

University of North Texas
College of Business Administration
Department of Logistics, & Operations Management
OPSM 4810-501 - PURCHASING AND MATERIALS MANAGEMENT

Semester: Spring 2022

Class Time: W 6:00 p.m. – 8:50 p.m.

Classroom: Frisco Hall Park A Room 107

Office Phone: 940.565.3125

Instructor: Jeffrey Ogden, Ph.D.

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Office: TBD

Conference Hours:

W 5:30 – 6:00 p.m. and 9:00 – 9:30 p.m.

additional times available by appointment

Course Description: Every organization in both the public and private sector is in varying degrees dependent on materials and services supplied by other organizations. No organization is self-sufficient. Purchasing and supply management is, therefore, one of the key business processes in every organization. This course is designed to provide an introduction to the field of purchasing and supply management. It covers topics such as how supply is organized within organizations, the standard acquisition process, purchasing-related information systems, cost management tools, negotiation strategies, supplier selection, metrics, purchasing capital goods, purchasing services, outsourcing, purchasing's role in new product design, buyer-supplier relationships, purchasing strategies and how purchasing can influence strategic changes within organizations.

Course Objectives: The main goal of the course is to provide students in business administration and other relevant disciplines an in-depth understanding of the key activities involved in buying and utilizing materials as well as their impact on an organization's performance. The secondary objective is to develop the students' skills in communication, teamwork, and critical thinking through classroom discussions and group projects.

Teaching Methodology: The material is primarily presented in a case-based discussion format with dialogue encouraged on the issues. Student preparation of assigned readings and homework prior to class is essential for full participation, comprehension and participation.

Required Textbook: Johnson, P. F., & Flynn, A. E., *Purchasing and Supply Management* (16th ed.), McGraw-Hill, 2020. ISBN: 978-1-259-95760-4

Required Class Materials: In order to fully participate in this class, students will need access to a computer with a webcam and microphone and access to Zoom, Microsoft Teams, and Microsoft Office products.

Supplemental Materials: Class case studies and relevant articles will be posted throughout the semester.

Course Grading:

Individual Readiness Assessment Tests	10%
Attendance/Participation	10%
Midterm Exam	15%
Final Exam	15%
Team Readiness Assessment Tests	10%
Team Case Analysis	30%
Team Member Evaluation	10%

Readiness Assessment Tests

In team-based learning, the basic mechanism to ensure that students are exposed to course content is the Readiness Assurance Process. The Readiness Assurance Process has five major components as follows:

1. Reading Assignment – Complete the assigned readings and come to class prepared to take a test covering the conceptual material (not the quantitative material) you have just read.
2. Individual Tests – The Readiness Assessment Test (RAT) will be given at the beginning of class and will typically consist of short true-false or multiple-choice questions. RATs are closed book tests. There will be no make-up RATs. However, you will be allowed to drop your lowest two individual RAT scores. If you are caught cheating on these individual tests, you will receive a failing grade for the class.
3. Team Tests – When students have finished taking the individual RAT, they turn in their answers and immediately proceed to retake the same test, but this time as a team. Team RATs are also closed book tests. The discussion required to choose a team answer both serves as an excellent review of the readings and provides the opportunity for peer teaching. The team tests are completed and scored using special Google-docs forms which provide concrete and immediate feedback on both individual and team scores. At this point, the instructor (or a group member) usually also posts their team scores on the board; however, individual scores remain anonymous. Public posting of the team scores allows students to monitor their performance by making comparisons between their scores and those of their peers.
4. Appeals Process – This phase of the process gives students the opportunity to refer to their assigned reading material to appeal any questions that were missed on the team test. The students must produce compelling evidence (in writing) to convince the instructor to award credit for the answers they missed on the team test.
5. Instructor Feedback – This feedback comes after the appeals process and allows the instructor to clear up any confusion students may have about any of the concepts presented in the readings.

Attendance/Participation

Class meetings are primarily lecture, team work and group discussion. An upper-level undergraduate course should be a forum where ideas are freely exchanged. The course material will be augmented for certain lessons with handouts and videos which will be discussed in class and which are considered testable material.

I hold you responsible for all material covered during class, including changes to the syllabus, course schedule, and course materials. If you cannot attend the scheduled class time, due to a valid excused absence, be sure consult with your team members to catch up on the information you missed.

Class attendance is mandatory; and I will call on students and teams by name to answer questions, discuss 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 a valid medical excuse, an absence approved by the Dean of Students, or bona fide family emergency.

What do I mean by participation?

- Attending class on a regular basis - (Students will receive a 10 percent reduction in participation points for every unexcused absence)
- Raising and answering questions
- Reading the assigned material prior to class
- Sharing ideas, observations, and personal experiences
- Pointing out relevant data
- Generating potential solutions
- Relating to and synthesizing the ideas of others
- Pointing out relationships to earlier discussions
- Helping others develop their views and ideas
- Not distracting others who are trying to listen or learn

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. Half of the points in this area will be based on attendance and half will be based on actual participation. If you do not actively participate, you will not receive any points for this grading element. Please get involved, share your experiences and ideas, and ask questions of the instructor and your classmates. Remember, if you don't understand, it's likely that others don't either.

Students are expected to attend class meetings regularly and to abide by the attendance policy established for the course. It is important that you communicate with the professor and the instructional team prior to being absent, so you, the professor, and the instructional team can discuss and mitigate the impact of the absence on your attainment of course learning goals. Please

inform the professor and instructional team if you are unable to attend class meetings because you are ill, in mindfulness of the health and safety of everyone in our community.

If you are experiencing any symptoms of COVID-19 please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Team at COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure.

Exams

The midterm exam will be given during the class session indicated. Exams are cumulative in nature. The final exam is comprehensive and will be scheduled by the registrar during finals week. The exams will be case-based and comprised of short answer or essay questions. No make-up exams will be given for unexcused absences.

Team Case Analysis

Teams will be asked to present their analysis of the cases as part of in-class exercises/discussions, case write-ups, and through video presentations. In all of these instances, the team's role will be to present the facts of the case, identify the major issues and problems, generate and evaluate alternative solutions, recommend and justify a solution, and suggest an implementation strategy where appropriate. Everyone in the class should read and analyze each case. It is recommended that every person in each team take an active role in their team's case analysis; otherwise, each team may organize as it desires to maximize its effectiveness.

Team Member Evaluation

Much like the business world where organizations no longer compete against other organizations, but supply chains compete against supply chains, the assignments associated with this class are mainly team-based. However, organizations routinely evaluate members of their supply chains and weed out those who are not adding value or those who are adding too much cost. Therefore, to introduce some element of individual responsibility, at the end of the class, team members will have the opportunity to evaluate their peers. These scores will then be used to calculate this portion of the individual student's grade.

Final grades will be distributed according to the following cutoffs. The student will be awarded at least the indicated letter grade if he/she achieves the cutoff percent or higher on all coursework.

Percent	Grade
90.00% of above	A
80.00% - 89.99%	B
70.00% - 79.99%	C
60.00% - 69.99%	D
59.99% of below	F

COURSE SCHEDULE

WEEK	DAY	TOPIC	READING	CASE	TYPE
1	Jan 19	Syllabus and Expectations Characteristics of SCM			
		Establishment of Teams Case Process			
2	Jan 26	No Class – Work on Cases			
3	Feb 2	Purchasing and Supply Management Profit Leverage Effect Supply Chain Mapping	Ch 1	Cottrill Inc. (posted in CANVAS)	In-Class Example
		Supply Strategy	Ch 2	Duchess Univ. (posted in CANVAS)	In-Class
4	Feb 9	Supply Organization	Ch 3	Southeastern Univ. (posted in CANVAS)	In-Class
		Supply Processes and Technology Process Mapping IT vs. IS RFID	Ch 4		
5	Feb 16	Make or Buy, Insourcing, and Outsourcing Core Competency	Ch 5	Alicia Wong (5-3)	Written
		Need Identification and Specification	Ch 6	Carson Manor (12-1)	In-Class

6	Feb 23	Quality Goods vs. Services	Ch 7	Caledon Concrete (7-2)	In-Class
		Inventory Midterm Review	Ch 8		
7	Mar 2	Midterm Exam			
8	Mar 9	Price Learning Curves New Product Design Price Forecasting	Ch 10	Coral Drugs (10-2)	Written
		Cost Management	Ch 11	Deere Cost (posted in CANVAS)	In-Class
9	Mar 16	No Class – Spring Break			
10	Mar 23	No Class – Watch Negotiation Videos			
11	Mar 30	Negotiation Exercise		Price Forecasting (10-3)	Written
12	Apr 6	No Class – Work on Cases			
13	Apr 13	Supplier Selection	Ch 12	Loren Inc. (posted in CANVAS)	In-Class
		Metrics Exercise Forecasting Briefs			

14	Apr 20	Supplier Evaluation and Supplier Relations	Ch 13	Plastic Cable Clips (posted in CANVAS)	In-Class
		Simplification			
15	Apr 27	Legal and Ethics	Ch 15	Casson (posted in CANVAS)	Written
		Other Supply Responsibilities	Ch 16	TriCity (posted in CANVAS)	In-Class
16	May 4	Supply Function Evaluations and Trends	Ch 17	Video Case (TBD)	Video
		Collaboration in Buyer/Supplier Relationships Strategic Change Management Final Exam Review			
17	May 11	Final Exam			

CANVAS ONLINE LEARNING

Management of this course will be through the CANVAS System which can be accessed at:

<https://unt.instructure.com>

Remote instruction may be necessary if community health conditions change or you need to self-isolate or quarantine due to COVID-19. Students will need access to computer with a webcam and microphone as well as access to Zoom and Microsoft Teams to participate in fully remote portions of the class. Information on how to be successful in a remote learning environment can be found at <https://online.unt.edu/learn>.

Synchronous (live) sessions in this course may be recorded for students enrolled in this class section to refer to throughout the semester. Class recordings are the intellectual property of the university or instructor and are reserved for use only by students in this class and only for educational purposes. Students may not post or otherwise share the recordings outside the class, or outside the Canvas Learning Management System, in any form. Failing to follow this restriction is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.

FACE COVERINGS

UNT encourages everyone to wear a face covering when indoors, regardless of vaccination status, to protect yourself and others from COVID infection, as recommended by current CDC guidelines. Face covering guidelines could change based on community health conditions.

ANNOUNCEMENTS

Announcements will be made when needed during the term using the ANNOUNCEMENTS tool. Be diligent and check it every day or you may miss something important. Only the instructor can post announcements.

ASSIGNMENTS

Assignments are posted using the CONTENT/ASSIGNMENTS tool. It is easy to use and make sure you check it daily for any new assignment. Assignments will be posted approximately 1 week before due. Deadlines are in place and clearly stated in the instructions, which prohibit submitting an assignment late. Late submittals are not accepted and students are responsible for any technical difficulties. Student submittals will be posted to CANVAS by the due date and time using the ATTACH FILE option.

COURSE CONTENT

The modules within CANVAS provide access to all lessons and supporting material posted on CANVAS. Types of files include Excel, PowerPoint, PDF, and Word among others. If it appears that a file does not look right, be sure and download that file to your computer and open it in the correct software. Some files automatically download to your computer when you access them. Be sure and view them in the correct software to avoid alignment problems. Students are responsible for printing any documents you choose for class support such as PowerPoint documents, assigned articles, homework, and class case studies.

EMAIL

Please use my UNT email address listed at the top of the syllabus for all communication. Keep your messages clear, courteous, and short.

GRADES

The GRADES tool in CANVAS will be used to report/track your grades. It is located on the left of your homepage list of tools. You will be informed when a grade is released using this tool. Final grades are reported using this tool in advance of UNT release of grades. The GRADES tool in CANVAS is not the official gradebook as maintained by the professor and doesn't always calculate grades correctly due to various weights, excluded/dropped scores, and various settings within CANVAS.

IMPORTANT UNIVERSITY POLICIES**ACADEMIC INTEGRITY STANDARDS AND SANCTIONS FOR VIOLATIONS**

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 ranging from admonition to expulsion from the University.

Cheating, plagiarism, or other inappropriate assistance on examinations or cases will be treated with **zero tolerance** and will result in a grade of “F” for the course. The work should be solely your effort with ABSOLUTELY NO outside help or assistance. When working on exams, you must not discuss the exam with anyone (other faculty, other teams, or other students) unless specifically approved by the instructor. Students must be familiar with and adhere to the University’s Academic Integrity policies.

Copying or using material from assignments previously submitted by other students (at UNT or other learning institutions) or downloaded from the Internet is plagiarism. If you quote material, you must cite your sources. **Large scale “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.**

ACCEPTABLE STUDENT BEHAVIOR

Student behavior that interferes with an instructor’s ability to conduct a class or other students’ opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student’s conduct violated the Code of Student Conduct. The University’s expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at deanofstudents.unt.edu/conduct.

ACCESS TO INFORMATION – EAGLE CONNECT

Students’ access point for business and academic services at UNT is located at: my.unt.edu. All official communication from the University will be delivered to your Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail: eagleconnect.unt.edu/

ADA STATEMENT

UNT makes reasonable academic accommodation for students 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 a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one’s specific course needs. 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. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website at disability.unt.edu

EMERGENCY NOTIFICATION & PROCEDURES

UNT uses a system called Eagle Alert to quickly notify students 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). In the event of a university closure, please refer to CANVAS for contingency plans for covering course materials.

RETENTION OF STUDENT RECORDS

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the CANVAS online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about students' records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy.

GRADE APPEALS, WITHDRAWALS, & INCOMPLETES

Please refer to the UNT Graduate Catalog for policies governing these actions. If you have any questions, please contact me for clarification. Please note: I only use an incomplete for extraordinary circumstances. An incomplete grade will not be used simply to provide more time to complete the course requirements.

STUDENT EVALUATION ADMINISTRATION DATES

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the [SPOT website \(http://spot.unt.edu\)](http://spot.unt.edu) or email spot@unt.edu.

SEXUAL ASSAULT PREVENTION

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally,

alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

ACADEMIC SUPPORT & STUDENT SERVICES

Student Support Services

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- Student Health and Wellness Center (<https://studentaffairs.unt.edu/student-health-and-wellness-center>)
- Counseling and Testing Services (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- UNT Care Team (<https://studentaffairs.unt.edu/care>)
- UNT Psychiatric Services (<https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry>)
- Individual Counseling (<https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling>)

Chosen Names

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name and would like that to be used in class, please let the instructor know. Below is a list of resources for updating your chosen name at UNT.

- UNT Records
- UNT ID Card
- UNT Email Address
- Legal Name

**UNT eUIDs cannot be changed at this time. The collaborating offices are working on a process to make this option accessible to UNT community members.*

Additional Student Support Services

- Registrar (<https://registrar.unt.edu/registration>)
- Financial Aid (<https://financialaid.unt.edu/>)
- Student Legal Services (<https://studentaffairs.unt.edu/student-legal-services>)
- Career Center (<https://studentaffairs.unt.edu/career-center>)
- Multicultural Center (<https://edo.unt.edu/multicultural-center>)
- Counseling and Testing Services (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- Pride Alliance (<https://edo.unt.edu/pridealliance>)
- UNT Food Pantry (<https://deanofstudents.unt.edu/resources/food-pantry>)

Academic Support Services

- Academic Resource Center (<https://clear.unt.edu/canvas/student-resources>)
- Academic Success Center (<https://success.unt.edu/asc>)
- UNT Libraries (<https://library.unt.edu/>)
- Writing Lab (<http://writingcenter.unt.edu/>)