



A green
light to
greatness.™

UNT[®]
UNIVERSITY
OF NORTH TEXAS™

LSCM 4860 Advanced Logistics Management



**College of Business
Department of Marketing and Logistics**

Table of Contents

KEY INFORMATION	2
Term	2
Course Title.....	2
Instructor.....	2
Required Text and Readings.....	2
Catalog Description.....	2
CORE CURRICULUM	3
COURSE FORMAT.....	4
Books/Readings	4
Lecture Notes	4
Discussions	4
Case Studies and Multi-Media.....	4
ASSIGNMENT FORMATS AND DUE DATES	4
CLASS ATTENDANCE	4
GRADING	5
Case Assignments	5
Class Participation	5
Resume Assignment.....	5
Professional Development	5
Grading Rubrics	6
Advanced Logistics Management Case Project	6
Extra Credit.....	6
Grading Appeals, Withdrawals and Incompletes	6
Final Grading	7
Grading Scale	7
COURSE SCHEDULE	8
COURSE MATERIALS	8
ACADEMIC INTERGRITY.....	8
CELL PHONES AND OTHER ELECTRONIC DEVICES.....	9
AMERICANS WITH DISABILITIES ACT	9

KEY INFORMATION

TERM	Fall Semester, 2015 Tuesday, 6:30-9:00 p.m.
COURSE TITLE	LSCM 4860, Advanced Logistics Management
INSTRUCTOR	Brian Sauser, PhD Associate Professor of Complex Logistics Systems Building: BLB, Room 338A Phone: 940-565-4693 Email: Brian.Sauser@unt.edu Office Hours : By Appointment
REQUIRED TEXT AND READINGS	Munson, C. (2013) <i>The Supply Chain Management Casebook: Comprehensive Coverage and Best Practices in SCM</i> . FT Press: Upper Saddle River, NJ. ISBN: 978-0133367232 Additional readings will be provided by the instructor during the course of the semester.
CATALOG DESCRIPTION	Application of logistics decision-making tools and skills as they apply to inventory, transportation, and warehouse management. Course stresses hands-on application of analytical tools useful in logistics; analysis of the characteristics of logistics system elements and their interrelationships within a company; developing skills to analyze technical logistics problems; and developing executive-level communications skills leading to the concise statement of problems and proposed solutions. Prerequisite(s): LSCM 3960. Capstone course to be taken during the last term / semester of course work.

CORE CURRICULUM

This course is an important component of UNT's Core Curriculum. This course was designed to bridge the STEM (science, technology, engineering, mathematics) and Business core courses (accounting, finance, management, information systems, and marketing) covered in the Logistics Program with key social and behavioral aspects to provide the students with a holistic and comprehensive understanding of how their degree program knowledge has human and societal impacts. As part of this capstone experience, students will focus on the application of empirical and scientific methods that contribute to the understanding of how the "human activity system" (issues of culture and world view and their impact on learning and working in engineering, science and technology) impacts their STEM and Business knowledge. It is built on a fundamental that the successful development of STEM and Business knowledge is directly contingent on the human activity system. Case studies, academic research, and "real world" project work are used to provide a practical and advanced understanding to:

- 1) Build empirical and scientific constructs both at the application level and strategic level for integrating the human activity system as part of STEM and Business knowledge.
- 2) Challenge the student to think of the human activity system as an integral part of STEM and Business knowledge, and how this may impact its strategy, operation, and function in industry and society.

As an integral part of the core curriculum, while engaging in this course you will develop and demonstrate the core objectives of Critical Thinking, Communication Skills, Social Responsibility and Personal Responsibility.

Critical Thinking Skills – including creative thinking, innovation, inquiry, and analysis, evaluation and synthesis of information. Leveraging STEM and Business core knowledge, students will have to demonstrate an understand of the purpose, process, interaction, integration, and emergence of the human activity system with a collective entity, its members, and how it serves its environment to the larger system in which it is embedded. This will be done through "real-world" problem solving that engages industry in defining the problem and allows students to solve relevant and tangible problems with innovative solutions. These assignments will be executed as student teams and individuals using critical thinking tools to analyze and evaluate domain problems to present systemic solutions.

Communication Skills – including effective development, interpretation and expression of ideas through written, oral and visual communication. Assignments and projects will utilize several communication medium (physical and mechanical) to demonstrate an understanding of communication effectiveness. Each application of a communication medium will evaluate the students understanding of: the strategic importance of communication; the communication process; communication within organizations; networked and directional communication flow; interpersonal communication; the roles of formal versus informal communication; communication media; communication technology; and nonverbal communication in the interpersonal communication process.

Empirical and Quantitative Skills – including the manipulation and analysis of numerical data or observable facts resulting in informed conclusions. Assignments and projects will challenge students to manipulate raw data into forms that allow for effective data visualization. Human activity systems are more effective when data can be effectively communicated and presented within and to the human activity system. This includes the ability to identify the current state and effectively consider the impact of change. Student are taught to not only resolve problems but offer the human activity system understanding of the ramification of alternatives. Students will learn that the optimal solution may not be the best solution to the human activity system.

Social Responsibility – including intercultural competence, knowledge of civic responsibility, and the ability to engage effectively in regional, national, and global communities. Assignments and projects will have a requirement to articulate the impact and systemic influence of the the outcome on the human activity system. This will be done in the context of a global economy while includeing the ethical, societal, and cultural impacts. Students will also be required to articultate how problems and solutions have multiple perspectives, that these mulitple perspectives present divergent truths, and the challenge to any solution is satisfying these perspectives.

**COURSE
FORMAT**

The course will be conducted by a combination of lectures; in-class discussion; written and oral discussion of case analyses; article discussions and examination. Students will be called upon to discuss assigned topics, readings, cases and concepts.

I have a philosophy that learning comes in many forms, so you will be subjected to multiple sources and forms of learning. Here are my views...

BOOKS/READINGS

Munson, C. (2013) *The Supply Chain Management Casebook: Comprehensive Coverage and Best Practices in SCM*. FT Press: Upper Saddle River, NJ. ISBN: 978-0133367232

Past experience strongly suggests you will learn much more (and thus perform better) in the class if you have completed the reading assignment before coming to class.

LECTURE NOTES

These are the PowerPoint slides located on the class web site. They will be provided no more than one hour before class, so be prepared to take notes. In any event, I may or may not use them (in whole or part) during a lecture. They are for you to review and absorb. I view them as another reading for you to read. You will also be responsible for their understanding as it relates to the course content and the lecture topics. I will cover material in addition to the text and PowerPoint slides, so I strongly recommended that you take thorough notes.

DISCUSSIONS

You are encouraged to actively participate in the lectures. For example, if you are not clear about a concept being discussed in the class, please ask questions. I consider asking questions as a very important form of class participation. Also, if you have an interesting experience or insight that either supports or contradicts the concept being discussed, please share it with the class. I believe in a "wisdom of the crowds" approach to in-class learning, where the instructor and the student become one in the same.

CASE STUDIES AND MULTI-MEDIA

We will use case studies and multi-media to pontificate about innovative thinking on topics related to this class. These discussions will give us, as a class, a chance to exhibit our thinking individually and collectively.

**ASSIGNMENT
FORMATS
AND DUE
DATES**

You are expected to approach each assignment with the professionalism required in the "business" world by fulfilling your responsibilities and completing work on time. Work products should have a neat, professional appearance. The appearance of the submission will affect the grading – up to a 20% deduction for submissions deemed to be unprofessional in appearance.

Each assignment is due by the time specified in Blackboard. Any assignment may be submitted any time prior to the due date/time. A 50% penalty will be assessed for submissions within 24 hours after the assignment is due (one day late). A 100% penalty will be assessed for submissions more than 24 hours after the assignment is due. Correct spelling, grammar, and punctuation are expected and will be considered in the grading of all assignments. The overall appearance and professionalism of the submission will also be considered in the grade.

**CLASS
ATTENDANCE**

I hold you responsible for all material covered during class, including changes to the syllabus, course schedule, and course materials. I will not supplement missed lecture material. If you must miss a class, you need to make the necessary arrangements to obtain any missed material or lecture notes from other students in the class. Class attendance is strongly encourage because I will call on students to answer questions, discuss case assignments, and to comment on key concepts. Missing these opportunities may result in a reduction in your final grade (see class participation under Grading). Class participation and attendance cannot be made up without prior approval from the instructor.

GRADING**CASE ASSIGNMENTS**

Cases will focus on building and analyzing logistics and supply chain problems. These case assignments will require the use of word processing, spreadsheet, other optimization software tools, and online media. Students will work individually or in groups in solving these cases.

If you must miss a case study due to work or other unavoidable circumstances, you must contact me in advance. If the circumstances merit, I will schedule a make-up or provide an alternative to completing the case study. These situations will occur on an exception basis and must be justified on valid circumstances. In order to be considered for the make-up, you must notify me (via e-mail) before the day of the in-class exam or case study. Failure to provide notification will result in a failing grade for the exam or case study.

CLASS PARTICIPATION

You are strongly encouraged to attend every class. I understand that circumstances beyond your control can impact perfect attendance, but every attempt should be made to come to class and be an engaged participant. Class participation will affect the case grades and your final grade. Points will be based on preparation for class, quality of class input, organization, and conciseness. If you do not actively participate, you will not receive any points for this grading element. Students are expected to fully prepare for the in-class case discussions. Case discussion requires significant effort and should not be taken lightly. I will call on students by name to provide an overview of the case, define the problem, identify key issues and themes, suggest alternatives, discuss the analysis, critique inputs, provide recommendations, and summarize the in-class discussion. The points assigned will be based on degree of participation as well as the quality of participation.

RESUME ASSIGNMENT

Complete the resume cover sheet posted on Blackboard and post in the Assignments module within Blackboard Learn within two weeks of the start of the semester. To avoid a reduction in participation points name your resume file using your last name and the term and year of your graduation. For example:

Lastname_GraduationTerm_GraduationYear.doc
Example: Doe_Fall_2030.doc1

Failure to properly name your file will result in a penalty toward participation points. Late submissions will receive a three-point reduction in their final grade. The logistics faculty will use this resume to send to companies that contact us throughout the semester so make sure it is your very best, no excuses. You have the right to request your resume not be distributed to potential employees.

YOU MUST COMPLETE THE FORM ON THE LAST PAGE OF THE SYLLABUS AND TURN-IN A SIGNED COPY as a scanned pdf with your resume.

PROFESSIONAL DEVELOPMENT

The UNT Logistics Program is very proud of its close relationship with industry and our emphasis on professionalism. You are required to participate in two professionalism events. Each event is worth 2.5 points of your final grade.

Logistics Executive Lecture Series

This semester the Logistics Executive Lecture Series will feature six Friday 12:00 to 1:00 PM sessions allowing students to meet and actively interchange with a logistics executive.

Logistics On-Boarding Events

This program began in Fall 2013, and is the brainchild of the Logistics Center Board of Directors members. Board members expressed the need for students to gain additional skills that will help them "hit the ground running" and be able to contribute to an organization more quickly, be it during an internship or a regular full-time job placement. These skills will help set UNT Logistics student apart from their competition in the marketplace for jobs and promotions. The program will take place on select Fridays, from 12:00-1:00pm, with corporate representatives facilitating lectures and workshops on topics such as:

- Make the impression – Effective interpretation and presentation of analyses
- Networking and relationships – Cultivating, building, and sustaining
- Leadership
- Communication – Verbal and written, effective presentations
- Social media – How to use effectively
- Where do I fit in at my new company? Dealing with generation gaps
- Interviewing from an employer’s standpoint/How to handle multiple offers
- Advanced Excel
- Mentoring – Formal and informal/Career paths

Students must RSVP to attend the sessions. All attendees will receive a “passport” for the program and a “stamp” for each session attended. After completing four program sessions students will receive their Onboarding certification.

College of Business Development Opportunities

The College of Business has executive lectures and professional development workshops. If you attend any of these events and can show evidence of your attendance, credit can be granted for Professional Development.

If you cannot attend two of these events due to work or class schedule conflicts, you may offer an alternative, which is subject to approval prior to attending the event. You are strongly encouraged to attend multiple speakers, LogSA activities, and professional association meetings.

GRADING RUBRICS

Grading for assignments will be done with grading rubrics depending on the assignment. These rubrics will be uploaded into Blackboard and grades and feedback will be distributed via Blackboard. Samples of the rubrics are attached to this syllabus. See “Grading Scale” for reference to what rubrics will be used with each assignment.

ADVANCED LOGISTICS MANAGEMENT CASE PROJECT

Project teams (3-5 students) will work on a topic defined by industry executives to address a “real” industry problem. While engaging the problem through the lens of the human activity system, students will be required to:

- Apply analytical tools useful in logistics
- Analyze the characteristics of a logistics system and its interrelationships within a company and its human activity system
- Demonstrate skills to analyze technical logistics problems
- Demonstrate executive-level communications skills leading to the concise statement of problems and proposed solutions

EXTRA CREDIT

There will be no extra credit in this class. Students will not be allowed to resubmit cases or assignments.

GRADING APPEALS, WITHDRAWALS AND INCOMPLETES

If you disagree with how any assignment or examination was graded, **you must submit a written appeal by email or letter before the start of the next class period.** The email or letter must clearly state the rationale for the appeal and provide evidence to support your position. For example, you may cite text references, PowerPoint slides, or outside readings to support your position—**these must be clearly referenced by title and page number.** The rationale should be objective in nature and should not include subjective opinions. **Appeals that do not provide supporting rationale and specific reference(s) to course materials will be returned without consideration.**

Please refer to the UNT Graduate Catalog for policies governing Withdrawals and Incompletes. If you have any questions, please contact me for clarification. Please note: I only use an incomplete for extraordinary

circumstances. An incomplete grade will not be used simply to provide more time to complete the course requirements.

FINAL GRADING

I will not post final grades beyond what is available on Blackboard. I cannot respond to grade requests except if you appear in-person at my office.

GRADING SCALE

The grading scale is guaranteed. You will receive no less than the grade listed within the appropriate interval. I reserve the right to adjust the grading scale in favor of the class if warranted. The points assigned to each grade comply with the points identified in the UNT Catalog.

Grade	Numeric Range	Grade Point
A	90-100	4.0
B	80-89	3.0
C	70-79	2.0
D	60-69	1.0
F	≤59	0.0

Graded Element	Pts	Rubric					
		CT	CS	EQS	SR	TW	NA
Case Assignments							
Case Study #1 – “Perdue Farms: A Vertically Integrated Supply Chain” “Vertical Integration Works for Apple - But It Won't for Everyone”	10	X					
Case Study #2 – “The Open Supply Chain”	10		X				
Case Study #3 – “Improving Stanford Blood Center’s Platelet Supply Chain”	10			X			
Case Study #4 – “The Salvation Army in Dallas: The Supply Chain Challenges of a Non-Profit”	10	X					
Case Study #5 – “Queuing at eCycle Services”	10			X			
Case Study #6 – TED Talk and Kano Analysis	10	X					
Term Project	25	X	X	X	X	X	
Resume Assignment	5						X
The Beer Game	10						X
Professional Development-1	2.5						X
Professional Development-2	2.5						X
Total	100						

- CT: Critical Thinking
- CS: Communication Skills
- EQS: Empirical and Quantitative Skills
- SR: Social Responsibility
- TW: Teamwork
- N/A: Not Applicable

**COURSE
SCHEDULE**

Below is a proposed schedule, but this schedule will adjust to accommodate class progress, more in-depth discussion where warranted, or to take advantage of guest speakers or tours if the opportunity should arise. Ultimately, we need to optimize your learning experience via a dynamic and agile learning experience.

Wk	Lecture Topic	Class Discussion	Homework
1	8/26 Course Introduction	Logistics Trivia	
2	9/2 Group Interactions/Team Dynamics/Team Formation		Case Study #1
3	9/9 Introduction to Project and Executive Presentations	Case Study #1	Milestone Prep
4	9/16 Project Preliminary Milestone Review		Case Study #2
5	9/23 Project Management and Planning	Case Study #2	
6	9/30 Interview, Negotiation Skills, Networking		Case Study #3
7	10/7 Target DC Tour	Case Study #3	
8	10/14 Presentation Skills		Case Study #4
9	10/21 Systems Thinking	Case Study #4	Milestone Prep
10	10/28 Project Mid-Term Milestone Review		Case Study #5
11	11/4 The Beer Game	Case Study #5	Milestone Prep
12	11/11 Project Final Milestone Review The Beer Game Debrief		Case Study #6
13	11/18 Strategic Outsourcing - Dr. Jimmy Gandhi	Case Study #6	
14	11/25 No Class		
15	12/2 Project Presentations		

**COURSE
MATERIALS**

- **Readings:** To be assigned and provided by the instructor.
- **Cases/Multi-Media:** Several cases from the course text and other multi-media will be assigned during class.
- **Blackboard.** Course materials, assignments, and outside readings will be available within Blackboard. Students can access Blackboard using the Internet at the website webctvista.unt.edu. The site is password protected. You can learn more about Blackboard by reviewing the on-line student manuals.
- **Internet Software:** You will need Internet access and a web browser such as Firefox, Internet Explorer, or Safari. Course materials and assignments will be distributed via the Internet using WebCT Vista. You will be responsible for accessing Blackboard to obtain all course materials. Adobe Acrobat Reader will be required to read some of these materials. Acrobat Reader is available free from the Adobe web site: www.adobe.com.
- **Class PowerPoint Presentations:** Copies of the PowerPoint slides used during the in-class lectures can be downloaded from Blackboard
- **Homework Assignments:** I will periodically assign practice homework problems. Answers to the problems will be provided in graded materials. These assignments are quantitative in nature, and you can expect similar problems to appear on the mini-examinations.

**ACADEMIC
INTERGRITY**

Cheating, plagiarism, or other inappropriate assistance on examinations, abstracts, or cases will be treated with **zero tolerance** and will result in a grade of "F" for the course. Any work should be solely your effort with ABSOLUTELY NO outside help or assistance. Students must be familiar with and adhere to the University's Academic Integrity policies. A dedicated website for this information can be found at:

<http://vpaa.unt.edu/academic-integrity.htm>

To steal and pass off (the ideas or words of another) as one's own is plagiarism. If you quote or reference other's material, you must cite your sources. Cutting and pasting from other sources, even if properly footnoted does not meet the criterion of submitting your own work and will result in a failing grade for the course. The examination instructions are very clear regarding what materials may be used on the exam. If you "preprogram" your calculator, use any materials other than those permitted on the exam, talk with other individuals during the exam, exchange information about an exam with an individual that has not taken the exam, or copy or use material from another individual's exam, you will receive a failing grade for the course. According to University policy, if you become aware of any misconduct related to academic integrity, you should inform me or another proper authority such as the Department Chair or Associate Dean.

**CELL
PHONES AND
OTHER
ELECTRONIC
DEVICES**

All cellular or digital phones and pagers are to be turned off during class. **Failure to comply with this request will result in a letter grade deduction to the final grade if repeated.** Laptop usage to investigate additional information during class will be encouraged at time.

**AMERICANS
WITH
DISABILITIES
ACT**

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

The schedule, policies, and assignments contained in this course syllabus are subject to change in the event of extenuating circumstances, class progress, or by mutual agreement between the instructor and the students. All changes will be announced in class prior to the change with a posted change to the syllabus placed on Blackboard.