts, due 2/01, 2/04)<br>Complete Case Study: Safety Stock Optimization (30pts, due 2/04)  |
| 4      | 2/05-2/11 |  | Read the information and watch lectures for Chapters 7 & 8<br>Participate in Discussion: St. Louis Regional Freightway   Your Gateway to the World (15pts, due 2/08, 2/11)<br>Complete Coupa University e-learning: Transportation Optimization<br>Complete Case Study: Transportation Optimization (30pts, due 2/11)   |
| 5      | 2/12-2/18 |  | Read the information and watch lectures for Chapters 9 & 10<br>Participate in Discussion: Current State of the Global Supply Chain (15pts, due 2/15, 2/18)<br>Complete Part II Quiz (25pts, due 2/18)   |
| 6      | 2/19-2/25 | Part III:<br>Strategy                    | Read the information and watch the lecture for Chapters 11 & 12<br>Complete Case Study: Amazon's Customer Value (30pts, due 2/25)   |
| 7      | 2/26-3/03 |  | Read the information and watch the lecture for Chapters 13 & 14<br>Participate in Discussion: State of Supply Chain Sustainability (15pts, due 2/29, 3/03)<br>Complete Part III Quiz (25pts, due 3/03)  |
| 8      | 3/04-3/10 | Part IV:<br>Technology                   | Read information and watch lectures for Chapters 16 & 17<br>Participate in Discussion: Emerging and Trending Supply Chain Technologies (15pts, due 3/07, 3/10)<br>Complete Part IV Quiz (25pts, due 3/10)   |