

# Syllabus – SCMT 3443 Transportation and Distribution Management – Spring 2018 Online

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**University of Arkansas**

**Sam M. Walton College of Business**

**Faculty: Carole L. Shook, CPA, MBA**

**Walton College Room 475**

**Fayetteville, AR 72701**

**Phone: 479-575-6096**

**Email: [cshook@walton.uark.edu](mailto:cshook@walton.uark.edu) or [shook@uark.edu](mailto:shook@uark.edu)**

The best way to contact me is via email. I should respond to all weekday email within 24 hours. Weekend response rates are 48 hours. Internet support ends at 6 pm in the evenings, even on due date days. My office hours are by mutually convenient appointment.

## **Course Description:**

This is an overview of the U.S. transportation industry. The goal of the course is to provide a historical understanding and appreciation for the modern U.S. transportation landscape, along with basic understandings of today's relevant factors facing the industry.

## **Pre-requisites:**

ECON 2013 and ECON 2023 or ECON 2143.

## **Course Objectives:**

1. Demonstrate how transportation is a critical link in the economy.
2. Demonstrate how transportation is a critical link in the supply chain.
3. Describe the importance of motor carriers to transportation.
4. Describe the importance of railroads to transportation.
5. Describe the importance of airlines to transportation.
6. Describe the importance of water carriers and pipelines.
7. Demonstrate how the costing and pricing relationships for transportation are used in decision making.
8. Explain transportation regulations and public policies.
9. Understand the implications of finance and accounting on transportation.

## Teaching Methods:

This is a web-based course, which utilizes reading assignments, online discussion, electronic media, Internet references, videotaped presentations, and directed learning activities. Web-based resources are utilized to enhance learning.

## Textbook:

Note: This book is optional! Coyle, John J., Novak, Robert A., and Gibson, Brian (2010), *Transportation: A Supply Chain Perspective 8<sup>th</sup> Ed.* South-Western College Publishing.

## Evaluation Methods/Learning Activities:

Quizzes -60 points

Assignments – 130 points

Mid-term – 150 points

Final – 150 points

Total: 490 points

## Grading Scale:

A= 90-100% - 441 points to 490 points

B= 80-89% - 392 points to 440 points

C= 70-79% - 343 points to 391 points

D= 60-69% - 294 points to 342 points

F=59% and below – 293 points and below

You have three days after an assignment or quiz or the Mid-term exam to dispute the grade or question. For the final exam you must contact me before the exam period ends to dispute the grade due to time constraints in recording the grade.

## Assignments: (Important Submission Information) – Read Carefully

Most assignments will be submitted via safe assign. Assignments that contain the original assignments will be given a score of zero (unless noted in the assignment) because submitting the original assignment makes safe assign difficult to analyze. Assignment submitted in the comments section versus being attached are given a score of zero because they did not go through safe assign. Assignments submitted in Pages or other software not supported for a PC are given a score of zero. Please make sure that you submit your assignment in a way that it can be graded.

## Collaboration Policy:

The course has quizzes and assignments. There are also two exams where the student will be monitored via an online testing service. Tests, quizzes, and assignments are considered individual work unless you are notified otherwise. Collaboration is a form of academic dishonesty and the University Academic Integrity policy will be enforced. Do not collaborate with others or use web

resources or any other resources that might contain materials that could be construed as contributing to academic dishonesty for this course. Do not use materials submitted by past students or work submitted in a previous class. Both instances are considered academic dishonesty.

### Submissions:

After completing assignments check your gradebook to make sure work has been submitted. You will have a white exclamation mark in a green box if work is submitted correctly. If there is a submission issue try to re-submit. If problems continue contact the instructor and Blackboard help. Work that is not submitted correctly will be given the score of zero, unless the instructor is contacted prior to the due date/time. Repeated issues of incorrect submissions are the responsibility of the student and will not be given additional consideration. It is the student's responsibility to make sure work is submitted correctly.

Being aware of due dates is the student's responsibility. Questions about due dates must be addressed within 48 hours of the lesson opening. Failure to do so and missing a due date results in a grade of zero. The course calendar date is the date that will be followed for due dates, although any bonus work is noted in the lesson itself.

### Testing requirements:

When taking the exams you must maintain contact with the Proctor U proctor. Termination of the proctor or losing Internet connection could result in a score of zero. *Do not disconnect from the proctor until you are told to do so.* ProctorU will issue an incident report. After receiving the report, the instructor will contact you with information. You should arrange testing no later than 72 hours in advance of the exam. To test you must have a driver's license or passport. If you do not have a driver's license or passport you must contact the instructor 72 hours (3 full days) prior to the exam. To take an exam with an alternative form of I.D. the instructor must work with ProctorU and the Global Campus. Notification within less than 72 hours can result in a score of zero for the exam. Documentation may be required from the student as to why there is not the appropriate I.D. available. For exams, illnesses and other circumstances where students cannot take the exam must have documentation pre-approved by the instructor as to when the event occurred such as a doctor's note. You should plan on taking the exam during the exam period.

### Late Work:

Do not wait until the last minute to submit assignments/quizzes. Blackboard occasionally goes down and that is most frustrating if you have not left yourself any margin. **Late work will not be accepted** unless you have made prior arrangements with the instructor in writing and would be considered an extremely rare occurrence. Even if you miss the due date by 1 second, it is considered late and is given the score of zero. Your issue or illness must have existed for the entire time the lesson was available to have extensions or make-up work with prior notification and

documentation approved by the instructor. If you miss an exam, your score on the exam is a zero and the exam cannot be made up.

Internet support from the instructor ends at 6 pm on due date days. If problems occur after 6 pm assistance is not available and the grade for this assignment or quiz will be zero. *Do your work well before the due date to avoid this type of situation.*

### **Accommodations for Students with Disabilities:**

When possible, and in accordance with 504/ADA guidelines, staff members from the **Center for Educational Access** will work individually with students and assist academic units to determine reasonable accommodations that will enable every student to have access to the full range of programs and services.

Phone: 479/575-3104

E-mail: [ada@uark.edu](mailto:ada@uark.edu)

### **Academic Support:**

For those struggling in any academic area, the University offers supports services which can be located at the **Academic Support website**.

### **Academic Integrity:**

*As a core part of its mission, the University of Arkansas provides students with the opportunity to further their educational goals through programs of study and research in an environment that promotes freedom of inquiry and academic responsibility. Accomplishing this mission is only possible when intellectual honesty and individual integrity prevail.*

*Each University of Arkansas student is required to be familiar with and abide by the University's 'Academic Integrity Policy' which may be found at [honesty.uark.edu/policy](http://honesty.uark.edu/policy). Students with questions about how these policies apply to a particular course or assignment should immediately contact their instructor. The University of Arkansas **Academic Honesty Policy**, as stated in the current *University of Arkansas Catalog of Studies* will be fully adhered to in this course.*

Each University of Arkansas student is required to be familiar with and abide by the University's '**Academic Integrity Policy**'. Students with questions about how these policies apply to a particular course or assignment should immediately contact their instructor.

### **Academic Appeals:**

Students are encouraged to resolve academic conflict through their department or the Office of Student Mediation and Conflict Resolution. The **Catalog of Studies** contains information for a formal complaint.

## Course Content Support:

If you have any questions about the course content contact your instructor: Carole Shook

[cshook@walton.uark.edu](mailto:cshook@walton.uark.edu)

All emails sent should receive a response in 24 hours. Weekends may take 48 hours for a response.

## Technical Support:

Students will require access to a computer and the Internet throughout the semester to investigate and review suggested sites and to utilize the Blackboard Course Management System (CMS). You are expected to regularly check your UARK email and Blackboard for course updates. All students must use Microsoft Office software for all assignments.

## Blackboard Support:

If you have any questions about Blackboard contact Blackboard Support:

479.575.6804 or [bbhelp@uark.edu](mailto:bbhelp@uark.edu)

The current support hours are listed on the [Blackboard Support Page](#) or in the Software & Support tab in Blackboard.

### After-Hours Support:

If Blackboard is not responding, or there are problems with the system after business hours, please call 479.575.2904.

The appropriate personnel will be notified.

If there is a Blackboard issue, contact Blackboard before you contact the instructor.

## Etiquette Policy:

Remember you are in a college level course so you are expected to approach all assignments in a professional and intelligent manner. This means in all communications (via email, blog posts, wiki activity, etc.) should:

- use correct misspelling or bad grammar
- should not use net abbreviations (LOL, idk, etc.)
- avoid the use of slang (sup!, that's cool!, etc. . )

When posting comments on other people's work in blogs, wikis, or peer reviews keep your tone positive and encouraging. Use term like "I think" or "I believe" "such and such would be better" instead of "you should" or "you need to" "change such and such."

You will probably also want to review the [Code of Student Life from the Student Handbook](#).

## Computer Access and Technical Requirements:

Because this is an online class, students will be expected to check their email regularly (several times per week) for important notices, scheduling changes, or any other course revisions This course is offered as an online course and it is assumed that you have the minimum system requirements and computing skills to participate.

### Computing skills required:

- You should have an understanding of basic computer usage (creating folders/directories, switching between programs, formatting and backing up media, accessing the Internet).
- You must be able to use a word processing program such as Microsoft Word to create, edit, save, and retrieve documents.
- You must be able to use a Web browser to open Web pages, open PDF files, manage a list of Web pages (bookmarks/favorites), and search the Internet.
- You must be able to use an e-mail program to send, receive, store, and retrieve messages.
- You must be able to download and install programs from the Internet.

### Hardware required:

- You should have access to a reliable computer with sound card and high speed internet connection (DSL or cable broadband) to submit assignments , create products, participate in online activities, and view Internet resources.
- Your computer should have sufficient space and processor speeds required by any software used in this course (will vary depending on your software version and operating system, but usually 10 GB hard disk space, 1.5 GHz processor and 1 GB memory will be sufficient). Wireless connections are not recommended when taking tests.
- Since you will create a video presentation for this course, you must have a microphone (headset or free standing) that works with your computer. You may also use a webcam with a built-in microphone.

Care has been taken to ensure that the software that is used for this course does not require any out of the ordinary system set-ups. But, if your system does not meet the minimum requirements then it is your responsibility to maintain your system to meet the requirements so that you may participate in this course. Technical difficulties on your part will not excuse you from the timely completion of assignments. If you do experience technical difficulties please make sure that you refer to the Software & Support tab immediately so that proper assistance might be provided.

## Software required:

- Please use the **Browser Check** tab at the top of Blackboard to help determine if your browser is compatible with Blackboard Learn.
- Word processing program, such as Microsoft Word, for creating documents
- Presentation program, such as Microsoft PowerPoint
- Latest versions of You will also require **Adobe PDF reader** and **Adobe Flash player** to view certain files
- ECHO 360 Personal Capture Device (free from UA; you will be provided with instructions later in the course)

## Inclement Weather:

Inclement weather does not have an effect on the completion of work in the online class even if the University of Arkansas has closed due to inclement weather. If there is a major power outage to all of Northwest Arkansas instructions will be provided as to due dates. This is an extremely rare occurrence...for inclement weather that does not impact the whole Northwest Arkansas area, the work is still due by the original due date.

Blackboard occasionally schedules "down time"; users will be notified in advance through a system-wide announcement so schedule your online work accordingly. If you are experiencing difficulties with the operation or navigation of Blackboard you can visit the **UA Blackboard Help web site**. Please note that personal technical issues (i.e. computer crashes or lack of knowledge of Blackboard) are considered to be the responsibility of the student and will not excuse the student from assignments or other course responsibilities. While we will do our best to provide technical assistance, it is highly recommended that the student develop a local back-up plan to assist in the event that technical difficulties are experienced during the course.

### Disclaimer

The instructor reserves the right to make any changes in the syllabus and the requirements for successfully completing the course.

### Copyright:

State common law and federal copyright law protect our syllabus, lectures, and other course activities and materials. They are my own original expression and in securing protection, please do not share notes or materials for public use. *This includes review software like quizlet.* Whereas you are authorized to take notes in class thereby creating a derivative of work from my lectures and content, the authorization extends to making one set of notes for your own personal use and no other use. **You are not authorized to record our lectures, to provide your notes to anyone else, or to make any commercial use of them without express prior permission from me.**

“Persons authorized to take notes for the Center for Educational Access, for the benefit of students registered with the Center, will be permitted to do so, but such use is still limited to personal, non-commercial use. Similarly you are permitted to reproduce notes for a student in the class who has missed class due to authorized travel, absence due to illness, etc. However, to be clear, any class notes must not be sold or made available for any commercial use.”





UNIVERSITY OF  
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**Syllabus – Summer 18**

**SCMT 3613**

**Instructor:** Dr. Remko I. van Hoek FCIPS FCILT  
Clinical Full Professor SCM Department Walton College of Business

**Office Hours:** By appointment

**Office:** WCOB 475

**Office Phone** 479-575-7424

**E-Mail** rvanhoek@uark.edu

I will check email consistently between 8am and 5pm Monday – Friday.

### **Course Description:**

This course will introduce students to sourcing and procurement as part of the supply chain. Most companies spend the majority of their revenue on supplies and do so around the world and with many, many different suppliers. No company can do it all on its own. Sourcing and procurement aims to work with suppliers to ensure the company spends its money wisely and that products/services can make it to market timely, competitively priced and differentiated.

Sourcing and procurement is an exciting part of the supply chain because it impacts almost every part of the business. It is a crucial enabler of business success and customer value creation. In addition to having demonstrable business impact, exposure to the board and senior executives around the business, it is also a dynamic field that is very international, innovative, has a growing need for talent of the future and can help make the world a better place. The talent of the future in procurement will be collaborative, creative, entrepreneurial, capable change managers, communicators and project managers. Needless to say, these skills are also highly relevant for future C-level executives.

In this course we will review main procurement processes and practices and cover hot topics such as the impact of sourcing and procurement on sustainability, risk management, diversity and innovation. Lessons are supplemented with case study videos featuring executives from a number of companies including Nike, Johnson and Johnson and Ikea. These case videos will bring the concepts covered in the lessons to life in a real life context. In the final exam students will be given an opportunity to reflect upon these cases and offer recommendations to contributing executives.

## **Prerequisite:**

2103 - Introduction to Supply Chain Management

## **Course objectives:**

Generally, by the end of this course you will be able to:

- Effectively use basic terminology associated with the supply chain and topical areas
- Describe the role of supply management and its impact on an organization's competitive advantage
- Analyze typical planning and decision making situations faced by supply chain managers in a global context and relate these decisions to other business functions and activities
- Recommend solutions for problems in supply management, demand and inventory management.

This will help you

1. Understand procurement processes and practices such as strategic sourcing, supplier relationship management, segmenting suppliers, selecting sourcing strategies, managing costs and negotiating
2. Be familiar with how to design a global procurement organization and how to leverage procurement as a key enabler of the board's agenda and the business plan
3. Be capable of suggesting ways to use sourcing and procurement to make the business and the supply chain more sustainable, de-risked, diverse and innovative
4. Be able to use real life examples of leading companies to outline how procurement is rapidly evolving and growing its impact on business success and customer value creation
5. Have an understanding of procurement in different industries, from retail to consumer-packaged goods to manufacturing and service companies
6. Be very familiar with the many opportunities to make sourcing and procurement part of a potential career in supply chain and be capable to articulate to hiring managers why procurement is such a dynamic field with such incredible business potential

## **Textbook and Other Required Materials:**

1. Leading Procurement Strategy, Driving Value Through the Supply Chain by Mena, van Hoek and Christopher

## **Course Software:**

1. The course is conducted using Blackboard. The basic website is [learn.uark.edu](http://learn.uark.edu).

## **Course Methods**

This class will use a lecture/readings format. Each week there will be video lectures and assigned readings. You will have an individual quiz, due by 5:00 pm Friday of each week, that covers the lecture and the assigned article(s).

## Examinations

*Note: Students are responsible for complying with the requirements set by Proctor U. Failing to follow Proctor U login and logout instructions (i.e. disconnecting from Proctor U without logging out of Blackboard will incur in a 10 point penalty).*

## Late Assignment Policy

**No late work accepted.**

## Grading and Grading Scale

Your course grade consists of many components, reflecting the many aspects of this course.

The grading schedule will be as follows and totals

Exam 1 (multiple choice)	20 points
Exam 2 (multiple choice)	20 points
Exam 3 (multiple choice)	20 points
Final essay	40 points

The letter grade breakdown below will be **strictly** followed:

Point Range	Grade
86-100%	A
76-85	B
66-75	C
56-65	D
Below 56	F

### Important notes:

- Missing a deadline for submission of a quiz or exam results in a score of zero. Students must respect the established deadlines for assignment submission.
- There is no rounding up grades or grading on a curve at the end of the semester.
- There are no opportunities for additional extra credit.

## Academic Honesty:

This policy is only a part of the University's effort to promote academic integrity in all aspects of its programs. By necessity, this part discusses only prohibited acts and a process of applying sanctions. The ultimate goal, of course, is to provide an atmosphere that will make superfluous the procedures and sanctions that follow. Please refer to the University Catalog of Studies.

Ethics and values are very important in the world of business, non-profit and government organizations. We will consider ethical issues in business throughout this course. Ethics and values are also important in education. Instructors will assume, unless there is evidence to the contrary, that you are an ethical student. In case of any student or group is found to have engaged in unethical practices, they will be given a failing grade in the class. **Unethical actions include (but are not limited to) plagiarizing, quoting from published/internet materials without identifying the source, copying during exams and quizzes, assisting others in the class during exams and quizzes, and so on.**

## Accommodations for Students with Disabilities

Students are responsible for requesting accommodations from the Center for Students with Disabilities (CSD), *according to their procedures and policies*. It is the policy of the Walton College of Business that students must also request accommodations from their instructor. To verify the eligibility of the student, students are expected to show their CSD identification card to the instructor when they *first* request accommodation. The student is to provide a written request for *each test* accommodation to their instructor (an e-mail will suffice provided you have received a reply from the instructor). Both *the requests to the CSD and to the instructor* are to be made at least ten school days before the test date.

## Blackboard Help

### CONTACT INFORMATION

Blackboard Learn Help Desk  
Gibson Annex  
479-575-6804  
bbhelp@uark.edu

### HELP DESK HOURS

Monday through Thursday  
7 a.m. to 10 p.m.  
Friday from 7 a.m. to 5 p.m.  
Saturday from 11 a.m. to 4 p.m.  
Sunday from 6 to 11 p.m.

## Changes to the Syllabus

A syllabus and course matrix are tools to help you plan your time. Every effort is made to make both as complete as possible, but there may be occasions when changes are required, including changes in the grading components (assignments may be changed or dropped).

*The instructor will announce any deviations from this syllabus or the accompany course activities matrix in class and announcements will reinforce through Blackboard.*



## Syllabus - Read Me

Build Content

Assessments

Tools

Partner Content

Discover Content

**Your Instructor**

Name: Marat Davletshin

Email: mdavletshin@walton.uark.edu

Office hours: Fridays, 2-3pm, or by appointment

*Students are encouraged to reach out to the instructor via email with any questions or concerns.**The instructor will strive to respond to all inquiries received outside of online office hours (see below) within one business day. Responses to emails received after noon on Friday will be answered by Monday 5pm. Students are encouraged to plan accordingly.*

Office location: WCOB 441

*Please also see "About Your Instructor" on the Blackboard course website.***Course Description**

The intent of this course is to rigorously examine two key elements of logistics: inventory control and forecasting. Coverage of the former topic specifically focuses on inventory control methods for stochastic demand and lead times. Besides a review of the associated theoretical bases, the implementation of such policies in Excel is a central component of the course. Forecasting topics covered in this course include a review of a variety of forecasting techniques and forecast error measurement. Moreover, the linkage between forecasting and inventory control is discussed. As with inventory control, students will learn how to implement various forecasting techniques in Excel.

**Prerequisite: SCMT 3613.****Software Skills: Excel****Course Materials**

All course materials are posted on the Blackboard course website. The instructor may choose to make additional materials available throughout the semester as applicable. **There is no required or optional textbook for this class.**

**Course Objectives**

The intent of this course is to rigorously examine logistics operations in the domains of forecasting and inventory control. Accordingly, the objectives of this course are the development of

- A. A knowledge of various analytical techniques used to address forecasting and inventory control problems  
 B. An ability to communicate results and recommendations stemming from the analysis of logistics systems and functions.

Detailed learning objectives for weekly lessons are posted in the Weekly Lesson folders on the Blackboard course website.

## Course Grading

Please see the table below for an overview of the assessments that will be administered in this course:

Item	No. of assessments	Individual points	Total points	Comments
Intro Activity & Quiz	1	30	30	Includes "I'm Ready Quiz"
Concepts Quizzes	6 (8)	30	180	Only the 6 best of 8 quizzes are counted
Numbers Quizzes	6 (8)	30	180	Only the 6 best of 8 quizzes are counted
Team Assignments	2	70	140	Individual grades will vary based on peer evaluations
Case Analyses	2	100, 150	250	Individual grades will vary based on peer evaluations
Final Exam	1	220	220	The exam is comprehensive
<b>TOTAL</b>			<b>1,000</b>	<i>(No makeups, no bonuses, no anything)</i>

Due dates are listed in the Course Calendar on the Blackboard course website. All assessments (with the exception of the final exam) will be due by **Sunday 11:59pm** of the weeks in which the assessments are administered unless otherwise specified by the instructor. This means that assessments must be completed and submitted by this time. Students who begin a quiz, for example, on Sunday at 11:59pm only will not be able to complete the assessment after Sunday, 11:59pm (so please plan accordingly!). Late submissions will not be accepted (no exceptions). Further information on the scheduling of the final exam will be provided by the instructor later in the semester.

There will be no makeup assessments of any kind, and there will be no extra credit opportunities.

Assignments and case studies are completed by student teams. The instructor will provide further information on the formation and composition of student teams.

Further information and instructions for the various assessments will be provided by the instructor and/or posted within the respective Weekly Lesson folders on Blackboard.

### Course grades will be assigned as follows:

A: 900-1,000 points

B: 800-899.99 points

C: 700-799.99 points

D: 600-699.99 points

F: less than 600 points

The above cutoff levels are not negotiable.

## Incident Weather or Technical Problems:

This is a fully online course, and regular "class closings" due to incident weather will not effect the course, materials, or due dates. In case of incident weather or technological problems that prevent you from accessing your online course materials (i.e. a storm where you lose power), you may contact the instructor by phone via the numbers given in the

About Your Instructor section (main left menu) or send the instructor an email inquiry. That is why it is important to have these numbers written down, because you might not be able to access your course! In addition, the instructor will notify students as soon as possible if Blackboard goes down, and provide instructions on how the course will proceed.

If you are experiencing difficulties with the operation or navigation of Blackboard you can visit the [UA Blackboard Help website](#). Please note that personal technical issues (i.e. computer crashes or lack of knowledge of Blackboard) are considered to be the responsibility of the student and will not excuse the student from assignments or other course responsibilities. While we will do our best to provide technical assistance, it is highly recommended that the student develop a local back-up plan to assist in the event that technical difficulties are experienced during the course.

### **Accommodations under the Americans with Disabilities Act:**

When possible, and in accordance with 504/ADA guidelines, staff members from the [Center for Educational Access](#) will work individually with students and assist academic units to determine reasonable accommodations that will enable every student to have access to the full range of programs and services.

**If you are registered with the CEA and require accommodations, YOU MUST contact your instructor during the first week of classes.**

Phone: 479/575-3104

E-mail: [ada@uark.edu](mailto:ada@uark.edu)

### **Academic Support**

For those struggling in any academic area, the University offers supports services which can be located at the [Academic Support website](#).





UNIVERSITY OF  
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## Syllabus – Spring 2018

### SCMT 3643 International Transportation and Logistics

Instructor: Dr. Adriana Rossiter Hofer

Office Hours: By appointment

Office: WCOB 475B

Office Phone 479-575-7424

E-Mail [ahofer@walton.uark.edu](mailto:ahofer@walton.uark.edu)

I will check email consistently between 8am and 5pm Monday – Friday.

#### Course Description:

Logistics activities in international business with special emphasis on international sourcing and distribution channels, international transportation, and import and export procedures, such as international sale and payment terms, documentation, and customs clearance. Special emphasis is placed on current events and their effect on the management of operations of U.S.-based organizations.

#### Prerequisites:

ECON 2013 and ECON 2023, or ECON 2143.

#### Course objectives:

After this course you will be able to:

1. Differentiate key aspects of managing logistics activities in an international context and the role of international operations in supporting a firm's strategies
2. Describe key international supply chain structures for distribution given specific conditions and special issues in international distribution
3. Describe key international supply chain structures for sourcing and special issues in international sourcing
4. Compare and contrast international transportation modes characteristics and select an appropriate transportation mode vis-à-vis particular product and demand characteristics
5. Describe carrier services available for ocean and air transportation and identify solutions that lead to lower total landed costs

6. Describe key documentary and commercial steps to be followed in an international transaction
7. Understand the total landed costs and total logistics costs implications of such strategies

### **Textbook and Other Required Materials:**

1. No textbook, weekly reading will be provided by the instructor

### **Course Software:**

1. There is no special software required for the course.
2. Students will need a calculator to perform some calculations.
3. The course is conducted using Blackboard. The basic website is [learn.uark.edu](http://learn.uark.edu).

### **Blackboard Help**

#### **CONTACT INFORMATION**

Blackboard Learn Help Desk  
Gibson Annex  
479-575-6804  
[bbhelp@uark.edu](mailto:bbhelp@uark.edu)

#### **HELP DESK HOURS**

Monday through Thursday  
7 a.m. to 10 p.m.  
Friday from 7 a.m. to 5 p.m.  
Saturday from 11 a.m. to 4 p.m.  
Sunday from 6 to 11 p.m.

### **Course Methods**

This class will use a lecture/readings format. Each week there will be video lectures and assigned readings. You will have an individual quiz, due by 5:00 pm Friday of each week, that covers the lecture and the assigned article(s).

### **Examinations**

There will be three exams containing multiple choice questions. The second exam will include some calculations. Questions concerning the grading of a particular grade, quiz or assignment must be resolved within five days after the grade is posted. After that period, all grades are final.

Exams will be proctored by Proctor U. Instructions for signing up for the exam will be found inside the course on blackboard.

If an exceptional circumstance arises that forces a student to miss an exam, the student must: 1) notify the instructor *prior* to the exam is administered and 2) the reason why and the appropriate documentation. The instructor will determine whether the absence is excused or not excused based on the information provided. Make-up exams will be administered at the end of the semester at a date TBA.

*Note: Students are responsible for complying with the requirements set by Proctor U. Failing to follow Proctor U login and logout instructions (i.e. disconnecting from Proctor U without logging out of Blackboard will incur in a 10 point penalty).*

## Late Assignment Policy

**No late work accepted.** Students shouldn't wait until the last minute to submit quiz or exam as to avoid missing a grade due to problems, such as power outages or technology.

## Grading and Grading Scale

Your course grade consists of many components, reflecting the many aspects of this course.

The grading schedule will be as follows and totals 1,000 points:

Weekly quizzes* (top 10 scores)	100 points
Exam 1	300 points
Exam 2	300 points
Exam 3	300 points

*\*The course presents a total of 14 quizzes, each worth 10 points. At the end of the semester, the highest 10 quiz scores (i.e. up to 100 points) will be considered for the final grade calculation.*

The letter grade breakdown below will be **strictly** followed:

Point Range	Grade
900+	A
800-899.99	B
700-799.99	C
600-699.99	D
Below 600	F

### Important notes:

- Missing a deadline for submission of a quiz or exam results in a score of zero. Students must respect the established deadlines for assignment submission.
- There is no rounding up grades or grading on a curve at the end of the semester. No exceptions.
- There are no opportunities for additional extra credit. No exceptions.

### Academic Honesty:

This policy is only a part of the University's effort to promote academic integrity in all aspects of its programs. By necessity, this part discusses only prohibited acts and a process of applying sanctions. The ultimate goal, of course, is to provide an atmosphere that will make superfluous the procedures and sanctions that follow. Please refer to the University Catalog of Studies.

Ethics and values are very important in the world of business, non-profit and government organizations. We will consider ethical issues in business throughout this course. Ethics and values are also important in education. Instructors will assume, unless there is evidence to the contrary, that you are an ethical student. In case of any student or group is found to have engaged in unethical practices, they will be given a failing grade in the class. **Unethical actions include (but are not limited to) plagiarizing, quoting from published/internet materials without identifying the source, copying during exams and quizzes, assisting others in the class during exams and quizzes, and so on.**

### Accommodations for Students with Disabilities

Students are responsible for requesting accommodations from the Center for Students with Disabilities (CSD), *according to their procedures and policies*. It is the policy of the Walton College of Business that students must also request accommodations from their instructor. To verify the eligibility of the student, students are expected to show their CSD identification card to the instructor when they *first* request accommodation. The student is to provide a written request for *each test* accommodation to their instructor (an e-mail will suffice provided you have received a reply from the instructor). Both *the requests to the CSD and to the instructor* are to be made at least ten school days before the test date.

### Changes to the Syllabus

A syllabus and course matrix are tools to help you plan your time. Every effort is made to make both as complete as possible, but there may be occasions when changes are required, including changes in the grading components (assignments may be changed or dropped). *The instructor*

***will announce any deviations from this syllabus or the accompany course activities matrix in class and announcements will reinforce through Blackboard.***

**Logistics Provider and Carrier Management**  
**SCMT 4633 – Online Syllabus**

**Instructor:** Dr. John L. Kent – 535 WJWH  
Office Phone – 479-575-6107  
Cell Phone – 417-844-1505 (text messages only please)  
E-mail – jkent@walton.uark.edu

**Text:** Various Readings and Videos Posted in the Weekly Folders on Blackboard

**Office Hours:** I'm available online via email almost constantly except while sleeping.

**Catalog Description:** SCMT 4633. Logistics Service Provider Management. Reviews special management techniques and analytical framework available for solving problems associated with companies whose core competencies include distribution and transportation modes of truck, rail, air, water, pipeline and intermodal. Prereq: SCMT3443.

**Pedagogical Style:** The class will be taught using 100% on-line structure consisting of reading materials and videos contained in the weekly folders which will provide the primary content for the course. Each student should read/view all articles/videos and post their thoughts, learnings etc. on the Blackboard Discussion Board each week.

**Grade Determination:** Grades will be determined based on the following.

1. Three exams 200 points
2. Online Quizzes 5 points each (up to 60 points)
3. Blackboard Discussion Participation 5 points each (up to 60 points)
4. Routing Exercises – 15 points each (up to 45 points)
5. Analytics Project – 50 points

<b><u>Grading Scale</u></b>	A = 90 to 100% of total possible points
	B = 80 to 89% of total possible points
	C = 70 to 79% of total possible points
	D = 60 to 69% of total possible points
	F = below 60% of total possible points

**Examinations:** There will be three 100-point exams including the final exam. Make-up exams should be avoided. If you miss an exam it will count as your lowest exam score (i.e. zero). Each student will have his or her lowest exam score excluded from their final grade calculation. Exam questions will come from Blackboard Discussion Board posts, articles, videos and student presentations.

**Analytics Project:** The project has two major components and requires the students to become EXPERTs on the topic for which they have selected or been assigned.

**Online Quizzes:** Up to 12 quizzes worth 5 points each.

**Routing Exercises:** Up to three exercises worth 15 points each.

**Blackboard Discussion:** The primary source of all posts is the material in the weekly content folders on Blackboard. All posts should be made on or before Sunday at 9:00pm for that week. A full 5-point post should include original thoughts associated with specific topics in each of the readings for the week, integrate a personal experience, past academic learning, and/or specific extra material that the student found to add to the discussion. Each discussion post (comment) should integrate prior posts (comments) that are related to the same topics. Therefore, you should read all prior posts before making your post. Please title your post to best represent its content.

### Lesson 1: Review: Transportation, Logistics and Supply Chain Management Overview

With an eye toward managing logistics providers and carriers, this lesson is intended to review selected material previously covered in your supply chain management courses. Specifically, related to the modes of transportation and third party logistics providers.

#### Objectives

1. Classify types of logistics providers.
  - 1.1. Evaluate non-asset logistics providers.
  - 1.2. Evaluate asset based logistics providers.
  - 1.3. Defend advantages of asset based logistics providers that are most appropriate.
  - 1.4. Defend advantages of non-asset logistics providers that are most appropriate.
  - 1.5. Develop your own strategy for a logistics provider company.
2. Classify types of carriers (i.e. modes of transportation).
  - 2.1. Defend the advantages of mode of transportation.
  - 2.2. Explain multiple types of intermodal transportation.
  - 2.3. Defend the advantages of intermodal transportation.
  - 2.4. Calculate the total value of service for intermodal transportation.
  - 2.5. Create a matrix to compare and contrast the primary modes of transportation.

### Lesson 2: Air Carriers with emphasis on Air Freight

#### Overview

With an eye toward managing an air carrier, this lesson is intended provide the student with an advanced understanding of the air freight industry. Specifically, focused on the freight operations of a passenger carrier and global network operations of an air freight carrier. Includes KPI analytics.

#### Objectives

1. Evaluate air freight carriers.
  - 1.1. Describe the air freight industry.
  - 1.2. Evaluate an air freight carrier's global operations network.
  - 1.3. Convince me why I should purchase air freight transportation.

- 1.4. Formulate Key Performance Indicators (KPIs) for air freight.
- 1.5. Evaluate information systems and equipment technology for an air freight carrier.

### **Lesson 3: Ocean Carriers with emphasis on Container and Bulk Freight**

#### **Overview**

With an eye toward managing an ocean freight carrier, this lesson is intended provide the student with an advanced understanding of the ocean freight industry including bulk and container ocean carriers. Specifically, focused on the global network operations of an ocean container carrier. Includes KPI analytics.

#### **Objectives**

1. Evaluate ocean freight carriers.
  - 1.1. Describe the ocean freight industry.
  - 1.2. Evaluate an ocean freight carrier's global operations network.
  - 1.3. Convince me why I should purchase ocean freight transportation.
  - 1.4. Formulate Key Performance Indicators (KPIs) for ocean freight.
  - 1.5. Evaluate information systems and equipment technology for an ocean freight carrier.

### **Lesson 4: Rail Carriers with emphasis on Freight including Intermodal**

#### **Overview**

With an eye toward managing a rail freight carrier, this lesson is intended provide the student with an advanced understanding of the rail freight industry including domestic and international intermodal freight. Specifically, focused on the North American rail network operations. Includes KPI analytics.

#### **Objectives**

1. Evaluate rail freight carriers.
  - 1.1. Describe the rail freight industry.
  - 1.2. Evaluate a Class 1 rail freight carrier's operations network.
  - 1.3. Convince me why I should purchase rail freight transportation.
  - 1.4. Formulate Key Performance Indicators (KPIs) for rail freight.
  - 1.5. Evaluate information systems and equipment technology for a rail freight carrier.

### **Lesson 5: Motor Carriers (Trucking)**

#### **Overview**

With an eye toward managing a nationwide trucking company, this lesson is intended provide the student with an advanced understanding of the trucking industry including TL, LTL, small package, intermodal and e-Commerce focused final mile carriers. Specifically, focused on the US truck network operations. Includes KPI analytics.

#### **Objectives**

1. Evaluate motor carriers (trucking).
  - 1.1. Describe the trucking industry.
  - 1.2. Evaluate a Class 1 motor carrier's operations network.
  - 1.3. Convince me why I should purchase motor freight transportation.
  - 1.4. Formulate Key Performance Indicators (KPIs) for motor freight.



- 1.5. Evaluate information systems and equipment technology for trucking company.

## **Lesson 6: Pipelines and Barge Carriers**

### **Overview**

#### **Objectives**

1. Evaluate pipeline and barge carriers.
  - 1.1. Describe the pipeline industry.
  - 1.2. Describe the barge industry.
  - 1.3. Evaluate a pipeline carrier's operations network.
  - 1.4. Evaluate a barge carrier's operations network.

## **Lesson 7: Non-Asset 3PLs including Brokerage**

### **Overview**

#### **Objectives**

1. Evaluate non-asset logistics providers including brokerage.
  - 1.1. Describe the non-asset logistics industry.
  - 1.2. Evaluate a non-asset logistics provider's operations network
  - 1.3. Convince me why I should purchase non-asset freight transportation.
  - 1.4. Formulate Key Performance Indicators (KPIs) for non-asset freight transportation.
  - 1.5. Evaluate information systems and technology for an air freight carrier.

## **Lesson 8: Warehousing, Distribution and Fulfillment**

### **Overview**

#### **Objectives**

1. Evaluate warehousing, distribution and fulfillment logistics providers.
  - 1.1. Describe the warehousing, distribution and fulfillment industry.
  - 1.2. Evaluate a multinational distribution provider's network.
  - 1.3. Formulate Key Performance Indicators (KPIs) for distribution logistics providers.

## **Lesson 9: Analytics including Data Visualization and Dashboards**

### **Overview**

#### **Objectives**

1. Create analytics, including dashboards, for Key Performance Indicators (KPIs).
  - 10.1
  - 10.2
  - 10.3

## **Lesson 10: Information Systems and Pricing**

### **Overview**

#### **Objectives**

- 1.1. Evaluate information systems and equipment technology for distribution logistics providers.**
- 1.2. Evaluate pricing structures for each of the carrier types.**



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## **SCMT 4653**

### **Supply Chain Strategy - Online Course Syllabus**

Instructor: Dr. Rodney Thomas

Office Hours: By appointment

Office: WCOB 356

Email : [rthomas@walton.uark.edu](mailto:rthomas@walton.uark.edu)

#### **DESCRIPTION**

Evaluate and select appropriate supply chain strategies and change management approaches for business situations. This capstone course leverages plan, source, make, deliver, customer service, and new product development capabilities to meet strategic and financial goals in demand-driven value networks. Prerequisite: SCMT 3443 and SCMT 3613 and SCMT 3623.

#### **COURSE MATERIALS**

- Harvard Business Review articles (available online through the library)
- Supply Chain Management Review articles (available online through the library)
- Sloan Management Review articles (available online through the library)
- Course slides and videos (available through Blackboard)

#### **COURSE OBJECTIVES**

Students will learn about supply chain management principles through readings, videos, and experiential learning activities. After completing the course, students should be able to:

- Assess a firm and develop an appropriate supply chain strategy
- Evaluate, select, and utilize capabilities that reduce supply or demand uncertainty

#### **GRADING**

##### **Grading Scale:**

A = 90% and above  
B = 80% and above  
C = 70% and above  
D = 60% and above  
F = Below 60%



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Final grades will NOT be rounded in any manner. For example, a student who earns an 89.9% average will receive a “B” as the final course grade. The intent of this policy is to remain fair and consistent for all students.

**Grading Disputes:** All grades will be posted on Blackboard. Once a grade is posted, *students have up to one week to identify potential grading errors with the Professor. After a week has passed, the original grade on the assessment will become permanent.*

**Grade Calculation:** Students will be assessed on readings, conceptual understanding, content, and application of course material each week. Grades on each assessment will be totaled at the end of the semester to determine the final grade.

### **PROFESSIONALISM**

It is expected that you conduct yourself in this class in manner consistent with a full-time job in business. All activities, including correspondence (emails, phone calls, in-class discussions, etc.), should be carried out in a professionally appropriate manner. You should always ask yourself, “How would I handle this situation/activity on my first job after graduation?”

### **STUDENT CONDUCT**

Students are expected to act in accordance with all University of Arkansas policies, procedures, and standards. It is the individual student’s responsibility to become familiar with all applicable documents. *Violation of any University of Arkansas policy, procedure, or standard will be reported to the applicable University Authorities and may (based on University Policy) adversely affect the final course grade.*

### **GENERAL**

- Each student is responsible for completing assigned work on time. It is strongly suggested that you complete assigned readings and videos throughout the semester. No special consideration will be given for work missed due to unexcused absences.
- You are responsible for ensuring that you receive emails sent to your University email address. If a student uses an alternate email address, it is his/her individual responsibility to ensure University emails are forwarded to this address.
- It is the student’s responsibility to regularly check for announcements, class notes, grades, and other course materials on Blackboard.
- Students are not permitted to record or share any course materials without the prior express written permission of the instructor.



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### **ACADEMIC INTEGRITY / DISHONESTY**

As a core part of its mission, the University of Arkansas provides students with the opportunity to further their educational goals through programs of study and research in an environment that promotes freedom of inquiry and academic responsibility. Accomplishing this mission is only possible when intellectual honesty and individual integrity prevail.

Each University of Arkansas student is required to be familiar with and abide by the University's 'Academic Integrity Policy' which may be found at [honesty.uark.edu/policy](http://honesty.uark.edu/policy). Students with questions about how these policies apply to a particular course or assignment should immediately contact their instructor. *Violations of the Academic Integrity Policy will be reported to the University for further adjudication.*

### **SPECIAL NEEDS:**

Any student with special needs should bring this to the attention of the instructor as soon as possible, but no later than the second week of class. Please provide written documentation from the appropriate University support area that clearly delineates your legally required accommodations.

### **COURSE COMMUNICATION: Blackboard**

Course announcements, syllabus, videos, supplemental readings, PowerPoint slides, and grades will be made available through Blackboard. All students are required to regularly check the class Blackboard space for announcements.

### **ANTICIPATED COURSE SCHEDULE** (Still in Development for Fall 2018)

#### **Introduction & Course Overview**

##### **Objectives:**

- Provide Instructor background
- Review syllabus highlights & course requirements
- Explain expectations (grading, students, instructor, etc.)

##### **Learning Activities:**

- Read syllabus
- Familiarize yourself with the Blackboard website
- Video/Slides



**Assessment:**

- Multiple choice & True/False quiz
- 

**Lesson 1: What is strategy (non-business) and why should we develop it?**

**Objectives:**

- Define strategy (non-business)
- Explain why strategies are useful

**Learning Activities:**

- Video/Slides

**Assessments:**

- In your own words, explain why strategy is important and provide an example of a successful strategy (600 words or less). *Note: Your example may not come from class materials.*
- 

**Lesson 2: Business Strategy Review – Porter**

**Objectives:**

- Explain how industry structure and positioning develop competitive advantage
- Explain the importance of knowing your external competitive environment

**Learning Activities:**

- Read:
  - “The Five Competitive Forces that Shape Strategy?”
- Video/Slides

**Assessment:**

- Quiz – short answer
- 

**Lesson 3: Business Strategy Review – Resource Based View**

**Objectives:**

- Explain the Resource Based View and how it helps develop competitive advantage
- Explain the importance of knowing your internal capabilities

**Learning Activities**

- Read:
  - “Competing on Resources”
  - “Strategy is about both resources and positioning”



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- Video/Slides

Assessment:

- Quiz – short answer
- 

#### **Lesson 4: Assessing strategic fit**

Objectives:

- Assess internal and external factors that influence strategic decisions
- Develop strategic fit throughout an organization
- Explain how “fit” applies to supply chain management activities

Learning Activities:

- Read:
  - “What is Strategy”
  - “What is Strategy Again?”
- Video/Slides

Assessment:

- Quiz – short answer
- 

#### **Lesson 5: Is Supply Chain Management Strategic?**

Objectives:

- Explain the strategic importance of supply chain management

Learning Activities:

- Read:
  - “The Supply Chain Management Effect”
  - “Are you the weakest link in your supply chain?”
  - “Procurement as a strategy”
- Video/Slides

Assessment:

- Identify a Fortune 500 company that has successfully used supply chain management to drive differential firm performance and explain how they used supply chain capabilities as a strategic weapon (600 words max). *Note: Your example may not come from class materials.*
- 

#### **Lesson 6: Efficient and Responsive Supply Chain Strategies**



**Objectives:**

- Explain what is an efficient supply chain strategy and when should firms utilize this approach?
- Explain what is a responsive supply chain strategy and when should firms utilize this approach?
- Develop a plan for “fit” with these strategies
- Determine how these strategies affect cost, service, and time factors throughout a supply chain

**Learning Activities:**

- Read
  - “What is the right supply chain for your product?”
- Video/Slides

**Assessment:**

- Quiz – scenario based
- 

**Lesson 7: Risk Hedging and Agile Supply Chain Strategies**

**Objectives:**

- Explain what is an Risk Hedging supply chain strategy and when should firms utilize this approach?
- Explain what is an Agile supply chain strategy and when should firms utilize this approach?
- Develop a plan for “fit” with these strategies
- Determine how these strategies affect cost, service, and time factors throughout a supply chain
- Explain the role of supply and demand uncertainty is supply chain strategy determination

**Learning Activities:**

- Read:
  - “Aligning supply chain strategies with product uncertainties”
- Video/slides

**Assessment**

- Quiz – scenario based
- 

**Lesson 8: Supply Chain Capabilities that Enable Strategic Movement**

**Objectives:**





- Identify supply chain capabilities that reduce supply or demand uncertainty
- Explain how supply chain capabilities can enable strategic movement

**Learning Activities:**

- Readings
  - TBD
  - TBD
- Video/Slides

**Assessment:**

- TBD
- 

**Lesson 9: Information Exchange Capabilities**

**Objectives:**

- Explain how information exchange capabilities can reduce supply or demand uncertainty
- Determine how information exchange capabilities affect cost, service, and time factors throughout a supply chain

**Learning Activities:**

- Readings:
  - “The bullwhip effect in supply chains”
  - “Global supply chains are about to get better thanks to Blockchain”
  - “Integrating supply and demand”
- Video/Slides

**Assessment:**

- TBD
- 

**Lesson 10: Demand Management Capabilities**

**Objectives:**

- Explain how demand management capabilities can reduce supply or demand uncertainty
- Determine how demand management capabilities affect cost, service, and time factors throughout a supply chain

**Learning Activities:**

- Readings:
  - “Demand Shaping with supply in mind”
  - “Competitive supply chains, optimized demand management”



- Video/Slides

Assessment:

- TBD
- 

### **Lesson 11: Postponement Capabilities**

Objectives:

- Explain how postponement capabilities can reduce supply or demand uncertainty
- Determine how postponement capabilities affect cost, service, and time factors throughout a supply chain
- Identify where postponement capabilities “fit” in supply chain strategy

Learning Activities:

- Readings:
  - “Mass customization at HP: the power of postponement”
- Video/Slides

Assessment:

- Quiz – scenario based
- 

### **Lesson 12: Supplier Management Capabilities**

Objectives:

- Explain how supplier management capabilities can reduce supply or demand uncertainty
- Determine how supplier management capabilities affect cost, service, and time factors throughout a supply chain

Learning Activities:

- Readings:
  - “The case for supplier development”
  - “Don’t let your supply chain control your business”
  - “The need for thirds party coordination in supply chain governance”
- Video/Slides

Assessment:

- TBD
- 

### **Lesson 13: Risk Management Capabilities**

Objectives:



- Explain how risk management capabilities can reduce supply or demand uncertainty
- Determine how risk management capabilities affect cost, service, and time factors throughout a supply chain

**Learning Activities:**

- Readings:
  - “Risk Management: Welcome to the New Normal”
  - “The Threat of Global Gridlock”
  - “The Costly Secret of China Sourcing”
  - “It May Be Cheaper to Manufacture at Home”
- Slides/Video

**Assessment:**

- TBD
- 

**Lesson 14: Radical Innovation Effects on Supply Chain Strategy**

**Objectives:**

- Explain how radical innovations can reduce supply or demand uncertainty
- Determine how radical innovations can affect cost, service, and time factors throughout a supply chain

**Learning Activities:**

- Readings:
  - “Supply Chain Technologies built for speed and customization”
  - “The 3D printing revolution”
  - “Why ‘Break Technologies’ will manage your business”
- Slides/Video

**Assessment:**

- Quiz
- 

**Lesson 15: Hybrid Strategies and Capabilities**

**Objectives:**

- Determine how to segment products/services/customers/suppliers and customize supply chain strategies based on supply and demand characteristics
- Determine how segmentation and customization can affect cost, service, and time factors throughout a supply chain

**Learning Activities:**



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- Readings:
  - “When one size does not fit all”
  - “Your next supply chain: 6 Forces driving supply chain design”
  - “Purchasing must become supply management”
- Video/slides

Assessment:

- Quiz
- 

### **Lesson 16: End Game: The Desired Outcomes of Supply Chain Strategy**

Objectives:

- Define agility, adaptation, alignment, cost, responsiveness, security, sustainability, resilience, and innovation.
- Explain why are these strategic goals (see above) are important

Learning Activities:

- Readings:
  - “Triple A Supply Chains”
  - “Outcome Driven Supply Chains”
- Slides/Video

Assessment:

- TBD



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### **COURSE SYLLABUS**

Course: **WCOB 4213 ERP Fundamentals**

Prerequisite: WCOB 2023 and WCOB 2043 or CSCE 2014 each with a grade of "C" or better

Welcome to ERP Fundamentals! I look forward to a wonderful summer session working with you. E-mail will be used as the primary means of communication throughout the session. I strongly encourage you to use e-mail or office hours to talk about the class or to receive any assistance with any assignments that you might need. My office hours are listed above and will also be posted outside my office door. Please contact me if you need to make an appointment other than regularly scheduled office hours.

#### **Course Description:**

The focus of this class will be the following:

- Introduction to Enterprise Resource Planning
- Understanding of modern information systems and their role in common business processes
- Examine SAP R/3 implementation and its integration in to existing business processes
- Discussion of impact of SAP on organizations and change management

#### **Text:**



Magal, Simha R. & Word, Jeffrey, Integrated Business Processes with ERP Systems.  
ISBN: 978-0-470-47844-8(**Required**)

Various Readings – available on Blackboard

#### **License:**

The ERP Sim Game will require a registration code purchase that will be discussed in class.

#### **Prerequisite:**

WCOB 2023 and WCOB 2043 each with a grade of "C" or better.

#### **Course Objectives:**

In this course, students will learn about common business processes and gain proficiency in the use of SAP R/3 transactions. Students will take a high level look at ERP markets and selection, Supply Chain Management, and Change Management. SAP implementations will be studied through cases, articles, and guest speakers from industry and consulting.

### **Course Goals:**

Upon completion of this course, students should be able to:

- Describe the advantages, strategic value, and organizational impact of utilizing an ERP system for the management of information across the functional areas of a business: sales and marketing, accounting and finance, human resource management, and supply chain management.
- Demonstrate a working knowledge of how data and transactions are integrated in an ERP system to support the cash-to-cash cycle, including the planning, procurement, production, and sales processes. Examine processes separately, and then collectively using a simulated business environment in which business decisions are made and executed in the ERP.
- Demonstrate the ability to collect and analyze data from ERP systems to make both tactical and strategic business decisions by examining data generated in a simulated business environment.
- Create and interpret visual models of processes, to understand existing business processes and to describe ERP-delivered processes in order to demonstrate the value of an ERP implementation.
- Evaluate organizational opportunities and challenges in the design and implementation of an ERP system within a business scenario.

### **Class Procedures:**

Lecture, discussion, case studies, in-class activities, presentations, outside assignments, and a semester project are the formats that will be used in class. Video and computer demonstrations may be used when appropriate. Guest speakers may also be utilized in this course.

We will be using the Blackboard software for document posting. The website address is <http://learn.uark.edu>. It will be each student's responsibility to check the class blackboard page for news and/or announcements about their particular class, as well as any changes and/or additions to the tentative schedule. This webpage and e-mail will be used extensively throughout the semester as our "communication tool."

### **Recording:**

Students may not record any class or office sessions without the consent of the instructor. Video captures of each class period will be available for student viewing.

### **Class Schedule:**

The course schedule is posted on Blackboard. The schedule is subject to change. Students will be notified of significant changes to material or activities. Students are responsible for keeping up with materials and assignments.

### **Accommodations:**

If you need any type of accommodation due to a disability, **please see me in my office within the first week of class.** Students are responsible for requesting accommodations from the Center for Educational Access (CEA). The Walton College of Business policy is that any student must also request testing accommodations from their instructor. **You must submit the CEA report for any accommodation to me at least one week before the first exam to receive accommodation.** Schedule a meeting with me in my office to discuss necessary arrangements.

### **Attendance Policy:**

I will assess class attendance periodically. Regular class attendance is vital because the nature of the course is a hands-on learning environment. If you should need to miss a class, it will be your responsibility to obtain notes and any class information given. During the session there may be points associated with in-class assignments – you must be in attendance to receive the points.

### **Inclement Weather:**

Should we have bad weather during this semester, I would expect you to use your best judgment regarding attending class. If classes are cancelled (University of Arkansas closes), a recording will be available at the telephone number 575-7000 and announced on television and/or radio. This recording will also include Razorback Transit operations information as well. Please see the inclement weather policy located on the University's web page (<http://www.uark.edu>) for further information. Also KUAF, 91.3 FM, the University's public radio station, is another good source for receiving information.

### **Communication and Office Hours:**

Please see the first page at the top for available office hours. I will be happy to schedule an appointment with you if the times listed do not work with your schedule. If you need assistance please do not hesitate to visit during office hours or schedule an appointment. I will check e-mail at least once per weekday during the session and will attempt to respond within 24 hours. E-mail is usually checked in the morning when arriving at the office and before leaving to go home for the day; weekends will have longer response times.

### **Classroom Behavior:**

Appropriate classroom behavior is expected of the instructor and all students. Inappropriate and disruptive classroom behavior (inappropriate language and gestures, class disruptions, disrespect to other students or instructor, and other behavior as determined by the instructor) will not be tolerated and will result in possible removal from the class and /or disciplinary action as per the student handbook.

Please turn cell phones to vibrate mode at the least. Please respect the learning environment of your fellow students by refraining from texting, surfing the web, or any other non-class related activity on any electronic device in class. These activities distract those around you and can detract from their learning experience. If you feel that you must do any of these activities, please leave the room to do so.

### **Equal Treatment for All:**

The University Catalog reprints the Campus Council Statement on Discrimination. In the spring of 1983, the Campus Council adopted a statement on equal treatment, amended in fall 1991: "The Campus Council of the University of Arkansas, Fayetteville, **does not condone discriminatory treatment of students or staff on the basis of age, disability, ethnic origin, marital status, race, religious commitment, sex, or sexual orientation in any of the activities conducted on this campus. Members of the faculty are requested to be sensitive to this issue, when, for example, presenting lecture material, assigning seating within the classroom, selecting groups for laboratory experiments, and assigning student work. The University faculty, administration, and staff are committed to providing an equal educational opportunity to all students.**"

### Exams:

There will be two exams given throughout the semester. The format of each exam will be announced in class prior to the day of the exam. Dates of the exams will be posted on the class schedule.

**Absolutely no makeup exams** will be given for uncoordinated/unexcused exam absences. *Any uncoordinated, unexcused exam will result in a score of 0 for that exam*, unless prior permission has been given. Permission to take a make-up exam will be given only for extreme circumstances.

A grade of zero (0) will be assigned if any examination materials are removed, even briefly, from the examination administration or the graded examination review site before, during, after, or during graded review of an examination, **NO EXCEPTIONS**. When exams are returned to you in the classroom and/or office environment for viewing your score, make sure they are returned to your instructor or a grade of zero (0) will be assigned to you for that particular exam. If you are absent on the day exams are returned in the classroom, it will be your responsibility to contact your instructor and make an appointment to come by my office and view your exam.

### Quizzes:

There will be announced and unannounced quizzes. No late or make-up quizzes will be given, but with good cause, early quizzes may be given with adequate notice. The quizzes will be taken during the class period and will cover present material discussed in class. If a student comes to class after a quiz has been given OR leaves class prior to a quiz being distributed or administered, a grade of "0" will be given to the student for that particular quiz.

### Assignments:

The best way to become familiar with ERP Fundamentals concepts is by using them. To aid in your learning there will be individual assignments in this class.

- The due date and points for each assignment will be shown on the assignment, announced in class, listed on the Blackboard grade book, and/or listed on class schedule. Late project/assignments including will have a **10% point deduction** and will be only accepted up to 2 days (not business days) after the due date.
- If the assignment is a group assignment, all team members will receive the late deduction.
- Assignments are due by 11:59 PM on the due date unless otherwise announced.
- Assignments are to be completed individually and on your own unless otherwise noted on the assignment or announced in class.
- Assignments should be completed in accordance with the University of Arkansas Academic Integrity Policy.
- All documents should be saved in an MS Word format unless other software is required such as Excel, PowerPoint, or course-specific tools.
- You will submit your assignments using the "Assignments" feature in Blackboard. Please make sure your files are free of viruses before sending them as attachments. Submission of an assignment with a computer virus may lead to a grade of zero on the assignment.
- When submitting files, you must include your name and the name of the assignment in the file name. For example, if Jane Doe was submitting an assignment called "Assignment 1", the filename would be: "jdoe\_assign\_1.doc". Also, make sure to include your name, course name, and page number in the header or footer of the document. Credit will not be given if this information is omitted.



- You may use either your own computer or one in any of the available campus general access labs.

**Simulation Game:**

The simulation game involves your class divided into teams to compete in a simulated market environment. The goal is to achieve the greatest level of profitability through process optimization and strategic and tactical market analysis. The Simulation Game teams will be made up of 4-6 people. If possible, all teams should be comprised of students from different disciplines/backgrounds, so please keep this in mind this when selecting your team members. I reserve the right to arrange/rearrange team assignments. Group members will critique other group members' contribution and these critiques will have a direct bearing on the points allocated to individuals on each team. Further details on the project and presentation will be given later.

**Grades:**

**Final scores will be computed as the following:**

Exams: (2 @ 50 points)	100
Lab Assignments	100
Quizzes, Other Assignments, & Participation	100
Simulation Project & Write-Up	100
<b>Total Points Possible for Class:</b>	<b>400</b>

**Points Required:**

358	A
318	B
278	C
238	D
237 and below	F

**Academic Honesty:**

As a core part of its mission, the University of Arkansas provides students with the opportunity to further their educational goals through programs of study and research in an environment that promotes freedom of inquiry and academic responsibility. Accomplishing this mission is only possible when intellectual honesty and individual integrity prevail.

Each University of Arkansas student is required to be familiar with and abide by the University's 'Academic Integrity Policy' which may be found at <http://provost.uark.edu/> Students with questions about how these policies apply to a particular course or assignment should immediately contact their instructor.

Application of the Academic Honesty Policy, as stated at <http://provost.uark.edu/> will be fully adhered to in this course, and all courses within the Sam M. Walton College of Business.

**Disclaimer:**

The instructor may deviate from the schedule and/or make changes to the syllabus. Changes from the schedule/syllabus will be announced in class or via e-mail.