

SCM 300 – SYLLABUS
ASU-SYNC: Tues Thurs 3pm

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INSTRUCTOR INFO

SCM 300 Instructor: Eddie Davila

Email Address: eddie.davila@asu.edu

Campus Office: BA 447 (Tempe Campus)

Zoom Office Hour: See CANVAS site under the SYLLABUS menu item.

I'm not very social, but here are my rarely used social media accounts:

Linkedin: <https://www.linkedin.com/in/eddie-davila-b308b322/>

Instagram: @SupplyChainEd

Twitter: @EddieDavila

Course Description

A survey of topics relating to integrated supply chain management, purchasing, operations, logistics, business processes, quality management, and performance measurement.

Teaching Philosophy, Course Goals, and Learning Outcomes:

1. Expose you to the awesome world of supply chain management that surrounds you. Recruit those students to the major that find the topics interesting and to educate other students about how SCM impacts their lives and careers.
2. Get you interested in supply chain management, perhaps even ruin your life a bit by making you see everything around you in a different way. I also hope to inspire you to improve your life and your decision-making process with these SCM tools and lessons.
3. Assess your true performance and learning in this course, but to do it in a way that drives you to do things that will add value. Every lab exercise, every reading, every lecture was intended to prepare you for the exam.
4. Create exams that test your knowledge of the assigned problems, the textbook terms and concepts, the cases in the texts, and the lecture presentations.
5. Present course content through interesting, engaging, and sometimes odd or upsetting lectures.

DROP/ADD DEADLINES

Late Registration and Drop/Add	August 26
Course Withdrawal Deadline	November 4
Complete Withdrawal Deadline	December 4

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HOW THIS COURSE WORKS

A quick overview of the course. The rest of the syllabus provides more details.

COURSE MATERIALS

- Readings – This course has an assigned a digital textbook and three assigned cases.
- Lecture Slides – Each module will have lecture slides that will be useful in following the lectures.
- Study Guides – Each module has a study guide with a list of terms and topics related to the readings and the lectures. Exams and quizzes will be designed around the study guides.
- Problem Sets – Some modules contain quantitative content. These modules will have problem sets with answer keys.

ZOOM LECTURES

The enrollment for this course is so large that in-person lecture meetings have been canceled. While there will be a tiny bit of pre-recorded lectures, most traditional lecture content will be delivered via live Zoom lectures. These live Zoom lectures will NOT be recorded. Students are required to attend the live Zoom lectures at the assigned class-time. Lecture content will be tested.

Your section's Zoom lectures will take place on: **Tuesdays and Thursdays from 3pm until 4:15pm**
These live Zoom lectures will NOT be recorded

The Zoom link for our lectures can be found on our Canvas site.

A day-by-day schedule of lectures and exams can be found on page 13.

PRE-RECORDED VIDEOS

Problem set and Practice lab solutions – For students that need some guidance in solving the math related problems in our labs and problem sets, there will be videos that will walk you through solutions. These videos are very helpful, but they are not required.

In some cases, lecture content and supplemental lecture content will be available in pre-recorded videos. Typically, this will be for quantitative material and guest lectures.

QUIZZES

There are five open notes quizzes this semester. Students get 2 attempts for each quiz.

LAB EXERCISES

All students are now in online labs. These will be accessed via your Canvas page. There are 5 labs this semester. Students get unlimited attempts for each lab. These labs typically cover quantitative material.

EXAMS

There are five exams this semester. Exams are open notes. Students can drop one exam.

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CANVAS SITE

Canvas Menu item: ZOOM

The link to the daily lectures can be found under the ZOOM link.

Canvas Menu item: Announcements

Students are required to check the course announcements a few times each week. The instructor will provide reminders of upcoming due dates and course events. In addition, when changes are made to the course, they will be communicated in the Announcements.

Canvas Menu item: Modules

The course content is broken up into 11 modules. The class materials for each module are listed under Modules. Among the items that can be found here:

- Study guides
- PowerPoint slides
- Problem sets
- Videos: Problem set solutions and Practice lab solutions
- Videos: Supplemental lectures and Exam study tips

Students will also find a link to all assignments under Modules:

- Quizzes
- Lab exercises
- Exams

Canvas Menu item: Syllabus

Students can find a number of helpful items and useful information in the Syllabus section of the Canvas site. Among the items that can be found here:

- Instructor and TA Office Hours
- Syllabus
- Course Schedule
- Links to the required reading materials
- A grade file with a detailed explanation of student grades. (After exam 1)

Canvas Menu item: Grades

A list of a student's recorded grades.

Please note: After exam 1, under the Syllabus menu item, students will find a spreadsheet that will provide advanced calculations of student grades and grade possibilities.

READING MATERIALS

This classes requires one digital textbook and three cases.

DIGITAL TEXTBOOK

Digital Book Title: Supply Chain Foundations: Buy it, Make it, Move it

Students have the option to purchase the book via the Kindle App or as an Apple eBook.

Apple eBook Option

This version is more visually appealing, but it does require that you use an Apple device.

Please be sure to download the most up-to-date Books app on your Apple device of choice.

Purchase via Apple(\$45):

<https://books.apple.com/us/book/supply-chain-foundations/id1498249828>

Kindle App Option

A Kindle device is not required. Nonetheless, this e-textbook will require the most up-to-date *Kindle App* on your device of choice.

To purchase, go to Amazon and search: Supply Chain Foundations

Purchase via Amazon(\$45): <https://www.amazon.com/dp/B07WNBTF1V/>

Get the Free Kindle app here: <https://www.amazon.com/b?node=16571048011>

THREE HARVARD CASES

FREE Case #1 - Deeper Supplier Relationships (Liker and Choi)

Case #1 is available FREE online: hbr.org/2004/12/building-deep-supplier-relationships#

FREE Case #2 - Rapid fire fulfillment (Ferdows, Lewis, Machuca)

Case #2 is available FREE online: hbr.org/2004/11/rapid-fire-fulfillment

PURCHASE Case #3 – Starbucks Corp: Building Sustainable... (Lee, Duda, et al)

Use this link to get the discounted price (\$4.25) on Harvard cases #3 :

<https://hbsp.harvard.edu/import/740472>

If you don't already have a Harvard account, you will need to create one before your purchase.
Registration is free.

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COURSE GRADES

GRADE RANGES

The class will have a maximum score of 600 points. To decrease the anxiety level, the lowest exam score will be dropped. Lab and quiz grade components have buffer points. See sections below for more details.

Final Grade	Points Needed	Percentage
A	540 to 600	90%-100%
B	510 to 539.5	85%-89.9%
C	480 to 509.5	80%-84.9%
D	450 to 479.5	75%-79.9%
E	Below 450	Below 75%

EXAMS – 400 Points

There are FIVE exams this semester. Each exam is worth up to a maximum of 100 points.

Only the top 4 exam scores are counted. The lowest exam score will be dropped.

If a student misses an exam due to illness, a personal matter, a technical issue, a careless mistake or any other reason, the student will get a zero on that exam. This missed exam will be the exam score that is dropped. If a student misses a second exam, the student will need to speak to the instructor during office hours to discuss their options.

Taking exams when unwell - If you are very sick, medically unstable, or if you have severe emotional problems on the day of the exam, DO NOT take the exam. The undergraduate dean's office has made it clear that once a student takes an exam, adjustments and make-up exams are not allowed. You do not need to contact me that day, but I will expect a documented excuse from a medical professional or another professional from a field related to your absence.

Make-up Exams: In the rare situation where a make-up exam is required, the make-up exam will be an essay exam.

QUIZZES – 100 Points Max

Five quizzes, 30 points each.

Students are allowed up to two attempts for each quiz.

Only the score from the best attempt will be recorded.

Students keep all points from the five quizzes, up to a maximum of 100 points. Any points earned over 100 are dropped. (See buffer points below for an explanation)

LAB EXERCISES – 100 Points Max

Five labs, 30 points each.

Students are allowed unlimited attempts for each lab.

Only the score from the best attempt will be recorded.

Students keep all points from the five labs, up to a maximum of 100 points. Any points earned over 100 are dropped. (See buffer points below for an explanation)

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BUFFER POINTS

Let's explain buffer points via an example/process using lab grades. Let's suppose the grades for the first three labs are now entered into the system.

Step 1: Add up your total lab points for the 3 labs already completed. (0 to 75 points)

Student A: 30, 20, 20 – Total 70 points

Student B: 20, 0, 20 – Total 50 points

Student C: 0, 15, 15 – Total 30 points

Step 2: Notice that only two labs remains. This means 60 more points are possible

Step 3: Realize 100 points is the maximum you can get on the 5 labs combined.

Step 4: Calculate what is possible:

Student A - Needs a combined 30 points on the last two labs to get the maximum of 100 points.

This student could get 20 on lab 4 and 10 on lab 5, or they could get 30 on lab 4 and completely skip lab 5.

Student B – Needs all 60 remaining points to max out at 100 points.

Student C – Needs all 60 remaining points just to get 90 points

Step 5: What if? If you end up with more than 100 points, that's ok, but you will only get to keep 100 points. All extra points are lost. There is no extra credit.

Step 6: What if? If you have extra lab points, can they be turned into quiz points? NO. If you have extra quiz points can they be turned into lab points? NO.

Buffer points for quizzes work the exact same way.

ACADEMIC INTEGRITY

Students that do not cheat are highly valued by the instructor. Their efforts and honesty should be recognized and rewarded. As such, if a student is caught cheating, the instructor will seek to prosecute to the fullest.

If you are caught cheating on any assignment or exam you will receive an XE in the course and be reported to the dean. If you give away exam, quiz, or lab answers on any forum or via any mode of communication you will receive an XE in the course.

<https://provost.asu.edu/academic-integrity/policy>

EXAMS – Penalty for Cheating on an Exam – 0 on the exam, XE for the course.

Some of the things that are considered cheating: Using *unauthorized* electronic notes during the exam, using unauthorized devices during the exam, communicating with anyone that is not a TA or instructor during the exam, looking at another student's work during the exam, copying another student's work during the exam.

Disability Resource Center Exams

Students that are eligible, may register with DRC to take exams there. Students that sign up for DRC can only take future exams with DRC accommodations. They cannot use DRC accommodations to re-take exams before they had signed up with DRC.

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ASSIGNMENTS and DUE DATES

QUIZZES

Each quiz has 3 randomly selected questions from a pool of 10+ questions. Each question is worth 10 points. Questions may cover terms, concepts, and/or quantitative material.

The quizzes are open notes. The time limit is 15 minutes. Students get up to two attempts. Only the score from the best attempt is recorded.

QUIZ	DUE DATE
Quiz #1	2-Sep
Quiz #2	23-Sep
Quiz #3	14-Oct
Quiz #4	4-Nov
Quiz #5	2-Dec

LAB EXERCISES

All labs are online this semester. Students can access the labs through their SCM 300 Canvas site.

Each lab typically has 10-25 questions. Labs typically cover the quantitative material. There is no time limit. Students get unlimited attempts. Only the score from the best attempt is recorded.

The labs are open notes. Students are encouraged to work in teams. Students are also encouraged to ask SCM 300 TAs for assistance.

It is recommended that students download the exercise and complete it offline before inputting their answers into Canvas.

Lab exercises are typically challenging assignments that will cover specific material discussed in the lecture presentations. These exercises may require students to perform calculations, answer multiple choice questions, or build excel spreadsheets.

In some cases, practice labs that are very similar to the actual lab exercise will be posted with an answer key. The logic is that if you complete the practice exercise and find that your answers match the key, you should feel confident in doing the graded exercise. It is NOT required that students complete the practice exercises.

ONLINE LAB	DUE DATE
Lab #1	4-Sep
Lab #2	18-Sep
Lab #3	9-Oct
Lab #4	30-Oct
Lab #5	20-Nov

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EXAMS

TIME LIMIT: 20 minutes. Students must take the exam during the available exam window. Once a student opens their exam, the student will have up to 20 minutes to complete an exam.

Here are exam windows for your section:

EXAMS	EXAM DATE	Exam Opens	Exam Closes
Exam #1	10-Sep	3:15pm	3:45pm
Exam #2	1-Oct	3:15pm	3:45pm
Exam #3	22-Oct	3:15pm	3:45pm
Exam #4	10-Nov	3:15pm	3:45pm
Exam #5	8-Dec	2:30pm	3pm

EXAM QUESTIONS: In the weeks before the exam, the instructor will announce how many questions will be on the exam. In addition, the instructor will announce what types of questions will be on the upcoming exam. Questions might include: multiple choice, matching, and quantitative word problems.

CALCULATOR: Students can use a standard calculator during the exam (Example TI-84).

OPEN NOTES: The exam is open notes as long as the notes are paper-based. Students can use hand-written notes, typed notes, problem sets and solutions, and lecture slides as long as they are on paper.

HOW TO STUDY: Below are some recommended dos and don'ts in preparing for the exam.

Good things to do:

- Remember that all of the following will be tested: assigned cases, examples from lecture, textbook material, problem sets
- Make very short and well-organized study guides for each module. (1 to 3 pages maximum)
- Use the practice labs and problem sets. Try them first. Then watch the solution videos.
- Study for the exam – Study a lot. Imagine that the exam will be closed book.

Things to avoid:

- Using the really long study guides available on sites like Course Hero.
- Using your printed slides during the exam
- Trying to find each answer during the exam. (Know the answers without notes)
- Cheating

Taking exams when unwell - If you are very sick, medically unstable, or if you have severe emotional problems on the day of the exam, DO NOT take the exam. The undergraduate dean's office has made it clear that once a student takes an exam, adjustments and make-up exams are not allowed. You do not need to contact me that day, but I will expect a documented excuse from a medical professional or another professional from a field related to your absence.

Make-up Exams: In the rare situation where a make-up exam is required, the make-up exam will be an essay exam.

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COMMUNICATING

Please be aware that the instructor has over 1300 students during Fall 2020. There may be times where the instructor is inundated with emails and office hours.

EMAIL

Please email the instructor directly at eddie.davila@asu.edu

Emails will usually be answered within 36 hours – it may take longer over weekends.

Email must include SCM 300 in the subject line.

Please email the instructor in case of personal issues and to schedule Zoom office hours. Email should not be seen as a substitute for office hours.

ZOOM OFFICE HOURS

Updated Zoom office hours will be listed under the Syllabus link on the course site. Some issues that could be discussed during office hours include:

- Clarification on course content – lecture content, labs, problem sets, etc.
- Discussion on improving class performance
- Questions related to student grades and exams
- Discussion of SCM as a career, other career guidance

During busy periods, students may be asked to wait before they get to speak to the instructor.

IN-PERSON OFFICE HOURS

Please read the weekly announcements for updates on any in-person office hour events.

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ILLNESS and COVID-19 PROTOCOL

COVID-19 is unpredictable. While this section attempts to create a plan for dealing with an uncertain Fall 2020 semester, please understand that changes and updates may be required. If updates and changes are required, look for information in the Canvas Announcements and/or in the Canvas Syllabus section.

BEST ADVICE: ALWAYS PERFORM AT TOP LEVEL

You will be able to drop an exam grade. You have buffer points for labs and quizzes. That said, do not get lazy. It is important that students take every assignment seriously. While you are healthy and safe, please do your best on all assignments. This will provide good insulation should you (or someone you know) become ill during the semester.

WHAT IF A STUDENT GETS SICK?

Please email the instructor and provide any available documentation. If possible, when you are capable, please try and meet with the instructor during Zoom office hours.

WHAT IF A STUDENT MISSES ASSIGNMENTS WHEN THEY ARE ILL?

Students can drop one exam score. In addition, there are lab and quiz buffer points. As long as your illness is relatively short and minor, the dropped exam and buffer points should get you through your period of illness with little or no impact on your grade.

If your illness is serious and/or prolonged, communicate with the instructor so a plan can be created. In the rare situation where a make-up exam is required, the make-up exam will be an essay exam.

WHAT IF...FAMILY ILLNESS, ACCIDENT, PERSONAL MATTER, etc.

In most cases, your dropped exam and buffer points should protect you from any missed exam or assignment. If your personal situation is serious and/or prolonged, communicate with the instructor so a plan can be created.

WHAT IF THE INSTRUCTOR GETS SICK?

A back-up instructor is assigned for each of my sections. This back-up instructor will have directions on how to manage the course in my absence. Things that could be implemented in my absence:

- Pre-recorded lectures
- Changes in due dates
- Changes to exam dates

WHAT IF ANOTHER SIGNIFICANT SOCIETAL DISRUPTION OCCURS?

The instructor may need to make amendments to the syllabus. Those syllabus amendments will seek to maximize learning in a way that minimizes student anxiety. In the event of a significant disruption, students are responsible for checking the SCM 300 course announcements within a reasonable period of time.

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COMMON QUESTIONS, REQUESTS, COMPLAINTS, DISPUTES

EXTRA CREDIT, Re-TAKING EXAMS, MORE TIME ON EXAMS, etc – All students must be treated equally. No one student can be given an opportunity that is not offered to every other student in this section. A student cannot get an extra credit assignment, they cannot re-take an exam, they cannot be given additional time on the exam.

STUDENT PERSONAL PROBLEMS – If you have personal problems, please inform the course instructor of the situation as soon as problems surface. Documentation would help your case. If you wait until the last few weeks of the course to alert the instructor to your problem, typically there is little, if anything, that can be done to help you. Students with real problems should inform the instructor (the sooner the better). We can help if you are honest and timely in your communications.

GRADE DISPUTES – All complaints must be filed with the instructor before the final exam begins. Do not wait until after the final exam when you fall 1 point short of a grade to start searching for your mystery point. In general, because of the built-in buffers only the most obvious grading errors will be considered.

GRADES AND BUFFER POINTS – The idea behind the buffer points is that they allow both students and the instructor to make minor errors without having any substantial impact on your grades. This also explains why we do not allow students to keep buffer points. If students were allowed to keep buffer points, students would argue every minor detail. I have no intention of listening to hundreds of insignificant arguments.

BORDERLINE STUDENTS – No, there is nothing that can be done to improve your grade if you fall even 1 point short of the next highest grade. If you email the instructor at the end of the semester asking for your grade to be increased, this particular portion of the syllabus will be re-enforced.

IMPROVEMENT DURING THE SEMESTER – Your improvement in the course is very much appreciated, but no, we do not take into consideration whether you showed improvement from exam 1 to exam 2 to...exam 5.

“ACCIDENTALLY” DROPPING the COURSE – Students that drop the course for any reason will not be allowed back into the course. Before you drop the course be sure you understand all of the ramifications of your actions.

HONORS CREDIT

In general, honors credit is not offered for SCM 300 unless all sections of SCM 303 are full after the drop/add deadline. If SCM 303 is full after the drop/add deadline, the SCM department chair will be consulted about providing an honors credit option for interested students. The SCM Chair will make that decision.

If students are offered an honors credit option they can only be awarded honors credit if they get at least an A in the non-honors portion of the course, 900+ points. Students that do not achieve an A in the regular part of the SCM 300 course will not get honors credit no matter what their performance on the honors project I assign.

If offered...Honors projects will be rigorous. Honors projects will require regular Zoom meetings with the instructor. Honors projects will have multiple graded components. Honors projects will also require a final Zoom interview with the instructor about their project.

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DAILY LECTURE SCHEDULE

Zoom Lectures take places from 3pm until 4:15pm on Tuesdays and Thursday

TUESDAY		THURSDAY	
25-Aug	Module 1: What is SCM?	27-Aug	Module 2: Buying (Inventory Basics)
1-Sep	Module 2: Buying (Inventory Cost)	3-Sep	Module 2: Buying (Procurement)
8-Sep	NO LECTURE	10-Sep	Exam 1 Covers Content from Modules 1 and 2
15-Sep	Module 3: Making (Facility Location)	17-Sep	Module 3: Making (Line Balancing)
22-Sep	Module 4: Moving (Packaging and Containers)	24-Sep	Module 4: Moving (Modes, Distribution)
29-Sep	NO LECTURE	1-Oct	Exam 2 Covers Content from Modules 3 and 4
6-Oct	Module 5: Retail SCM (Waiting Lines)	8-Oct	Module 5: Retail SCM
13-Oct	Module 6:SCM Integration (Push and Pull)	15-Oct	Module 6:SCM Integration
20-Oct	NO LECTURE	22-Oct	Exam 3 Covers Content from Modules 5 and 6
27-Oct	Module 7: Global SCM	29-Oct	Module 7: Global SCM
3-Nov	Module 8: Socially Responsible SCM	5-Nov	Module 8: Socially Responsible SCM
10-Nov	Exam 4 Covers Content from Modules 7 and 8	12-Nov	NO LECTURE
17-Nov	Module 9: Business Processes	19-Nov	Module 9: Business Processes
24-Nov	Module 10: Improvement Projects (Critical Path)	26-Nov	ASU Closed - NO LECTURE
1-Dec	Module 10: Improvement Projects (Consulting)	3-Dec	Module 11:Measuring performance

During Finals Week

Tuesday, December 8, 2:30pm-3pm

Exam 5 Covers Content from Modules 9, 10, and 11

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READINGS and PROBLEM SETS

Module	Title	Text Assignment	Assigned Case	Problem Set
1	What is SCM	Chapter 1		
2	Buying	Chapter 2	HBR Case - Deeper Supplier Relationships (FREE)	Inventory cost, Forecasting
Module	Title	Text Assignment	Assigned Case	Problem Set
3	Making	Chapter 3		Line Balancing
4	Moving	Chapter 4		
Module	Title	Text Assignment	Assigned Case	Problem Set
5	Retail SCM	Chapter 5		Waiting Line Models
6	SCM Integration	Chapter 6	HBR Case - Rapid Fire Fulfillment (FREE)	Shrinkage Calculations
Module	Title	Text Assignment	Assigned Case	Problem Set
7	Global SCM	Chapter 7 and 12		Reliability, Currency
8	Socially Responsible SCM	Chapter 8	HBR Case - Starbucks Corp. Building a Sustainable...	
Module	Title	Text Assignment	Assigned Case	Problem Set
9	Business Processes	Chapter 9		
10	Improvement Projects	Chapter 10		Project Management
11	Measure Performance	Chapter 11		Basic SCM Metrics

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W. P. Carey School of Business Learning Goals

The Undergraduate Program of the W.P. Carey School of Business has established the following learning goals for its graduates: 1. Critical Thinking 2. Communication 3. **Discipline Specific Knowledge** 4. **Ethical Awareness and Reasoning** 5. **Global Awareness**

Items in bold have significant coverage in this course.

Title IX

Title IX is a federal law that provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy make clear that sexual violence and harassment based on sex is prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. If you or someone you know has been harassed on the basis of sex or sexually assaulted, you can find information and resources at <https://sexualviolenceprevention.asu.edu/faqs>.

As a mandated reporter, I am obligated to report any information I become aware of regarding alleged acts of sexual discrimination, including sexual violence and dating violence. ASU Counseling Services, <https://eoss.asu.edu/counseling>, is available if you wish to discuss any concerns confidentially and privately.

Offensive Classroom Content

If students find course material offensive please discuss these matters with the SCM Chair, Dr. Mohan Gopalakrishnan.

Threatening Situations and Threatening Behavior

The university takes threatening behavior very seriously and these situations will be handled in accordance with the Student Services Manual, SSM 102-02 <http://www.asu.edu/aad/manuals/ssm/ssm104-02.html>

Academic Integrity and Ethical Behavior

<http://provost.asu.edu/academicintegrity>.

W. P. Carey School Undergraduate Honor Code

<https://students.wpcarey.asu.edu/resources/honor-code>

Religious Accommodations

Accommodations will be made for students with religious holidays. Below is the calendar of official religious holidays. Each holiday noted with two asterisks is an observance for which work is not allowed by followers of that religion. For these holidays, students should meet with instructor to discuss alternative accommodations. Since Quizzes and Labs have such long due date windows, typically, allowances will not be made for those assignments. <https://provost.asu.edu/index.php?q=religious-holiday-calendar>

Missed Classes Due to University-Sanctioned Activities

Accommodations will be made for students that can provide proof of their need to miss class for University-sanctioned events. Please note, the instructor may also excuse career-oriented activities, but the student must discuss these events with the instructor and gain approval. <http://www.asu.edu/aad/manuals/acd/acd304-02.html>

COPYRIGHT MATERIAL

Course content, including lectures, are copyrighted material and students may not sell notes taken during the conduct of the course (see ACD 304-06, "Commercial Note Taking Services" for more information). Students may only record the lectures with the consent of the instructor.

Having Internet issues?

Check system health at:

https://asu.service-now.com/sp?id=services_status OR <https://twitter.com/asuoutages>