
Course Name: Supply Chain Management
Course Number: OPER 3208
Term: Fall 2022
Course Day/Time:
3208-001 TTH 1:00 to 2:15, McEniry 116
Contact Information: aturovli@uncc.edu

Instructor: Dr. Al Turovlin, CPA, CGMA
Email: aturovli@uncc.edu
Office Hours:
Monday and Wednesday 2:30 to 4:30, or by
appointment

Course Information

Format: This course will be taught in person. Class will meet two times per week.

Course Objectives

After completing this course, students will be able to

- Explain the principles of supply chain management.
- Recognize the complexities of supply chain coordination
- Identify the methods to achieve coordination in a supply chain.
- Apply analytical and problem-solving skills to solve a variety of supply chain management and design problems.

Course Prerequisites and Description

Prerequisites: OPER 3100 with a C or better or permission of the department. Supply chain management is concerned with all of the activities performed from the initial raw materials to the ultimate consumption of the finished product. From a broad perspective, the course is designed to examine the major aspects of the supply chain: the product flows; the information flows; and the relationships among supply chain participants. The course content is interdisciplinary in nature and will cover a variety of topics such as supply chain information technologies, supply chain design, strategic alliances between supply chain participants, and supply chain initiatives.

Required Course Materials

- Textbook: *Supply Chain Management: Strategy, Planning, and Operation*, 7th edition, by Sunil Chopra, Pearson Education Limited, 2018. ISBN: 978-0134731889.
- Global Supply Chain Simulation: Harvard Business Case <https://hbsp.harvard.edu/import/959240>. The simulation requires the purchase of the simulation from Harvard Business Publishing (\$15).



Assessment & Grading

The point ranges for each course grade are:

Total Percentage Earned	Letter Grade
90% and Above	A
80% to 89%	B
70% to 79%	C
60% to 69%	D
59% and below	F

Each assignment is graded using a rubric and points. The rubrics are posted on the course site. Points are added and the total number of points are used to calculate the final grade in the course based on the percentages below.

Assessment	Percentage
Exam 1	20%
Exam 2	20%
Exam 3	20%
Practical Experience Group Project	20%
Simulations	10%
Participation, Case Studies, Homework	10%
Total	100%

Course Assignments

Exams (60%)

Three exams will be scheduled for the course, equal to 60% of the final grade, 20% for each exam. The exams are non-cumulative and will cover assigned readings (chapters, articles, cases, lectures, etc.). A optional, comprehensive exam will be offered during the Final Exam period and can be used to replace the lowest grade of one of the three exams.

Availability and Customer Responsiveness Group Project (20%)

The Availability and Customer Responsiveness Group Project is a group project that will be conducted as a major focus for the semester. The project provides a structured approach to apply the course learnings to a real-life business problem. The project consists of the following parts.

- Problem Statement (100 Points) – A one paragraph statement that summarizes the problems, concerns, and solutions sought by the client. – Week 5 (Due Sept 18)



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- Network Design Approach (200 Points) – Week 8 (Due Oct 16). This part of the paper identifies the current network design from the factory to the end customer. Based on Chapters 4, 5, and 6, make appropriate recommendations as to possible improvements to the process, both for the short-term and the long-term.
- Transportation and Sourcing Approach (200 Points) – Week 9 (Due Oct 30). This part of the paper should focus on which functions and products could be made in-house in Germany or the US, and which functions and products could be outsourced to other suppliers in the US. In addition, transportation methods and flows for the goods should be defined with appropriate rationale provided.
- Product Availability & Profit Plan (200 Points) – Week 14 (Due Nov 20). This part of the paper should address the product availability cycle levels, and safety stock to create supply chain responsiveness for customer satisfaction and to maximize corporate profit.
- Final Deliverable (300 Points) – Week 14 (Due Nov 20)
 - Introduction
 - Problem Statement (revised from prior deliverable)
 - Network Design (revised from prior deliverable)
 - Transportation and Sourcing Plan (revised from prior deliverable)
 - Product Availability & Profit Plan (revised from prior deliverable)
 - Summary, Recommendations, and Conclusion
- Presentation (200 Points) – The presentation should take no more than 10 minutes without a Q&A session. Please see the Rubric for grading and required components.
- Group Project Peer Review (200 Points) – An anonymous peer review of the group participants is required. Justifications for grades above 90% or under 80% must be supported by a detailed, written justification. Peer Reviews that grade everyone the same will be dropped from the overall calculation and zero points will be provided to the student submitting the non-descriptive review.

The group project will be kicked off in class with a class exercise (credit given under Class Participation) planned for Week 4 and the final paper will be due Week 14 with group presentations during Week 14 and 15.

Simulation (10%)

The course concludes with a global supply chain simulation from Harvard Business Publishing and requires purchasing the simulation (\$15 per user), which can be paid with a credit card. Specific instructions for each exercise will be provided before the start of the simulation. Grades will be based on your performance and your participation. Please review the Rubric before the simulation starts.

Participation and Homework (10%)

Class Participation

- Class participation refers to regular class attendance, contributing positively, regularly, and significantly to class discussion, being well-prepared for class, as well as the timely and careful completion of assigned homework and exercises. Class participation may also be monitored.
- Please see the policy **Make-up Policy and Late-Work Policy**, below, for more details.

Homework



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- Homework assignments will be provided throughout the course and will be assigned from topics covered in class, with four or five assignments targeted during the semester. Assignments will be provided at least one week before they are due, and they will typically be due on a Wednesday night.
- Homework Assignments should take approximately two to three hours to complete.
- Students should provide formulas, steps, or reasons to support the solutions and submissions without supporting documentation will not be given any credit. All work submitted for evaluation must be written/typed clearly. If it is not legible or easily understood, a grade of zero will be given. Homework may be discussed amongst classmates, but the solutions must be turned in individually. Each homework assignment must be submitted no later than class on its due day. Please see the policy **Make-up Policy and Late-Work Policy**, below, for more details.
- Students are strongly encouraged to solve the assigned as the effort expended typically is reflected in overall performance in the class. Graded homework is to be submitted online using Canvas in Excel, PDF, or PowerPoint, depending in the requirements of the assignment.

Class Guidelines and Expectations

Ground Rules for the Class

I invite you to join me in creating and learning in a mutual learning environment. Mutual learning involves the following values: transparency, curiosity, informed choice, accountability, and compassion. To foster such an environment in this course here are some ground rules I suggest we follow (Schwarz, 2013, 79):

- State views and ask genuine questions
- Share all relevant information
- Use specific examples and agree on what important words mean
- Explain reasoning and intent
- Focus on interests, not positions
- Test assumptions and inferences
- Jointly design next steps
- Discuss undiscussable issues

Covid-19 policies

It is the current policy of UNC Charlotte that as a condition of on-campus enrollment, all students are required to engage in safe behaviors to avoid the spread of COVID-19 in the 49er community. Such behaviors specifically include the requirement that all students properly wear CDC-compliant face coverings in all indoor spaces on campus, including classrooms and labs, **regardless of vaccination status**. Failure to comply with this policy in the classroom or lab may result in dismissal from the current class session. If the student refuses to leave the classroom or lab after being dismissed, the student may be referred to the Office of Student Conduct and Academic Integrity for charges under the Code of Student Responsibility (<https://legal.charlotte.edu/policies/up-406>).

Students are expected to attend every class and remain in class for the duration of the session when it is safe to do so in accordance with university guidance regarding COVID-19. Failure to attend class or arriving late may impact your ability to achieve course objectives, which could affect your course grade. An absence, excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student's obligation, as is a responsibility for all the work of class meetings,

including tests and written tasks. Any unexcused absence or excessive tardiness may result in a reduction of the participation grade.

Students are encouraged to work directly with their instructors regarding their absence(s). For absences related to COVID-19, please adhere to the following:

- Please check [Niner Nation Cares](#) for the most up-to-date information regarding Covid-19 updates.
- Complete your Niner Health Check each morning.
- **Do not come to class if you are sick.** Please protect your health and the health of others by staying home. Contact your healthcare provider if you believe you are ill.
- **If you are sick:** If you test positive or are evaluated by a healthcare provider for [symptoms of COVID-19](#), indicate so on your [Niner Health Check](#) to alert the University. Submit a copy of your Niner Health Check notification email to your instructors. Upon learning that you have tested positive or have been diagnosed for symptoms of COVID-19, either from your reporting or from Student Health Center testing or diagnosis, representatives from Emergency Management and/or the Student Health Center will follow up with you, and your instructors will be notified of the need for accommodations, as necessary.
- **If you have been exposed** to COVID-19 positive individuals and/or have been notified to self-quarantine due to exposure, indicate so on [your Niner Health Check](#) to alert the University. Representatives from Emergency Management and/or the Student Health Center will follow up with you as necessary. Submit a copy of your Niner Health Check notification email to your instructors. If you need any additional support verifying your absence after you have communicated with your professors, contact Student Assistance and Support Services ([Student Assistance and Support Services \(SASS\) | Student Assistance and Support Services | UNC Charlotte](#)).

To return to class after being absent due to a period of **self-quarantine**, students should submit a copy of their Niner Health Check clearance email to their instructor(s). To return to class after being absent due to a COVID-19 **diagnosis**, students should submit an [online request form](#) to [Student Assistance and Support Services \(SASS\)](#). Supporting documentation can be attached directly to the request form and should be from a student's health care provider or the Student Health Center, clearly indicating the dates of absences and the date the student is able to return to class. Instructors will be notified of such absences.

If you are absent from class as a result of a COVID-19 diagnosis or quarantine, as instructor I will help you continue to make progress in the course and provide assignments on a case by case basis. The final decision for approval of all absences and missed work is determined by the instructor.

Electronic Devices in Class

- Use of cellular phones, pagers, music players, radios, and similar devices are prohibited in the classroom.
- Cellular phones must be turned off during class.
- Laptop-size computers may be used for the purpose of taking notes, class exercises, and will be required for taking exams.

Use of instant messaging, email, or other forms of electronic communication during class time is prohibited. Use of computing devices for purposes other than those required for the purposes of the class topic is prohibited. This

includes use of laptops, lab computers, phones or other devices for Internet browsing, game playing, reading news, texting, chatting, IM, Facebook, and other activities not required for the class.

Use of Tobacco and e-Vapor Products in Class

The use of tobacco and e-Vapor products in class is prohibited. If a student uses any form of tobacco or e-Vapor product during class, the student may be asked to leave the class.

Attendance and Participation Policy

Students are expected to actively participate in and constructively contribute to their own learning as well as the learning of others. Students are expected to inform the instructor of any expected absences. Consistent class attendance is a strong predictor of academic success. If you earn an F or U grade, your last date of attendance will be reported. This may require you to pay back any financial aid money received for this course. Students are responsible for the content of all assigned readings, lectures, and submission of assignments, irrespective of attendance during the lesson.

Computer Skills and Digital Information Literacy Skills Expected

Students are expected to be proficient using Canvas as well as accessing, using, and creating MS Word, MS PowerPoint, MS Excel, and PDF documents. In addition, students may need to conduct online research of academic and professional literature using search engines and University library databases.

Notes, etc. are in Canvas. You may access UNCC Canvas from your 49er Express or direct access at: <http://canvas.uncc.edu/>. Notes, practice questions, grades, and updated information regarding the class will be posted on Canvas. It's each student's responsibility to check Canvas frequently and report anything that does not match your own record within seven calendar days since the date the information was posted.

Communication Expectations

Students can expect to receive responses to emails within 48 hours. Feedback on assignments will be provided within 7 days. The primary mode of communication for this class is a combination of the use of Canvas and email. Make sure to check your email and access your Canvas account regularly. The instructor is not responsible for you missing any information communicated via Canvas and email regarding the course. Please use my email address specified at the top of the syllabus for electronic communication. When emailing the instructor or teaching assistant, include a subject and your section number. Without a proper subject, your email may be deleted or may not be responded to due to security reasons.

Course Policies

Make-up Policy and Late-Work Policy

Assignments are due no later than the due dates. Late submissions of work are not acceptable and will result in having 10% deducted (rounded down to the closest point or half-point) for each day the assignment is late. For example, for an assignment worth "5 Points" on which you earned "4 Points", your grade will be reduced to "3 Points". An assignment worth "25 Points" on which you earned "22 Points" and submitted within 24 hours after the deadline will result in a grade of "19.5 Points". Make-up exams/assignments will NOT be given except in cases of serious medical emergencies as evidenced by a written doctor's excuse or UNCC approved activities. Permission for UNCC approved activities must be obtained from UNCC and provided prior to the scheduled exam time. For students missing an exam with an approved excuse, accommodations may be made at the discretion of the instructor

Additional Assignment Policies:

- The instructor reserves the right to make changes to the schedule.



- Each student is responsible for identifying/obtaining materials and assignments by regularly checking Canvas.

Writing Standards and Format:

- Look over and double-check your writing.
- Appearance, style, format, neatness, spelling, and everything else counts.
- Written reports and presentations are very important in business.
- As a business school course, all written communication is expected to conform to the highest business standards.

Community

During this course, you are expected to work independently, interdependently, and collaboratively. Some assignments are to be completed individually while others involve discussions among classmates or teamwork. You are encouraged to bring your relevant knowledge, and experience into the class and contribute to the learning. These approaches are designed to address a wide range of learning styles, support learning at the personal, team, and class levels. Please consider how you share what you share, how you challenge and support others, and how you contribute to the class environment. You are expected to demonstrate respect and professional behaviors by completing assignments on time and in ways that demonstrate high quality, clarity, and contribute to the learning of others.

Student Conduct

All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Definitions and examples of plagiarism are set forth in the Code. The Code is available from the Dean of Students Office or online at <https://legal.uncc.edu/policies/up-407>

Disability Accommodations

UNC Charlotte is committed to access to education. Students in this course seeking accommodations to disabilities must first consult with the Office of Disability Services and follow the instructions of that office for obtaining accommodations. Contact the Office of Disability Services at 704-687-0040 or visit their office in Fretwell 230.

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

Course Outline

OPER 3208 Fall 2022 Class Schedule (v1. August 1, 2022)						
Week	Week Starting Monday	Main Topic	Chapters	Important University Dates	Important Class Dates	Availability & Customer Responsiveness Group Project
1	22-Aug	Introduction	Chapter 1			
2	29-Aug	Strategic Fit	Chapter 2	Aug 29 - Last Day to Drop Class with No Grade Impact or Change Grade Type		
3	5-Sep	Supply Chain Drivers & Metrics	Chapter 3	Sept 5 - No Class - Labor Day		
4	12-Sep	Availability and Customer Responsiveness Group Project	Chapter 4		Sept 13 - Exam 1 (Chapter 1, 2, & 3)	Sept 15 - Client Presentation
5	19-Sep	Distribution Networks	Chapter 4			Sept 18 - Problem Statement
6	26-Sep	Network Design	Chapter 5			
7	3-Oct	Designing Global Supply Chain Networks	Chapter 6			
8	10-Oct	Fall Recess (Oct 10-11) & Exam 2		Oct 11 - No Class - Fall Recess	Oct 13 - Exam 2 (Chapters 4, 5, & 6)	
				Oct 14 - Unsatisfactory Grades Due @ Noon		
9	17-Oct	Transportation & Sourcing	Chapter 14, Chapter 15			Oct 16 - Network Design Approach
10	24-Oct	Cycle Inventory	Chapter 11	Oct 24 - Last Day to Withdraw, subject to Withdrawal Policy		
11	31-Oct	Safety Stock	Chapter 12			Oct 30 - Transportation & Sourcing Approach
12	7-Nov	Product Availability & Profit	Chapter 13			
13	14-Nov	Exam 3 and Group Project Work Day			Nov 15 - Exam 3 (Chapter 11, 12, 13, 14, & 15)	Nov 17 - Group Project Work Day
14	21-Nov	Simulation, Group Project Presentation	Presentation	Nov 23 -25 - No Class - Thanksgiving		Nov 20 - Product Availability and Profit Plan, Nov 20 - Availability and Customer Responsiveness Group Project Due, Group Presentations
15	28-Nov	Group Project Presentation	Presentation			Group Presentations
16	5-Dec	Simulation	Simulation	Dec 7 - Last Day of Class	Dec 6 - Simulation Results	Nov 27 - Peer Review
17	12-Dec				Dec 15 - Final Comprehensive Exam (Optional) Exam 11:00 AM - 1:30 PM	
18	19-Dec			Dec 19 - Final Grades Due		