



**SCMN 3710 Management of Fulfillment Processes**  
**Spring 2014: 002 TR 11:00–12:15 153 Lowder**  
**003 TR 14:00–15:15 005 Lowder**  
**Dept of Aviation and Supply Chain Management**



CATALOG DESCRIPTION: Management of logistics processes involved in meeting customer demand, including inventory, transportation, distribution, and related activities. Credit will not be given for both SCMN 3710 and AMLG 3710.

INSTRUCTOR: Dr. Stephen M. Swartz Office: 423 Lowder Phone: 844-6531 Email: [steve.swartz@auburn.edu](mailto:steve.swartz@auburn.edu)

OFFICE HOURS: M-Th 9:00-11:00. Other times by appointment. Appointments preferred. (Some mornings the instructor may be out of the office performing data collection in the field; best to call first!)

### COURSE MATERIALS

*Text:* Coyle, Langley, Novack and Gibson. *Supply Chain Management : A Logistics Perspective*. 9th Edition: South-Western, 2013. ISBN-10 0-538-47918-3 or ISBN-13 978-0-538-47918-9

*Canvas:* Course materials, assignments, and outside readings will be available within Canvas. A substantial portion of your grade (25%) will depend on your performance on the on-line quizzes through Canvas! Students can access Canvas using the Internet. The site is password protected. You can learn more about Canvas by reviewing the on-line student manuals. All students are **required** to check the course web page for announcements and other information **at least once every day!**

*Outside Readings:* Outside readings will be provided for class sessions as determined by the instructor. Topical issues will be provided from current business readings and sources.

*Internet Software:* You will need Internet access and a web browser such as Netscape or Internet Explorer. Course materials and assignments will be distributed via the Internet using Canvas. You will be responsible for accessing Canvas to obtain course materials. Adobe Acrobat Reader will be required to read some of these materials. Acrobat Reader is available free from the Adobe web site: [www.adobe.com](http://www.adobe.com). Many of the printed materials required for this course will be in PDF format. This format is common for materials published throughout the web and for full-text articles obtained on-line from the Auburn University library. Materials written in PDF can be viewed and printed only using the Adobe Acrobat Reader. Once the Reader is installed on your system, when you click on one of the items in PDF format, your web browser should automatically load the Adobe software within the browser, and show you what the document looks like. You can then print the document by clicking on the printer icon on the Adobe Acrobat Reader's window.

*Class Powerpoint Presentations:* Copies of the PowerPoint slides used during the in-class lectures will **NOT** be handed out in class. You should download the files from your textbook disc or the class web site (some of the chapters are modified by the instructor, so the class web page versions are preferred), and then print the slides ahead of time. You may find this useful to follow along while in class, and/or to review the slides for exam preparation.

### COURSE OBJECTIVES

The course has the principal objective of providing an introduction to logistics operations and issues from a supply chain perspective. Key processes, relationships to logistics management and other business functions, and the strategies and techniques frequently employed to obtain a competitive advantage in a global business environment will all be addressed. Specific objectives for the course include developing an understanding of the principles and/or concepts of:

- Supply chain management.
- Dimensions of classical logistics analysis.
- Demand management and customer service.
- Procurement and supply management.
- Global logistics.
- Managing inventory flows in the supply chain.
- Inventory decision making.
- Transportation systems and management.

- Warehousing management.
- Logistics relationships and 3PLs.
- Logistics and supply chain information systems.
- Supply chain performance measurement.
- Network design and facility location.
- Supply chain finance.
- Logistics and Supply Chain challenges for the future.

## COURSE FORMAT

The course will be conducted by a combination of lecture, in-class discussion, in-class activities, and individual readings.

The lecture will cover **SOME** of the assigned topics but will not necessarily present all of the material as covered in the text or readings. You must be prepared to discuss and/or apply assigned readings and all course materials!

## GRADING

Grading will be based on your performance on the following evaluation instruments:

Evaluated Element	Points
Pre-Test Assessment (all or none)	5
Post-Test Assessment (all or none)	5
Class Process Evaluation (all or none)	5
Syllabus Quiz (best of 2)	10
Executive Writing Exercise (BF @ 5, ES @ 10)	15
Quizzes (top 10@5)	50
Exams (2@35, 1@ 40)	110
Total	200

**Note:** Students will not be allowed to resubmit or retake assignments, exams or any other graded material. Letter grades will be assigned at the end of the semester according to the combination of both “absolute” points earned and performance “relative” to other students as follows. First, the total points earned will be compared to an Absolute scale and a grade determined. Then, class standing (rank) will be determined based on total points earned, and a grade determined based on ranking (Relative scale). The final grade will be no lower than the higher of the two grades (absolute or relative).

Grade	Absolute	Relative
A	90 to 100	Top 20%
B	80-89	Next 40%
C	70-79	Next 20%
D	60-69	Next 10%
F	Below 60	Bottom 10%

## EXECUTIVE WRITING

Effective and efficient communication skills are highly valued by the companies who hire the graduates of business schools. The ability to communicate effectively will give you an edge in the marketplace- and make you a more effective business leader. “Executive Writing” is one critical area of communication identified as needing improvement. We will have two graded exercises in this area during the semester. First, you will be required to write a short answer to a topical question from the material in a concise “Bullet Format” (BF). The instructor will provide the question in advance (from material discussed in class), and you will be required to submit a pdf document answer in the appropriate format through Canvas. Next, the instructor will provide you with a “solved” case study from the text. Your challenge will be to condense the case into a brief “Executive Summary” (ES) format. This document must also be submitted in pdf format through the course web site. Details of the assignments will be discussed in class.

## EXAMS

The course includes three in-class exams. All exams will be closed book, closed notes and will cover assigned readings and all material covered in the class including lectures, articles, and discussions. Exams may include a combination of multiple choice, short answer or calculation type questions. The exams require the student to pull together key logistics concepts to devise an answer and are intended to test understanding, not only memorization skills.

## QUIZZES

The course includes several electronic quizzes offered through the course website in Canvas. There is a quiz on the syllabus that allows two attempts. There are also quizzes on each chapter. The chapter quizzes are timed and can only be taken once. Only the “Top Ten” chapter quiz scores will be counted in the final assessment for the student grade. In addition, there are three electronic quizzes used for assessing the class methods and process. These are counted “all or nothing;” i.e. the student will receive full credit for completing the quiz without regard to the specific answers given. The first is a pretest quiz covering all of the material in the course that is given at the beginning of the semester. The instructor compares the scores on the pretest to the scores earned during the term in and on a similar posttest quiz in order to assess the effectiveness of instruction. In addition, a “midterm” course critique (student opinion of the course and areas for improvement) is also given. *Note: students have experienced difficulty in using iPad or other mobile computing devices- avoid using these devices when taking electronic quizzes!*

## MISSING AN EXAM, QUIZ, OR OTHER GRADED ASSIGNMENT

Exams, quizzes, or other graded assignments cannot be made up. If you must miss an exam due to work or other unavoidable circumstances, you must contact me in advance. If the circumstances merit, I will schedule a make-up exam. These situations will occur on an exception basis and must be justified on extraordinary circumstances.

In order to be considered for the make up of an in-class test, you *must* notify me (via phone, fax, e-mail, or in-person) *before* the day of the in-class test. Failure to provide notification will result in a failing grade for the exam. Exceptions will only be made in very extreme cases.

Failure to hand in assignments on the due date will result in 20% penalty for *each day* the assignment is late. If the assignment is five or more days late, the grade will be zero. An assignment handed in immediately after the required time on the due date will be considered one day late.

## CLASS PARTICIPATION

Class participation *will* affect your final grade in two ways. First, attendance will be formally taken for administrative purposes. While points are not specifically awarded for attendance per se, participation is the first (and a significant) factor I look at when determining whether or not to “bump” a grade that is slightly below the cutline. In addition, many exam questions will cover material available *only* during class. If you do not actively participate, you will be at a tremendous disadvantage for this grading element!

## WRITTEN COMMUNICATION REQUIREMENTS

Written requirements consist of submission of the resume, and essay/short answer responses to exam and quiz questions.

## ORAL COMMUNICATION REQUIREMENTS

Students are required to participate in-class. Discussion will address outside readings, text material, and lectures. Students are expected to provide well-reasoned and concise discussions or arguments.

## COMPUTER APPLICATIONS

Students will be required to make extensive use of computing and information technology capabilities. The class will require the use of software such as Microsoft Word, Excel, and Powerpoint. Students will need to access Canvas via the

Internet. We may also be performing analyses using Excel. Students will be required to use Adobe Acrobat Reader to view course materials.

## **INTERNATIONAL COVERAGE**

International aspects of supply chain management will be addressed throughout the class. Most chapters of the text provide an international aspect of the issues in supply chain management and the problems faced when attempting to coordinate supply chain activities on a global basis.

## **FINAL GRADES**

I will not post final grades beyond what is available on Canvas.

## **GRADE APPEALS, WITHDRAWALS, & INCOMPLETES**

Please refer to the Auburn University Student Policy Handbook ([http://www.auburn.edu/student\\_info/student\\_policies](http://www.auburn.edu/student_info/student_policies)) for instructions governing these actions. If you have any questions, please contact me for clarification. Please note: I only use an incomplete for extraordinary circumstances. An incomplete grade will not be used simply to provide more time to complete the course requirements.

## **STUDENT CONDUCT**

As this is an “upper division” or professional class, students are expected to act in a professional manner reflecting the norms of conduct reflective of the modern corporate workplace. As a *minimum*, students need to be familiar with and adhere to all principles as described by ([http://www.auburn.edu/student\\_info/student\\_affairs/judicial\\_affairs/](http://www.auburn.edu/student_info/student_affairs/judicial_affairs/)) the Division of Student Affairs Office of Student Conduct. Please familiarize yourself with the Student Code of Conduct and Student Handbook available through links from this website. Students are responsible for being knowledgeable of and adhering to the guidelines provided.

However, I personally respect you as an individual and look at you as a junior executive in the profession of business. My expectations therefore go beyond what is outlined in the handbook. I will do my best to mentor you in that regard, and assist you in any way that I can to help you develop the skillsets needed to succeed in your job search, through the hiring process, and at your post-graduation employment. We will have the opportunity to discuss resumes, business cards, interviewing, etc. in class and I look forward to discussing your experiences with you. Specific issues are discussed below:

## **CLASS ATTENDANCE**

While not formally assessed, class attendance is important. First, attendance will be taken for administrative purposes. While points are not specifically awarded for attendance per se, participation is the first (and a significant) factor I look at when determining whether or not to “bump” a grade that is slightly below the cutline. In addition, many exam questions will cover material available *only* during class. If you do not actively participate, you will be at a tremendous disadvantage for this grading element!

## ACADEMIC INTEGRITY

From (<http://www.auburn.edu/academic/provost/academicHonesty.html>) the Office of the Provost Student Academic Honesty web page:

Auburn University views academic honesty as critical to academic integrity and an important part of the educational process. In order for students to acquire the knowledge and skills necessary to perform in their career fields upon graduation from Auburn University, it is important that each student complete his or her own work. Because academic dishonesty is treated as a serious issue, this website has been created to:

- give students the information and resources to avoid academic dishonesty
- give faculty information on how to prevent academic dishonesty

Questions regarding Academic Honesty should be directed to:

Paula Stokes Clark  
Executive Assistant  
Office of Undergraduate Studies  
clarkps@auburn.edu  
334-844-5390

The information presented here contains excerpts from or summarizes parts of the Student Academic Honesty Code. See The Student Academic Honesty Code for complete, authoritative information on student academic honesty matters.

***Faculty, staff, and students have the responsibility to help enforce the Student Academic Honesty Code!***

<https://sites.auburn.edu/admin/universitypolicies/Policies/AcademicHonestyCode.pdf>

***According to University policy, if you become aware of any misconduct related to academic integrity, you should inform me or another proper authority such as the department chair or associate dean.***

Cheating, plagiarism, or other inappropriate assistance on any graded work will be treated with **zero tolerance** and will result in the maximum penalties available. All work should be entirely yours with ABSOLUTELY NO outside help or assistance.

The examination instructions are very clear regarding what materials may be used on the exam. **If you “preprogram” your calculator, use any materials other than those permitted on the exam, talk with other individuals during the exam, exchange information about an exam with an individual that has not taken the exam, or copy or use material from another individual’s exam, you will be penalized to the maximum extent allowable under university policies.**

## ENVIRONMENTAL & ETHICAL ISSUES

The course indirectly addresses the environmental problems posed by supply chain management. Ethical issues are indirectly addressed. Ethical issues are expected to appear in discussions of standards of behavior and business practices in other countries; no value judgment of sovereign national law or practice is implied.

## AMERICANS WITH DISABILITIES ACT

Auburn University complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with a disability. If you have an established disability as defined in the Act and would like to request accommodation, please see me as soon as possible. I can be contacted at the location and phone number shown in this syllabus. Please note: University policy requires that students notify their instructor within the first week of class that an accommodation will be needed. Please do not hesitate to contact me now or in the future if you have any questions or if I can be of assistance.

## PROPOSED CLASS SCHEDULE

**Note:** We will attempt to stay as close to this schedule as possible; however, it may be revised to accommodate class progress, to provide more in-depth focus or discussion, or to take advantage of guest speakers or tours if the opportunity should arise.

Date	Class Activity/Topic	Assessments
9 Jan	Syllabus & Ch 1: Supply Chain Management Overview	
14 Jan	Ch 0: Transportation Economics- Spatial/Temporal Utility	
16 Jan	Ch 2: Role of Logistics in Supply Chains	<b>PreTest, SylQ</b>
21 Jan	Ch 3: Global Dimensions of Supply Chains	<b>C0, C1, C2</b>
23 Jan	Principles of Executive Communication/Writing Assessment	<b>C3</b>
28 Jan	Ch 4: Supply Chain Relationships	<b>C4</b>
30 Jan	Ch 5: Supply Chain Performance Measurement and Financial Analysis	<b>EW(BF)</b>
4 Feb	Ch 5: Supply Chain Performance Measurement and Financial Analysis	<b>C5</b>
6 Feb	<b>Exam 1: Ch 0, 1, 2, 3, 4, 5 (25 pts MC 10 pts SA)</b>	<b>Exam 1</b>
11 Feb	Ch 6: Supply Chain Technology- Managing Information Flows	<b>C6</b>
13 Feb	Ch 7: Demand Management	
18 Feb	Ch 7: Demand Management / Ch 8: Order Management and Customer Service	<b>C7</b>
20 Feb	Ch 8: Order Management and Customer Service	<b>C8</b>
25 Feb	Ch 9Sup: Stock Point Management & EOQ	<b>C9s</b>
27 Feb	Career Expo; Industry Guest Speakers	<b>CEval</b>
4 Mar	Ch 9: Managing Inventory in the Supply Chain	
6 Mar	Ch 9: Managing Inventory in the Supply Chain	<b>EW(ES), C9</b>
11 Mar	Spring Break; No Classes	
13 Mar	Spring Break; No Classes	
18 Mar	Ch 10: Transportation- Managing the Flow of the Supply Chain	
20 Mar	Ch 10: Transportation- Managing the Flow of the Supply Chain	<b>C10</b>
25 Mar	Appendix 10AB: Federal Reg of the Trans Industry; Basis of Transportation Rates	<b>C10AB</b>
27 Mar	<b>Exam 2: Ch 6, 7, 8, 9Sup, 9, 10, 10AB (25 pts MC 10 pts SA, 5 pts Stock Point Prob)</b>	<b>Exam 2</b>
1 Apr	Ch 11: Distribution- Managing Fulfillment Operations	
3 Apr	Ch 11: Distribution- Managing Fulfillment Operations	<b>C11</b>
8 Apr	Appendix 11A: Materials Handling	<b>C11A</b>
10 Apr	Ch 12: Supply Chain Network Analysis and Design	
15 Apr	Ch 12: Supply Chain Network Analysis and Design	<b>C12</b>
17 Apr	Ch 13: Sourcing Materials and Services	<b>C13</b>
22 Apr	Ch 16: Strategic Challenges for Supply Chains	<b>C16</b>
24 Apr	<b>Exam 3: Ch 11, 11A, 12, 13, 16 (25 pts MC 10 pts SA)</b>	<b>Exam 3</b>
	Final exam period: reserved for 3d exam if required due to scheduling	<b>PostTest</b>