



LSCM 3960.601: LOGISTICS & SUPPLY CHAIN MANAGEMENT Fall 2021

Mr. José A. Grimaldo, Jr.
Monday Evenings
6:00PM - 8:50 PM
Frisco Inspire Park 1013



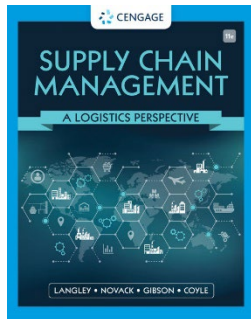
Office: Online and by Appointment
Phone: Office: (940) 369-5012
Office Hours: 5:00-5:30PM (either in person or via Zoom) at Inspire Park
Contact: via email Jose.Grimaldo@unt.edu

COURSE DESCRIPTION:

Analysis and design of domestic and international logistics systems. Topics include transportation, warehousing, inventory control, materials handling and packaging, and plant and warehouse locations within

COURSE MATERIALS:

Text: John J. Coyle, C. John Langley, Jr, Robert A. Novack, and Brian J. Gibson, **Supply Chain Management: A Logistics Perspective**. 11th Edition: Cengage Learning, ISBN: 9780357706770. **NOTE: Do not purchase or rent the international version.** *Lectures:* To successfully complete the course you must master two sources of information. First, is the textbook. Almost 95% of exam questions are drawn directly from the text. Read it carefully and completely. Second, the lectures. History has shown a clear relationship between your final grade and classroom attendance. Outlines of the lecture Power Points will be posted on CANVAS to assist your effort in taking notes during the lecture. Copies of the complete lectures will not be provided...**come to class!**



GRADING:

Resume	65 points
Quizzes (15)	150 points
Tour	65 points
Attendance	120 points
Inventory (Exam) #1	200 points
Inventory (Exam) #2	200 points
Inventory (Exam) #3	200 points
TOTAL	1,000 points

RESUME (65 points = 6.5% of Grade):

Assume you attend a Council of Supply Chain Management Professionals meeting Monday evening and chat with a vice president with a 3PL. “Looking for an exceptional UNT graduate highly capable to do great things for your company?” you ask. She replies, “Send me your resume to me by Noon Thursday.” Do you have your resume ready? You should.

Your assignment:

First, in order to receive credit you must complete and electronically submit your resume in CANVAS or CANVAS as per your instructors portal no later than **5:00 on Friday, September 09, 2022** The logistics faculty may use this version of your resume to send to companies that contact us throughout the semester so make sure it is your very best. There is a 100% penalty for late submissions. Students adding the course will have 48 hours to make-up this exercise from the time they add the course.

Second, you must provide the following naming convention for your document upload into CANVAS

Example: Instructor Initials_R (*R indicates Release your resume, NR Not Release resume*) or NR_Full or Intern_StudentLastName_Semester_Year your naming convention should look like this JAG_R_Full_Burton_Spring_2022.pdf (this one shows the resume is free to release, choose NR if you don't wish to have your resume released)

Third, in order to be visible to employers you must submit your resume via Eagle Careers powered by Handshake <http://studentaffairs.unt.edu/career-center/eagle-careers>. You need to have a profile created as well. A Student User Guide will be provided to you with instructions on how to submit your resumé.

Fourth, once you have your resume ready to upload into Handshake you must do the following:

1. Under ‘Personal Goals’, you need to select either, ‘I want a job’ or ‘I want an internship’, then click ‘Done’
2. Now, you need to choose in the ‘Other’ dropdown ‘Has Public Resume’ If you want to have recruiters see your resumes.

Tour Assignment: (65 points = 6.5% of Grade)

Tour Assignment to be determined once time and date have been finalized.

Attendance (Mandatory) (120 points = 12% Final Grade):

Attendance is Mandatory. Everyone will start with 120 points. Each time you miss class you will be docked **10 points**. You will not be able to make-up the time. If you have to miss for a medical emergency I will follow UNT policy and request you present a note from a doctor. You will still be responsible for the course work and material as necessary.

Attendance Policy [faculty should adapt to suit their circumstances]

[Professor's regular attendance policy here].

COVID-19 impact on attendance

While attendance is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to attend class because you are ill, or unable to attend class due to a related issue regarding COVID-19. It is important that you communicate with me *prior to being absent* as to what may be preventing you from coming to class so I may make a decision about accommodating your request to be excused from class.

If you are experiencing cough, shortness of breath or difficulty breathing, fever, or any of the other possible symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider. While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

Academic Integrity :

Academic integrity emanates from a culture that embraces the core values of trust and honesty necessary for full learning to occur. As a student-centered public research university, UNT promotes the integrity of the learning process by establishing and enforcing academic standards. Academic dishonesty breaches the mutual trust necessary in an academic environment and undermines all scholarship. Academic dishonesty includes cheating, plagiarism, forging the signature of the instructor or of another student, fabrication, and/or facilitating or sabotaging the academic dishonesty of other students.

Any suspected occurrence of academic dishonesty will be investigated and handled in accordance with UNT policy and procedures. The following academic penalties may be assessed at the instructor's discretion upon determination that academic dishonesty has occurred. *Admonitions and educational assignments are not appealable.*

1. *Admonition.* The student may be issued a verbal or written warning.
2. *Assignment of Educational Coursework.* The student may be required to perform additional coursework not required of other students in the specific course.
3. *Partial or no credit for an assignment or assessment.* The instructor may award partial or no credit for the assignment or assessment on which the student engaged in academic dishonesty, to be calculated into the final course grade.
4. *Course Failure.* The instructor may assign a failing grade for the course.

Should the procedure for appeal of a case of academic dishonesty extend beyond the date when the instructor submits course grades for the semester, the student will be assigned a grade that reflects the penalty, which shall be adjusted, as appropriate, at the conclusion of any appeal process.

Specific details and description of UNT's Policy on Student Standards of Academic Integrity (18.1.16) and students' right to appeal are available at http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf.

The G. Brint Ryan College of Business takes academic honesty seriously. Ethics and integrity are important business values, essential to building trust and adhering to both professional and legal standards. Academic dishonesty destroys trust, damages the reputation and the value of the degree and is unacceptable.

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions from admonition (a warning) to expulsion from the University.

Some of the most common examples of academic integrity violations include plagiarism or cheating, such as unauthorized assistance on examinations, homework, research papers or case analyses. Your work must be entirely your own. When working on assignments, you should not discuss your work with others unless approved by the course instructor. Group assignments should only be discussed with members assigned to your group, and all group members may be held accountable in some way for known academic integrity violations in a group assignment.

Another example of academic dishonesty relates to improper attribution. When preparing your assignments, you must cite all outside sources in the manner requested by your instructor. Copying or using material from any source prepared by or previously submitted by others, at UNT or other institutions, or downloaded from the Internet, is plagiarism. Unless directed otherwise in an assignment, large scale "cutting and pasting" from other sources, even if properly footnoted, is not appropriate. You should synthesize this material in your own words and provide a footnote.

Your instructor will specify what materials, if any, may be used on the tests and exams.

Using materials other than those permitted, talking with other individuals during the exam, individuals exchanging information about an exam when one has taken the exam and the other has not, or copying or using material from another individual's exam is academic dishonesty and will result in a meeting to discuss academic integrity violations and potentially issue sanctions mentioned above, and may result in ineligibility for academic scholarships. The use of online assistance, such as sites commonly used for finding homework solutions, group chat, cell phones, smart

watches, and similar tools during exams is not allowed for any reason unless specifically permitted. No portion of an exam may be copied or photographed without permission.

Students are expected to conduct themselves in a manner consistent with the University's status as an institution of higher education. A student is responsible for responding to a request to discuss suspected academic dishonesty when issued by an instructor or other University official. If a student fails to respond after a proper attempt at notification has been made, the University may take appropriate academic actions in the absence of the student's participation.

Quizzes (150 points= 15.0% Final Grade):

The course consists of a combination of reading and lecture. Lectures will cover most, if not all, of the reading material, lectures are intended to go beyond the basic concepts to further your understanding. Learning is enhanced if the student has read the text material prior to the lecture. Coming to the lecture without previously reading the text will hinder your understanding. To encourage students to read the material prior to the lecture, students will be given a quiz during lecture.

Extra Credit – 25PTS

YOU MUST EMAIL ME AND NOTIFY ME THAT YOU HAVE SIGNED UP FOR THIS EXTRA CREDIT. YOU WILL BE REQUIRED TO PROVIDE ME WITH A 1 PAGE, SINGLE SPACED, 11 POINT CALIBRI FONT, .5 MARGINS, SUMMARY OF THE PRESENTATION BEFORE THE MONDAY FOLLOWING THE FRIDAY PRESENTATION. IF YOU'RE LATE IT WILL NOT BE COUNTED.

PROFESSIONAL DEVELOPMENT

The Center for Logistics & Supply Chain Management provides multiple opportunities for students to connect to business experts and acquire useful insights beyond the classroom. The Executive Lecture Series and the Onboarding Program speaker events will be held on Fridays from 12:00 noon to 1:00 p.m. and will be presented this semester in both in-person and virtual formats. Hosted by IANA, The Business of Intermodal Continues Program speaker events will be offered virtually only and at various days/times. For all events, registration is required. Registration closes at 12:00 noon on the day before the event. Virtual meetings will be recorded and post-event attendance reports will be sent to the professors. Reports include a list of registered participants, and what times each participant arrived and left the event.

Students must register online to attend all events. Registration closes at 12:00 noon on the day before the event. Students will immediately receive an email confirmation to the email address provided on the registration form. The in-person classroom location and the link to the virtual event will be sent to the same email address one day before the event. The class number entered on the registration form will be the class for which the student receives the attendance credit. Students have the ability to change the class number for a registered event by logging in and clicking 'edit' in the event they have registered for. Students also have the ability to cancel registration for a registered event by logging in and clicking 'cancel' in the event they have registered for. If a student has registered for an event and is not be able to attend, they should cancel their registration no later than 24 hours before the start time of the event. The registration system will allow students to register for an event until capacity restrictions have been met (In-person = 100, Virtual = 300). Students should register early in the semester as events fill up very quickly!

Students need to abide by all the following policies to receive professional development credit: Participation in an event will count towards only one course, mentioned by the student during registration. Students receive professional development credit for registering, arriving on time, and staying for the duration of the event. Failure to register, validated from the attendance report generated after the event, will prevent students from receiving credit for professional development. Failure to participate at least 66% of the scheduled time of the event, will prevent students from receiving credit for professional development. Failure to attend an event, after prior confirmed registration, will lead to loss of points from the student's final grade, unless the student cancels the registration at least 24 hours before the start time of the event. Such loss of points may not be recovered by participating in other professional development events.

Here are the links to the event pages:

- ❖ Executive Lecture Series: <https://cob.unt.edu/logistics-center/executive-lecture/speakers>
- ❖ Onboarding Program: <https://cob.unt.edu/logistics-center/onboarding-program/speakers>
- ❖ The Business of Intermodal Continues Program: <https://cob.unt.edu/logistics-center/business-of-intermodal-continues/speakers>

Examinations 600 points= 60.0% Final Grade):

Most examinations tend to be one-time exercises in memorization and regurgitation which defeats the purpose of a college education. Class sessions should be an exchange of information to facilitate understanding of logistics concepts. Three times during the term an exam will be taken to check for understanding and retention of information. The exam will be multiple choice, true/false, quantitative problems, but no essay questions. Exams require the student to pull together key logistics concepts to devise an answer and are intended to test understanding, not memorization skills. There will not be a cumulative Final Exam. Scoring on exams will be based on total correct answers multiplied by a factor of '2'. For example, if you score a 36 out of 40 possible points, I will take $36 \times 2 = 72 \times 2 = 144$ out of 200 points.



"Distractions" GUIDELINE:

Preferably content-related questions are asked in class for the benefit of the entire class. Individual issues should be discussed during office hours. Immediately after each lecture is completed some students try to discuss issues with Mr. Grimaldo. Between handing back graded assignments, shutting down the front of the classroom, and trying to pay close attention to your needs there is a lot going on. Please make it a practice to follow-up any discussions with an email so anything discussed is agreed upon and documented. All emails are retained until the end of the course.

OFFICE HOURS:

Will be by appointment only and on Zoom connection between the hours of 5:00 – 5:30 Monday before class or in room provided by Inspire Park. Problems, or potential problems, should be addressed before they become major problems. Email me at Jose.Grimaldo@unt.edu to schedule an online appointment.

CHALLENGE POLICY:

You have until the start of the next class to submit a **written** request for a regrade (known as a "challenge") after an exam or assignment has been returned to the class. To earn additional points, you must be able to convince me, **in writing**, that your answer is correct.

DISABILITIES ACCOMMODATION:

In accordance with university policies and state and federal regulations, UNT is committed to full academic access for all qualified students, including those with disabilities. To this end, all academic units are willing to make reasonable and appropriate adjustments to the classroom environment and the teaching, testing, or learning methodologies in order to facilitate equality of educational access for persons with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide the student with an accommodation letter to be hand delivered to the instructor to begin a private discussion regarding the student's specific needs in the course.

Students may request accommodations at any time; however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Every semester, students must obtain a new letter of accommodation, and they must meet with each faculty member prior to implementation in each class.

Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to request that students discuss such letters during their designated office hours in order to protect the privacy of the student.

For additional information, visit the Office of Disability Accommodation (ODA) in Sage Hall, suite 167, or their website at <http://disability.unt.edu>. You may also contact the ODA office by phone at [940.565.4323](tel:940.565.4323). Specific information on UNT's policies related to disability accommodations is available at <http://policy.unt.edu/policy/18-1-14>.

Please note that disability accommodations are not retroactively applied to the start of a course. Accommodations in the course become effective after the student has delivered an official accommodation letter from UNT's ODA.

The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with a disability. If you have an established disability, as defined in the Americans with Disabilities Act and would like to request accommodation, please see Mr. Grimaldo as soon as possible.

Online CLASSROOM ETIQUETTE/STUDENT CONDUCT

To promote your plunge into business professionalism here are some simple classroom etiquette requirements:

- 1) **No cell phones or cameras.** Please turn your cell phone off. Ringing cell phones (as well as twittering) are a distraction to the class and an insult implying that you are more important than anyone around you. Any ringing or twittering cell phones will be confiscated and returned to the owner at the final exam. Use of cell phones during the lecture or an exam may result in confiscation. Similarly, use of cameras in the classroom are distracting and prohibited.
- 2) **Use of computers ARE allowed** during the lectures but users must sit in the first two rows of the classroom.
- 3) ***Please do not come to class late or depart early unless you have an emergency. It is discourteous and an interruption to the class.***
- 4) Any student behavior that interferes with an instructor's ability to conduct class or other students' opportunity to learn is unacceptable and will not be tolerated in any instructional setting at UNT. This includes traditional face-to-face classes, online or blended classes, labs, discussion groups or boards, field trips, and verbal and/or written (including email) communication with the instructor and/or other students. Examples of unacceptable behavior include, but are not limited to, disrespectful treatment of other students (verbal or written), disrupting lecture, and use of inappropriate or profane language or gestures in class or other instructional settings.
- 5) A student engaging in unacceptable behavior may be directed to leave the classroom or other instructional setting and will be counted as an absence and considered unexcused and may also be referred to the Dean of Students to consider whether his/her conduct violates UNT's Student Code of Conduct.

FINAL GRADES

It is the practice of Mr. Grimaldo to post your final grade on CANVAS.

CAMPUS CARRY & CONCEALED HANDGUNS

In accordance with state law and UNT policy, students who are licensed may carry a concealed handgun on campus premises except in locations and at any function, event, and program prohibited by law or by this policy. Students may learn more about UNT's concealed handgun policy at <https://campuscarry.unt.edu>.

SEXUAL DISCRIMINATION, HARRASSMENT, & ASSAULT

UNT is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these acts of aggression, please know that you are not alone. The federal Title IX law makes it clear that violence and harassment based on sex and gender are Civil Rights offenses. UNT has staff members trained to

support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

UNT's Dean of Students' website offers a range of on-campus and off-campus resources to help support survivors, depending on their unique needs: http://deanofstudents.unt.edu/resources_0. Renee LeClaire McNamara is UNT's Student Advocate and she can be reached through e-mail at SurvivorAdvocate@unt.edu or by calling the Dean of Students' office at 940-565-2648. You are not alone. We are here to help.

EMERGENCY NOTIFICATIONS & PROCEDURES

UNT uses a system called Eagle Alert to quickly notify you with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). The system sends voice messages (and text messages upon permission) to the phones of all currently enrolled students. Please make certain to update your phone numbers at <https://my.unt.edu/>.

Some helpful emergency preparedness actions include:

- 1) know the evacuation routes and severe weather shelter areas in the buildings where your classes are held,
- 2) determine how you will contact family and friends if phones are temporarily unavailable, and
- 3) identify where you will go if you need to evacuate the Denton area suddenly.

In the event of a university closure, please refer to CANVAS for contingency plans for covering course materials.

Fall 2022 Important Dates

Key Semester Dates	Full Term August 29 - December 16	8 Week 1 Session August 29- October 21	8 Week 2 Session October 24-December 16
Schedule of Classes Available on myUNT	March 7	March 7	March 7
Registration Opens for specifics by student group/class: See spring registration guide at registrar.unt.edu/registration	March 21	March 21	March 21
Regular Registration Ends Full Semester and 8WK1 registration closes at 4:30 p.m. and Tuition and Fees due by 5:00 p.m. 8WK2 registration closes at 11:30 a.m. and Tuition and Fees due by 12:00 p.m. See Student Accounting for payment deadlines.	Aug 25	Aug 25	Oct 20
Late Registration Begins - For Students not Registered for the Term Students registering late will incur a late registration fee of \$75. See Student Accounting for payment deadlines. Full Semester & 8WK1 registration ends at 4:30 p.m. and Tuition and Fees due by 5 p.m. 8WK2 registration ends at 11:30 a.m. and Tuition and Fees due by 12 p.m.	Aug 26–Sep 2	Aug 26–Sep 2	Oct 21–28
Last Day to Withdraw from Entire Term on myUNT Courses do not appear on the transcript. After this date see Dean of Students to withdraw from the entire term.	Aug 28	Aug 28	Oct 23 if only 8WK2
Classes Begin	Aug 29	Aug 29	Oct 24
Last Day to Add a Class Section See Student Accounting for payment deadlines.	Sep 2	Sep 2	Oct 28
Census - Official Enrollment Determined Last day to drop a course section to no longer appear on the official transcript. <i>(Dropping courses may impact financial aid and degree completion. See advisors.)</i>	Sep 12	Sep 3	Oct 29
Drop with a Grade of W Begins Beginning this date students can drop a course with a grade of W. The course appears on the transcript with a grade of W and tuitions fees remain. <i>(Dropping courses may impact financial aid and degree completion. See advisors.)</i>	Sep 13	Sep 4	Oct 30
Last day to change to pass/no pass grade option (undergrads)	Oct 7	Sep 16	Nov 11
Midpoint of the semester	Oct 21	Sep 23	Nov 18
Last day for a student to drop a course or all courses with a grade of W	Nov 18	Oct 7	Dec 2
First day to request a grade of Incomplete	Nov 19	Oct 8	Dec 3
Pre-Finals Days	Dec 7-8	NA	NA
Last Regular Class Meeting	Dec 8	Oct 20	Dec 15
Reading Day - No Classes	Dec 9	NA	NA
Final Exams	Dec 10–16	Oct 21	Dec 16
Last Day Term	Dec 16	Oct 21	Dec 16

University Grade Submission Deadline 4pm	Dec 19	Oct 24	Dec 19
Grades/Academic Standing posted on the Official Transcript	Dec 21	Dec 21	Dec 21

Fall 2022 Holidays

Labor Day-No Classes-University Closed	Sep 5, 2022
Thanksgiving Break-No Classes	Nov 23, 2022
Thanksgiving Break-No Classes-University Closed	Nov 24–26, 2022

PRE-FINALS DAYS

So that students can more adequately prepare for their final examinations, UNT sets aside days preceding final examinations during which no new material may be disseminated and extracurricular and organizational activities are suspended. “Pre-Finals Days” refer to the two calendar days preceding the Reading Day of each Fall and Spring semester. The dates will be established as part of the final examination schedule. Any deviation from these requirements must be approved in advance by the appropriate dean or director.

READING DAY

Reading Day is the Friday of the week immediately preceding final exams each Fall and Spring semester. No classes are held on this day.

FINAL EXAM SCHEDULING

Faculty members are required to administer final exams at the designated times during the exam week of each long semester and during the specified day of each Summer term if a final examination for the course is required. Any deviation from the published schedule must be approved in advance by the appropriate academic dean.

RESCHEDULING A FINAL EXAM

Students who have more than two final examinations scheduled on one day may request to reschedule one of the examinations on another day during the final examination period as follows:

- Students may request to reschedule their final exam with their respective faculty member. This request **must be made in writing to the instructor of record for the course** in which the examination is scheduled. This request **must be made by the last regularly scheduled class meeting before pre-finals days**.
- The request **should identify the course name as well as the date and time each final is scheduled; and offer a time when the student is available to take the exam. Instructors of record may, but are not required to, reschedule an examination on the date requested by the student.**
- Should none of the faculty members agree to reschedule an examination, students may appeal to the Dean or the Dean’s designee of their respective major. The decision of the Dean or Dean’s designee is final.

EXTRAORDINARY EVENTS AFFECTING FINAL EXAMINATIONS

In the event of extraordinary situations that impact the functioning of the entire university, the final examination schedule may be modified. **In such cases, pronouncements by the Provost and Vice President for Academic Affairs regarding rescheduling of examinations will supersede the published schedule for final examinations.** Department Chairs may engage faculty directly about correcting grades of “incomplete” that result from extraordinary circumstances.

Online course evaluations (SPOT) will be available for students to complete. Please take time to visit my.unt.edu and fill out the evaluation form – your feedback is appreciated!

You will get an additional 10 points if I receive 95% or better participation.

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KEY ACTIVITIES AND DATES

This schedule may be revised to accommodate class progress, more in-depth focus or discussion where warranted, or to take advantage of guest speakers if the opportunity arises. We will attempt to stay as close to this schedule as possible.

DATE	TOPIC
Monday August 29	Course Overview – Syllabus Review (MUST COME TO CLASS @ Frisco Inspire Campus)
Monday September 5	NO-CLASS LABOR DAY
Friday September 9	Resume DUE NO LATER THAN 5:00PM CST (email to instructor)
Monday September 12	SCM: An Overview - Chapter 1 pre-class quiz Global Dimensions of the Supply Chain - Chapter 2 in-class quiz
Monday September 19	Role of Logistics in the Supply Chain - Chapter 3 in-class quiz Distribution and Omni-Channel Network Design - Chapter 4 in-class quiz
Monday September 26	Sourcing Materials and Services - Chapter 5 in-class quiz Exam Q & A
Monday October 3	Exam #1 – Chapters 1, 2, 3, 4, and 5
Monday October 10	OPERATIONS—PRODUCING GOOD AND SERVICES Chapter 6 in-class quiz Demand Management - Chapter 7 in-class quiz
Monday October 17	Order Management and Customer Service - Chapter 8 in-class quiz Managing Inventory /Inventory Decision making - Chapter 9 in-class quiz
Monday October 24	GUEST SPEAKER Frito-Lay – Spencer Wilk PENDING or Live Tour
Monday October 31	Distribution - Chapter 10 in class quiz Exam Q & A
Monday November 7	Exam #2 – Chapters 6, 7, 8, 9, and 10
Monday November 14	Transportation - Chapter 11 in class quiz Aligning Supply Chains - Chapter 12 in class quiz
Monday November 21	NO-CLASS
Monday November 28	Supply Chain Performance Measurement - Chapter 13 in class quiz
Monday December 5	Supply Chain Technology - Chapter 14 pre-class quiz Strategic Challenges & Change for Supply Chains - Chapter 15 in class Final Exam Q & A
Monday December 12	Exam #3/Final Exam – Chapters 11, 12, 13, 14, 15 6:00 PM