Course Description: This course is the first of two prescribed supply chain field courses in sequence for the Supply Chain Management certificated field of emphasis within the International Management of Transportation M.S. degree program. The course introduces students to the concept of supply chain management, and focuses on the issues of integrating the channel functions of extended supply chains. The course explicates the major channels of the supply chain, delineates functional areas wherein products and services are transformed incrementally to final form as they move through the supply chain, surveys the major technologies in use today, and surveys both qualitative and quantitative managerial techniques.


I recommend that you prepare a folder or binder of class material, including your notes and any handouts.

I do not grade on the curve. I try to ensure that your grade accurately reflects your performance in completing assignments and helping to create a stimulating learning environment in class. It is possible for the entire class to get A’s, conversely if the effort is not there, it is also possible for the entire class to get bad grades.

Grading:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>Research Project</td>
<td>60%</td>
<td>90-100 A</td>
</tr>
<tr>
<td>Final Exam</td>
<td>25%</td>
<td>80-89  B</td>
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<tr>
<td>Class Participation</td>
<td>15%</td>
<td>70-79  C</td>
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</tbody>
</table>

Grading Scale:

No Passing Grade Lower Than “C”

“Plus” and “Minus” distinctions will be made.
Course Outline: The main goal of the course is to give students an understanding of the theoretical and substantive rationales conceptualizing the supply chain as a coherent, but wide scope of interdependent, identifiable sets of business processes and activities (channels) that extend from the sourcing of raw materials or setup of the provision of the service to the ultimate destination of the product or delivered service. The secondary goal of the course is to give students an intellectual and practical grounding in the core role of a supply chain manager, i.e. simultaneously satisfying the customer and earning a profit by integrating channel activities, harnessing the elements of change, and achieving efficiency and effectiveness through the best quality at the lowest cost.

My approach to the class is comprised of three foundations: 1) Lecture; 2) Interactive Discussion; 3) Hands-on research requiring primary data.

Policies:

1. **Class attendance is required and civility is expected** in order to attain an “A” score. If you are absent from three classes consecutively or for a total of four classes without my authorization I will advise you to drop the class and assign an “F.” Ditto if you consistently disrupt the learning environment.

2. The Syllabus will be sent to you by email attachment to your SUNY Maritime student email account. You must respond back from your student email account by making the following statement: “I have read the syllabus and understand it and the expectations of me as a student in TMGT 8501 Supply Chain I. I understand that I am responsible to comply with all items in the syllabus.”

3. No late assignments will be accepted without preauthorization and no make-up exams will be given. An exception to this rule will be made only in rare hardship or unique cases at my discretion. I emphasize that rarely will there be an exception made to this rule.

4. Each student, whether by use of a personal computer or by use of computers provided in facilities on campus, must be prepared to communicate responsively with the instructor by email and to carry out assignments requiring the use of a computer including Internet access. Remember Murphy’s Law: anything that can go wrong will, i.e. **always back up your electronic submissions and files.**

5. Plagiarism, including copying material from the Internet without attributing its source and passing it on as your own work, is unacceptable. Official SUNY Maritime policy states: “A student who violates academic integrity may, depending on the nature of the offense, be subject to one or more of the following measures: failure of the assignment or examination, failure of the course, dismissal from the Regiment of Cadets, or dismissal from the College. Violations of academic integrity, also known as academic dishonesty, are subject to review
by the Judicial Board. In addition to facing the Judicial Board, Regimental Students may be brought before a Captain’s Mast and/or a Suitability Hearing Board. For further information, see the Organization, Operation, and Regulations Manual for the Regiment of Cadets. You should review the entire policy on academic integrity, which is available from the Dean of Students in Bayliss Hall, and can be found on the college website within the Student Code of Conduct, beginning on page 7, at: [http://www.sunymaritime.edu/documents/2009/8/10/CodeofConduct.pdf](http://www.sunymaritime.edu/documents/2009/8/10/CodeofConduct.pdf). A student found to have plagiarized in TMGT 8501 will receive an “F” for the class.

6. Speak up, ask questions; do not let the opportunity to learn go by. I expect good discussions in this seminar class. The only dumb question is the one that you needed to ask but didn’t. I am in my office most days of the week. If you drop by unannounced you may have to wait to see me; it is a good idea to contact my administrative assistant or me directly and make an appointment; during the week I live on campus so I am available during the day and sometimes during the evening. I will make every effort to be as accessible as possible.

**Research Project (Due: Monday, November 22nd):**

The term project will be done by each student. The general topic: document an inefficient functional area of a real-world supply chain; explain the inefficiencies, and suggest improvements that will optimize a balance between costs incurred vs. customer satisfaction.

Each student will select a functional area of a specific supply chain and identify a process or activity that would benefit from an effective balance of costs incurred vs. customer satisfaction. The student's selection must be completed by the class time, **Wednesday, September 21st**, and each student will submit to the professor on that date a project synopsis of at least three pages. The synopsis will be graded, will constitute **5 points** of each student’s final project grade, and must include:

A) Specific written identification and description of a supply chain functional area and process or activity within that area that could benefit from improved efficiency.

B) A preliminary bibliography of at least five different, specific sources of information that you will use to complete the project. At least two of the sources must be non-Internet sources, and at least one must be a primary source of data.

C) A Gantt Chart showing your work breakdown statement (WBS) and production schedule for the project and a summary of any research problems/obstacles that you anticipate in completing your project. Items delineated in this section must be thoroughly discussed with the Professor. A revised chart, or production schedule, will be included in each weekly progress report (see below).

Each student will submit a **weekly progress report**, beginning **Wednesday, September 28th** (this will be my email because I will be in Greece) and ending **Wednesday,**
November 9th. Students will hand in a (minimum) one page progress report that simply describes the work done that week, including:

a) Sources consulted  
b) Material written  
c) Problems encountered  
d) Updated WBS and production schedule

The full set of weekly progress reports constitute another 5 points of the project grade. Each student will give a multi-media oral presentation (meaning you must use something in addition to Powerpoint, e.g. a video, a mock-up or model, handouts, etc.) of their project at the end of the semester. The final project will be graded thus:

- Synopsis (Worth up to 5 Points)  
- Progress Reports (Worth up to 5 points)  
- Style, Grammar, etc. (Worth up to 5 Points)  
- Oral Presentation (Worth up to 15 points)  
- Content (Worth up to 70 points)

I expect your term paper to be done using an accepted standard of research style. You can find reference material on the Modern Language Association (MLA) style in the Maritime College library, and I recommend it to you for the project, but you may use another standard style, such as that of the American Psychological Association (APA – their website is http://apastyle.apa.org/). You can find free, excellent examples of the APA style online at http://owl.english.purdue.edu/owl/resource/560/02/ You could make an excellent third choice in the Chicago/Turabian style; see the examples online at http://www.bridgew.edu/Library/turabian.cfm. If you have difficulty with MLA, APA, or Chicago/Turabian, or want to consult another style manual, consult an English professor or the reference librarian. Whatever you choose you make, your style must be consistent throughout your paper.

Do not submit anything under 15 complete pages. I do not count as part of the 15 assigned pages bibliography, footnotes, endnotes, list of citations, and any appendices. There is no maximum page limit, but all material beyond page 15 must be added value! You may use any reasonable font that gives you in the neighborhood of 270 words per double-spaced page. I suggest using the same font used in this syllabus, which is Times New Roman 12 pt. Arial 12 pt. is about the largest font that I want to see, and do not give me anything this small.

Course Schedule:

Week 1: Wednesday, August 30th

Read the handout given to you in class and prepare to discuss next class meeting.
Week 2: (Monday September 5 is Labor Day Holiday) Monday Schedule on Tuesday September 6th, class on Wednesday, September 7th

Topic: Introduction to the Supply Chain Concept

Read by next class Chapters 1 & 2 in the Mentzer, Myers & Stank textbook, pp.1-38

Week 3: Wednesday, September 14th

Note: Consult your academic calendar at http://www.sunymaritime.edu/calendar.aspx?cat=13 Tuesday, September 13th is the last day that you can drop a course scheduled for Fall 2011 and not have the drop appear on your transcripts.

Continued Topic: Introduction to the Supply Chain Concept

Come to class prepared with a critique of the readings assigned in Weeks 1 & 2. Each student will be expected to make a 15-minute presentation/discussion of his/her evaluation. Bring up any questions that you might have that occurred to you during your readings and we will address them in the discussion session.

Read by next class Chapter 3 in the Mentzer, Myers & Stank textbook, pp.39-50; also, go through the references at the back of the chapter on pp. 48-49 and select at least two sources to read and make summary comments on in class next week.

Week 4: Wednesday, September 21st

Topic: Context

Come to class prepared with a critique of the Chapter 3 reading assigned in Week 3. Each student will be expected to make a 15-minute presentation/discussion of his/her evaluation. Bring up any questions that you might have that occurred to you during your readings and we will address them in the discussion session. Be sure to include in your presentation the two sources that you have chosen from the references at the end of Chapter 3.

Due: your project synopsis for the term paper of at least three pages, including each student’s selection of a functional area of a specific supply chain and his/her identification of a process or activity that would benefit from an effective balance of costs incurred vs. customer satisfaction. Each student should be ready to discuss his/her selection in class and explain the subject of his/her research paper.
Read by next class Chapters 4 & 5 in the Mentzer, Myers & Stank textbook, pp.51-86

Read by next class Starbuck, W. H. (1992) 'Strategizing in the real world,' International Journal of Technology Management, Special Publication on Technological Foundations of Strategic Management, 1992, 8(1/2): 77-85. This is a handout given in class on Wednesday, September 14th.

Week 5: Wednesday, September 28th

Topic: How Channel Processes Create Value in Products and Services

Come to class prepared with a critique of the Chapters 4 & 5 and Starbuck readings assigned in Week 4. Each student will be expected to make a 15-minute presentation/discussion of his/her evaluation. Bring up any questions that you might have that occurred to you during your readings and we will address them in the discussion session.

Due: the first Weekly Progress Report on your term paper. Be prepared to discuss your report in class.

Read by next class Chapters 6 & 7 in the Mentzer, Myers & Stank textbook, pp.87-118

Homework Assignment: Provide a written response to the assignment given you; this counts as part of your class participation grade.

Week 6: Wednesday, October 5th

Continuing Topic: How Channel Processes Create Value in Products and Services

Come to class prepared with a critique of the Chapters 6 & 7 readings assigned in Week 5. Each student will be expected to make a 15-minute presentation/discussion of his/her evaluation. Bring up any questions that you might have that occurred to you during your readings and we will address them in the discussion session.

Due: the homework assignment from last week; each student must be ready to present and discuss.
Week 6 (continued)

**Read by next class** Chapters 8-10 in the Mentzer, Myers & Stank textbook, pp. 119-168

**Homework Assignment:** The economic value contributed by the marketing channel is *Possession*. In other words, effective marketing helps the customer acquire the product. Write a 3-page essay, comparing the marketing that you encountered in two different types of products, e.g. toilet paper (a mass consumer good) and a specialty product (your college education). Be sure to explain how you benefitted from the economic value of *Possession*.

**Week 7: COLUMBUS DAY HOLIDAY No Class on Wednesday because of a Monday Schedule on Wednesday October 12th However; DO THE READING!!**

*Topic: The Marketing Channel of the Supply Chain*

**Read by next class** Chapters 11-15 in the Mentzer, Myers & Stank textbook, pp. 169-272. For class presentations, each student will be responsible for presenting on a section of the reading. We will divide up those sections before the class adjourns on October 13th.

**Week 8: Wednesday, October 19th**

*Note: Fall Career Fair on Tuesday, Oct 18th*

*Note: Last day for instructor to submit grades for Spring/Summer 10 incompletes is Wednesday Oct 19th*

*Topic: The Logistics Channel and the Utility of Time and Place*

**Due:** the homework assignment from Week 6; each student must be ready to present and discuss.

**Come to class prepared with** a critique of the Chapters 11-15 readings assigned in Week 7, and a critique of the Chapters 8-10 readings assigned in Week 6. Each student will be expected to make a 15-minute presentation/discussion of his/her evaluation. Bring up any questions that you might have that occurred to you during your readings and we will address them in the discussion session.

**Read by next class** Chapter 16 in the Mentzer, Myers & Stank textbook, pp. 273-284, and Chapter 18, pp. 299-318.
(Week 8 continued):

**Homework Assignment:** We have learned that each channel has many functional processes, or subchannels associated with it that are the nexus of interaction with other channels in the supply chain and the means of adding value. In no more than three pages, identify as many subchannels of Human Resources and Finance that you can think of and discuss how they add channel values as functional processes.

**Week 9: Wednesday, October 26th**

**Topic: The Human Resources & Finance Channels**

Come to class prepared with a critique of the Chapters 16 & 18 readings assigned in Week 8. Each student will be expected to make a 15-minute presentation/discussion of his/her evaluation. Bring up any questions that you might have that occurred to you during your readings and we will address them in the discussion session.

**Due:** the homework assignment from last week; each student must be ready to present and discuss.

**Read by next class** Chapter 17, pp. 285-298, Chapter 19, pp. 319-336, and Chapter 22, pp. 373-392 in the Mentzer, Myers & Stank textbook. For class presentations, each student will be responsible for presenting on a section of the reading. We will divide up those sections before the class adjourns on October 25th. For discussion purposes, think of next week’s topic and list all of the characteristics that you can think of about supply chain ideology.

**Week 10: Wednesday, November 2, 2011**

**Topic: The Logic of Collaboration and Supply Chain Ideology**

Come to class prepared with a critique of the Chapters 17, 19 & 22 readings assigned in Week 9. Each student will be expected to make a 15-minute presentation/discussion of his/her evaluation of the selection assigned to him/her. Bring up any questions that you might have that occurred to you during your readings and we will address them in the discussion session.

**Read by next class** Chapter 20, pp. 337-360, Chapter 21, pp. 361-372, and Chapter 24, pp. 407-426 in the Mentzer, Myers & Stank textbook. For class presentations, each student will be responsible for presenting on a section of the reading. We will divide up those sections before the class adjourns on November 2nd.
Week 11: Wednesday, November 9th

Topic: Communications and the Economic Value of Integration

Come to class prepared with a critique of the Chapters 20, 21, and 24 readings assigned in Week 10. Each student will be expected to make a 15-minute presentation/discussion of his/her evaluation. Bring up any questions that you might have that occurred to you during your readings and we will address them in the discussion session.

Read by next class Chapter 27, pp. 455-474, Chapter 28, pp. 475-486, and Chapter 29, pp. 487-506 in the Mentzer, Myers & Stank textbook. For class presentations, each student will be responsible for presenting on a section of the reading. We will divide up those sections before the class adjourns on November 1st.

Due: The Last Weekly Report on your Research Project; be prepared to discuss the status of your research project in class.

Week 12: Monday, November 16th

Topic: Managerial Control within the Supply Chain and the Role It Serves

Come to class prepared with a critique of the Chapters 27, 28, and 29 readings assigned in Week 11. Each student will be expected to make a 15-minute presentation/discussion of his/her evaluation. Bring up any questions that you might have that occurred to you during your readings and we will address them in the discussion session.

Next Week: We begin presentations of student research projects. Everybody must be in attendance; it is good courtesy to give your colleagues the attention that their work has earned.

Week 13: Wednesday, November 23rd

THANKSGIVING Holiday begins after your last class on Wednesday, November 23rd

Topic: Presentations of Research Projects

Due: The Research project in hardcopy and you must be ready to make your presentation when called upon.
Week 14: Wednesday, November 30th

Topic: Presentations of Research Projects

Continued presentation of research projects.

Week 15: Wednesday, December 7th

Topic: Review for the Final Exam

Final Exams begin Monday December 12th and end Saturday, December 17th. Grades are in by Noon on Monday, December 19th.

Anticipated Course Outcomes

In going through the steps of complying with course requirements, doing primary research for the term project, presenting the term paper; and in developing the weekly discussions, I anticipate that students who successfully complete TMGT 8501-01 will have demonstrated the following course outcomes:

1. Identify Issues clearly, formulate hypotheses, collect data, and evaluate
2. Apply Leadership Skills
3. Express ideas clearly concisely and persuasively
4. Integrate ethical viewpoints into one’s life if only by demonstrating compliance with principles of academic integrity
5. Understand the dynamic issues of supply chain management
6. Know the basic principles of supply chain management

Assessment Tools to Measure the Anticipated Outcomes

Each of the outcomes above will be measured by using the aforementioned tools; not every tool may apply to 100% of the outcome, but here is a guide:

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Comply w/ Rqmnts</th>
<th>Primary Research</th>
<th>Assessment Tools</th>
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<tbody>
<tr>
<td></td>
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<td>Weekly Discussions</td>
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Whether or not the student has internalized the outcomes can be evaluated on the 
aforementioned basis according to the rubric below. Although there may be some 
variation. I anticipate that the last two categories will be composed only of students who 
received “A” and “B” grades (80-100% - see the explanation of grades at the beginning 
of this syllabus).

<table>
<thead>
<tr>
<th>Tool</th>
<th>Fails Expectations</th>
<th>Approaches Expectations</th>
<th>Meets Expectations</th>
<th>Exceeds Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comply with Course Requirements</td>
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<tr>
<td>Conduct Primary Research</td>
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<td>Attending Professional Meetings</td>
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<td>Developing Case Studies</td>
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<td>Presenting the Timeline Project</td>
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