

# LSCM 4560

## Transportation Management

### Course Syllabus

#### Fall 2021





## *The Logistician*

Logisticians are a sad and embittered race of men who are very much in demand in war, and who sink resentfully into obscurity in peace. They deal only in facts, but must work for men who merchant in theories. They emerge during war because war is very much a fact. They disappear in peace because peace is mostly theory. The people who merchant in theories, and who employ logisticians in war and ignore them in peace, are generals.

Generals are a happily blessed race who radiate confidence and power. They feed only on ambrosia and drink only nectar. In peace, they stride confidently and can invade a world simply by sweeping their hands grandly over a map, pointing their fingers decisively up terrain corridors, and blocking defiles and obstacles with the sides of their hands. In war, they must stride more slowly because each general has a logistician riding on his back and he knows that, at any moment, the logistician may lean forward and

whisper: "No, you can't do that." Generals fear logisticians in war and in peace, generals try to forget logisticians.

Romping along beside generals are strategists and tacticians. Logisticians despise strategists and tacticians. Strategists and tacticians do not know about logisticians until they grow to become generals--which they usually do.

Sometimes a logistician becomes a general. If he does, he must associate with generals whom he hates; he has a retinue of strategists and tacticians whom he despises; and, on his back, is a logistician whom he fears. This is why logisticians who become generals always have ulcers and cannot eat their ambrosia. *Author Unknown*

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## DEPARTMENT OF MARKETING & LOGISTICS COURSE SYLLABUS

### LSCM 4560.001, Business Transportation Management

**TERM:** Fall 2021

**CATALOG DESCRIPTION:** Principles of transportation covering the role of transportation systems; environmental and economic impacts; modal components; managerial and economic aspects of the various modes, with applications to both domestic and international operations.

**INSTRUCTOR:** Terrance L. Pohlen, PhD, CTL  
Senior Associate Dean  
Director, Jim McNatt Institute for Logistics Research  
BLB 290M (Dean's suite)  
Office: (940) 565-4660 E-mail: pohlen@unt.edu

**OFFICE HOURS:** Monday/Wednesday: 10:00 – 11:30 and 1:30 – 3:00.  
Tues/Thurs/Fri: 10:00 – 11:30. Other times by appointment.  
Appointments are preferred. Please indicate the purpose when scheduling the meeting.

**COMMUNICATION CONTACT INFO:** All communication relating to the course should occur through Canvas messages. Discussion topics have been created for posting questions related to specific chapters or assignments. Grade challenges and other communications related to the course should be accomplished through Canvas messages. Communication unrelated to the course (advising, internships, etc.) may be submitted to pohlen@unt.edu. All assignments will be turned-in using Canvas. Please see the assignments module in Canvas for instructions on posting assignments.

**Please note: this syllabus does not include the learning objectives for individual class sessions or assignments. Access Canvas to obtain detailed learning objectives for each class session.**

*For want of a nail the shoe was lost,  
for want of a shoe the horse was lost;  
and for want of a horse the rider was lost;  
being overtaken and slain by the enemy,  
all for want of care about a horse-shoe nail.*

-Benjamin Franklin  
*The Way to Wealth, 1758*

**IMPORTANT DATES:**

Attachment 1 contains important dates for the Fall semester. You should be aware of key dates that may affect you. Important dates for this course are included in the Course Schedule.

**COURSE ETIQUETTE AND CONDUCT:**

You have enrolled in a business course. My expectation is that you will conduct yourself professionally in all interactions regarding this course. Communications should occur in complete sentences with correct grammar, spelling, and punctuation. You should not use abbreviations or “texting” when communicating in this class.

All in-class discussions require professional courtesy and language. Individuals must demonstrate respect for other students in the course—rude behavior and interruptions will not be tolerated. All students are expected to fully comply with the UNT student code of conduct. You can review the code of conduct at: [https://policy.unt.edu/sites/default/files/07.012\\_CodeOfStudConduct.Final8\\_.19.format.pdf](https://policy.unt.edu/sites/default/files/07.012_CodeOfStudConduct.Final8_.19.format.pdf)

**NETIQUETTE:**

This course will rely on a blend of face-to-face and on-line class sessions/communications. Online communications can be frequently misunderstood or misinterpreted. As a result, the following guidelines are recommended to help you communicate and work effectively in an on-line environment:

- Only write what you would say in a face-to-face communication with an individual or group of people.
- Write as if you are speaking in a public place—your communication may be resent to other individuals that you never intended to receive your writing.
- Use the subject line in emails or Canvas discussion postings to clearly identify the content of your communication. This approach allows others to quickly understand the focus or purpose of your communication. Keep the topics related to course materials or content.
- Avoid forwarding emails or other communications without the original author’s permission.
- Review previous discussion postings to ensure your communication is current and relevant.
- Avoid “reply all” or using a group reply when responding to an individual.
- Recognize your electronic communications do not have the visual cues occurring in face-to-face communications, and humor or sarcasm can be easily misunderstood.

- Do not respond when angry or upset—respond when you have a clear mind and be unemotional when responding.
- Write in clear proper English and remember to spell check. You should not write as if you are texting, even terms such as best friends forever (BFF) could easily be misinterpreted.
- Limit your electronic communications to a single topic at a time.
- Avoid placing entire word or phrases in capital letters.
- Spell acronyms and then place in parentheses afterward when using terms that may be unfamiliar to the individual(s) receiving your communication; for example, you would spell less-than-truckload (LTL) freight.
- Always be sensitive in your class related communications to the cultural, political, and religious differences which exist among the individuals that may read your writing.
- Use good taste in your communications—profanity and swearing have no place in on-line class or business communications.
- Allow individuals an appropriate amount of time to respond to your communications.

#### CANVAS USE:

Students are expected to check Canvas, [unt.instructure.com](http://unt.instructure.com), for any course updates on a daily basis. Announcements, updates, and revised materials will periodically be posted. Students are responsible for any updates posted in Canvas—on the course header, Canvas messages, or announcements.

Technical problems or system outages may affect Canvas. Students are expected to plan ahead and download required materials in advance of due dates. System outages or problems encountered with Canvas will not be accepted as an excuse for failing to complete an assignment. Canvas typically goes down for maintenance at 11:30PM on Saturday evenings.

#### REQUIRED TEXTBOOKS:

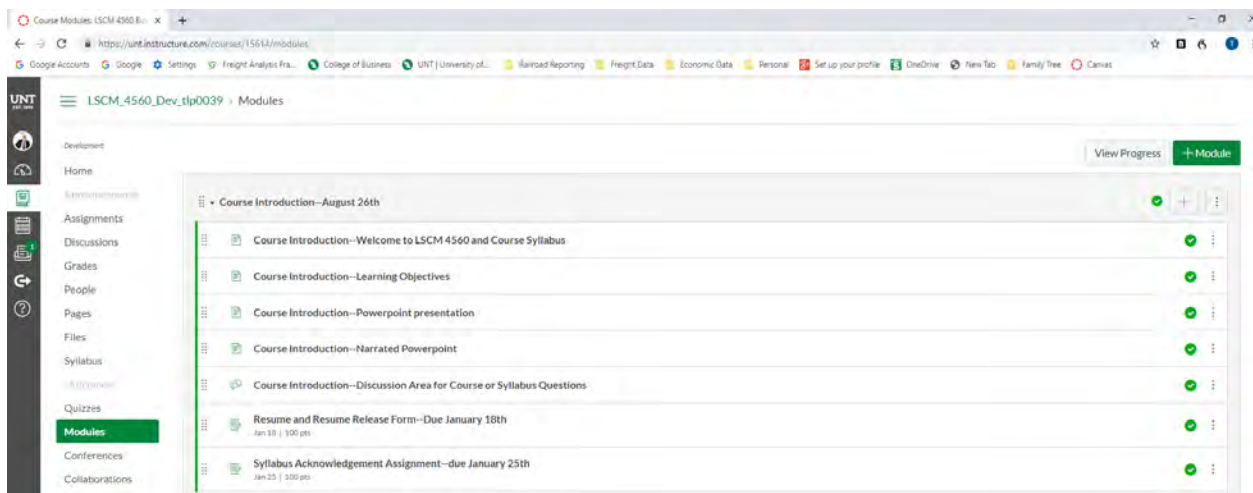
Novack, Robert A., Brian J. Gibson, Yoshinori Suzuki, and John J. Coyle (2019), *Transportation*, 9<sup>th</sup> edition, South-Western Cengage Publishing, Mason, OH, ISBN 978-1-137-40664-3

Rodrigue, Jean-Paul (2020), *The Geography of Transport Systems*, 5th edition, Routledge: New York, NY, ISBN 978-0-367-36463-2. **Please note: You can access this text for free on-line.** Portions of this text will be used. You may obtain any required material from the on-line version of this text at <https://transportgeography.org/>

## COURSE MATERIALS:

Course materials, assignments, and outside readings will be available within Canvas. Students can access Canvas using the Internet at the website [unt.instructure.com](https://unt.instructure.com). The site is password protected. You can learn more about Canvas by reviewing the on-line student manuals. Some materials will be available in Adobe Acrobat Reader (\*.pdf) format. You can obtain Adobe Acrobat Reader via the Internet at [www.adobe.com](http://www.adobe.com).

You can view the learning modules (organized by chapter) for the course by selecting the appropriate course in Dashboard and then the module from the menu on the left hand side of the Canvas page (see Figure 1 below).



**Figure 1:** Course Module in Canvas

**Outside readings:** Outside readings will be required for several class sessions. These readings will be posted by module in Canvas or can be downloaded from the UNT library.

**Homework:** The course includes three graded homework assignments. These assignments may be quantitative in nature, and you can expect similar problems to appear in one of the three examinations. The graded assignments will be made available for download in the Assignments module, within Canvas. Graded assignments will be turned-in electronically in the Assignments section of Canvas. See the “Grading” section of the syllabus for additional instructions.

**Transportation Research Project:** The class requires a team research project involving key issues confronting transportation



professionals. The due date is posted in the class schedule. The learning objectives will be available in Canvas.

Student teams will have access to several features within Canvas to facilitate on-line discussion, analysis and preparation of the research paper or case assignment. You may also make use of Skype, Zoom, MS Teams, or other on-line resources to meet to conduct your research.

*Internet Software:* You will need Internet access and a web browser such as Firefox, Google Chrome, or Microsoft Internet Explorer. Course materials and assignments will be distributed via Canvas. You will be responsible for accessing Canvas to obtain all course materials and to post completed assignments.

*Adobe Acrobat Reader:* Adobe Acrobat Reader will be required to read the majority of these materials. Acrobat Reader is available free from the Adobe web site: [www.adobe.com](http://www.adobe.com). Many of the printed materials required for this course will be saved in PDF.

*Class Powerpoint Presentations:* Copies of the PowerPoint slides used for each module can be downloaded from Canvas. The Powerpoint files will be saved in two formats.

- One version contains the Powerpoint slides in two slides per page for note taking. I would encourage you to download and print copies of the slides in advance reading the book chapter or viewing the narrated version.
- The second version, created using Adobe Captivate, can be viewed online using Canvas. This version provides narration and closed captioning. Many students find this version useful for reviewing material or covering material they may have missed in class.

For the modules not contained in the course text, a Powerpoint file in notepages format or a draft book chapter will be provided. You are strongly encouraged to read the notes/book chapter to prepare for class and the corresponding quiz.

*“Behind every great leader  
there was an even greater logistician.”*

*– M. Cox*

**COURSE OVERVIEW:** Table 1 provides an *approximate* breakdown of the coverage of the topics covered in this course:

**Table 1:** Course Coverage by Transportation Topic

Topic	Portion of the course
Course introduction	3%
Significance of transportation and effect on economic development and global trade	6%
Transportation economics	4%
Transportation regulation and deregulation	4%
Transportation public policy and promotion	4%
Transportation and logistics	3%
Modal characteristics and operations	26%
Intermodal transportation	4%
Vehicle routing	4%
Principles of transportation & logistics	4%
Transportation costing and pricing	4%
Transportation risk management and security	4%
Ecommerce, last mile, and transportation	4%
Third-party transportation providers	4%
Private transportation	4%
Shipper and carrier strategies	8%
Future transportation challenges	4%
Exams	6%
<b>Total</b>	<b>100%</b>



*Port of Houston*

*“The amateurs discuss tactics, the professionals discuss logistics.”*

– Napoleon Bonaparte

## **COURSE OBJECTIVES:**

The overall course objective is to develop effective problem solving skills for transportation management by obtaining an understanding of the key transportation concepts and issues affecting the movement of goods and people. The major objectives for the course include developing the capability for students to:

- Develop transportation strategies for movement of freight across the supply chain based on customer service constraints and cost trade-offs with other logistics components.
- Calculate freight charges and classify freight using the National Motor Freight Classification, TL and LTL quote systems, and dimensional weights
- Route vehicles using heuristics and optimization models
- Apply facility location models (heuristics and optimization) to determine how transportation affects total logistics costs and site selection.
- Determine how transportation contributes to total logistics costs and how to make effective cost trade-offs with other logistics functions
- Connect changes in transportation policy, regulation and funding to the performance, condition, and safety of the US transportation system
- Select the most appropriate transportation mode for a shipment based on product attributes, total landed cost, and customer service objectives
- Identify the leading transportation providers and explain how their capabilities have enabled these firms to achieve a competitive advantage in the marketplace
- Apply key financial and performance indicators to determine the financial health and operational capabilities of a transportation provider
- Compare and contrast the key differences between the operating and service characteristics of the transportation modes
- Project future changes in the transportation system and their effect on logistics management and performance
- Identify the key differences in the transportation modes, processes, intermediaries, regulations and documentation used in international and domestic transportation
- Compare how insourcing versus outsourcing strategies for transportation affect service, performance, and competitive capabilities for a firm

- Determine appropriate strategies for managing the shipper-carrier relationship

## COURSE FORMAT:

The course will be conducted in a blended format, a combination of in-class and distance sessions. *Several class sessions and exams may be conducted in a distance format. You should prepare in advance to ensure access to a computer with dependable internet access.* Narrated Powerpoint presentations (posted in Canvas—see Figure 2) contain the material that typically would have been covered in a traditional classroom environment for any class sessions employing distance education. Narrated presentations have been prepared for all class sessions. These lectures **supplement** the course text. As a result, you must view the lectures **and** read the assigned material in the course texts. The lecture material will be saved in multiple formats. The narrated version can be viewed using a web browser in Canvas. The narrated version includes the Powerpoint slide, voice narration, and closed captioning (click on CC at the bottom of the screen to view the text while listening—see below). I have also saved the Powerpoint slides in a two slide per page format. You can print this version and use for note taking while viewing and listening to the Powerpoint slides.



**Figure 2:** Example of narrated Powerpoint Presentation

*Lecture format:* This course will primarily rely on the in-class lecture and discussion format. Students sometimes criticize the lecture format as not teaching creativity or how to obtain new knowledge. A frequent criticism is that it only tasks the student to *parrot back* existing or previous knowledge. However, a key objective of this course is to for you to develop an in-depth knowledge of the key concepts and professional knowledge in transportation management to enable effective decision-making. You must possess this knowledge to enter the profession and to understand the problems you will face in subsequent courses and in the required logistics internship. During the lectures, questions will be posed to promote in-class discussion of key topics or current issues. Students are also encouraged to pose questions and engage in an active dialogue regarding key issues or policies affecting the transportation industry.

*Schedule:* The class will adhere as closely as possible to the schedule posted in the syllabus. **All assignments and are due at 5:00PM on Friday of the week shown in the course schedule.**

*Learning Objectives for Class Sessions and Assignments:* Before you begin any chapter or assignment, you should first refer to the learning objectives posted in Canvas. I have essentially created a “mini-syllabus” for each chapter and assignment. You will find information on how I expect you to prepare, the reading and viewing assignments, any required or recommended outside readings or videos, key learning objectives, and discussion questions.

I recommend you use the learning objectives as a study guide—ensure that you have identified and carefully read the sections in the book or Powerpoint slides that relate to these objectives. If you take thorough notes on these objectives, then you should be well-prepared for the quizzes and examinations. *All examination and quiz questions will be linked to the learning objectives.*

In several instances, the material in the primary course text may already be outdated. **If the material in the Powerpoint slides contradicts or contains different information from the course text, you need to use the information contained in the Powerpoint slides. Grade challenges based on conflicting material will not be accepted.**

*Canvas Discussion Areas:* Any questions regarding the course should be posted in the discussion area. This approach will ensure all students benefit from your question and my response.

*Assignments and Posting Homework:* All homework and the transportation research paper will be turned-in at 5:00PM Friday in the week shown in the syllabus course schedule. An electronic copy will be submitted as a .pdf, .xlsx or .docx (should be a single file—do not use jpg or graphics formats) attachment and posted to the appropriate assignment in Canvas. Within the assignments module, you will also find instructions or guidelines for completing each assignment. I will not accept homework that has been turned into my office. **Do not submit homework as an email or Canvas message attachment unless previously approved.**

## GRADING:

You should view the graded assessments, as an integral part of learning about logistics and supply chain management. Each graded element provides an opportunity for you to interact with the different problems frequently encountered by logistics professionals and to receive immediate feedback on how you have performed.

The graded elements within the course include three examinations, a research project, three graded homework assignments, daily quizzes, and professional development. The weights assigned to each element are shown below in Table 2.

**Table 2:** Graded elements for LSCM 4560

Graded Element	Percentage
Exam 1	18%
Exam 2	18%
Exam 3	20%
Daily quizzes on learning objectives	8%
Facility location assignment	4%
Vehicle routing assignment	4%
Rate making assignment	4%
Transportation research project	20%
Professional Development (1)	2%
Professional Development (2)	2%
Total	100%
<b>Note:</b> Failure to actively participate in class may result in up to a one letter grade (10 percent of total points for the course) deduction from the final course grade.	



## EVALUATION OF STUDENT PERFORMANCE:

Your course grade will be determined based on the following evaluation instruments:

*Exams.* Three exams will be given. The exams will consist of questions drawn from the readings, lectures, speakers, presentations, and homework assignments. **You are responsible for the material even if it is not emphasized or directly covered during the lectures.**

Past experience strongly suggests you will learn much more (and thus perform better) in the class if you have completed the reading assignment before attending class or taking the quizzes and examinations. The book chapters cover much of the material addressed in this course; however, I will cover material in addition to the text in the in-class lectures or narrated Powerpoint slides. I strongly recommend that you take thorough notes. A module in Canvas covers note-taking. You should refer to this module to increase the effectiveness of your note-taking skills.

Exams will focus on the chapters and modules contained in the class schedule; however, due to the nature of the course and subject matter, all exams contain some comprehensive elements. **The exams will emphasize material identified in the learning objectives for each chapter or topic.** No make-up exams will occur except in extraordinary situations that require approval before the scheduled exam. **The exams are not cumulative; however, you must be familiar with basic concepts covered earlier in the class.**

Attachment 7 provides a rubric used to assess student performance on short answer and essay questions on the exams.

*Quizzes.* A quiz will be administered at the start of every class **and** another online following the class (two per class period) except on the first day of class, exams, or when previously announced. Quizzes will consist of five to fifteen questions covering the material assigned for the class period. Failure to prepare for the quizzes may seriously affect your grade. The quizzes are representative of the multiple choice questions, and you can expect to see similar questions on the examinations.

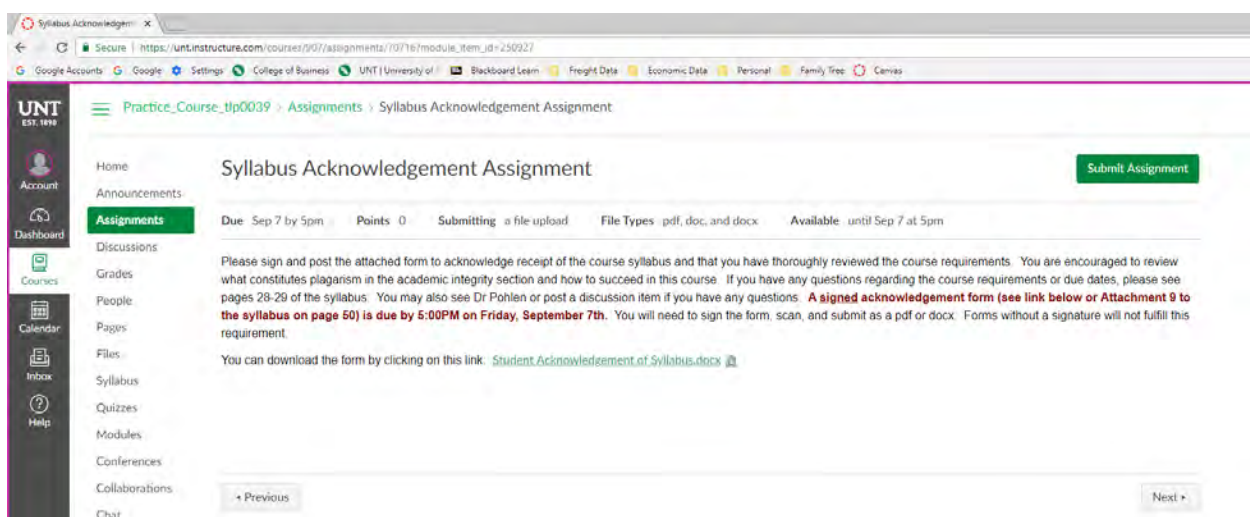
**The in-class quizzes will be given during the first five minutes of class. If you arrive late or miss class, the quizzes cannot be made up. On-line quizzes open**

**immediately after the corresponding class session and will be available until the start of the next class.**

*Graded Homework Assignments.* Each student will individually complete three homework assignments. The assignments consist of short problems, and you can expect similar problems to appear on the following exams. Assignment submissions must follow the instructions contained in the learning objectives for the assignment, and Excel spreadsheets should be used when appropriate. The answers typically should be no more than two to three pages in length. The assignments will be graded based on accuracy, professional appearance, ability to completely answer the question, as well as ability to follow instructions.

**The graded homework assignments are an individual effort. Students must not discuss or exchange information for completing the assignments with other students. Failure to comply with this requirement will result in a failing grade for the assignment.**

All assignments will be turned in at 5:00PM Friday of the week shown in the course schedule and also be submitted as an attachment in the Canvas Assignment area. The file name must follow the file name convention shown in the learning objectives for the assignment. **A five point deduction will be assigned to any assignment that does not have an appropriate file name.** Figure 3 provides an example of how an Assignment will appear in Canvas.



**Figure 3:** Assignment in Canvas



*Resumes.* Resumes will be submitted by 5:00 PM, Friday, August 27<sup>th</sup>. Failure to submit a resume will result in a 3-point deduction from the final course grade. Resumes should be submitted as an attachment in the Assignments module of Canvas (see Attachment 2 of this syllabus for instructions). You must include the resume release form as a separate file with your resume. The file name for the resume must follow the directions shown in Attachment 2, otherwise points will be deducted.

*Transportation Research Project.* Teams of four students will conduct research or a case analysis involving key issues or problems confronting transportation and logistics professionals and produce a thoroughly documented research paper or case analysis. Students may present their papers to executives from the participating companies. The research paper/case analysis and learning objectives are available in Canvas. See Attachment 5 for submission guidelines and paper grading.

Separate grades will be assigned to the team and to individual team members. The team grade will be adjusted by individual based on the feedback received from your teammate in the peer evaluations. The initial grade appearing in Canvas will be for your team. Once the peer evaluations have been received, your individual grade may be adjusted based on team feedback. As a result, you should actively participate in the research project and support your team members.

*Peer evaluations.* Peer evaluations are required and will only be submitted once on the date shown in the syllabus. Attachment 6 contains the peer evaluation forms and instructions. A single peer evaluation will be used for assessing your team members' performance for the research paper.

*Class participation.* Class participation incorporates several elements including: in-class participation, an individual introduction, resume submission, syllabus acknowledgement submission, and team name submission. In-class participation will be based on preparation for class, frequency of participation, quality of participation, organization, and conciseness. The class participation grade also includes the resume submission, syllabus acknowledgement, the professional introduction, individual in-class discussion of daily course content, outside readings, and in-class quizzes.

Make sure that you are making your presence known through positive class contributions. Behavior detrimental to class discussion and progress (e.g., talking, making noise, sleeping, newspaper reading, etc.) will be heavily considered in this component of your grade. It is of particular importance that you show respect for visitors (guest lecturers) to the class.

**Failure to submit your resume, a personal introduction, team roster, syllabus acknowledgement and to be prepared, regularly attend class, and actively participate in class discussion may result in up to a one-letter grade deduction (10% of total points in the course) from your final grade in the course.**

I will grade participation on a daily basis using a 0 to 5 point scale. You are not required to participate during every class period; however, if you fail to make a meaningful contribution at least once every two weeks, you should anticipate a deduction in your final grade (see Attachment 4 for grading template).

*Professional introduction.* Each individual in the course will be required to provide a professional introduction in the Canvas Discussion module. Please see the Professional Introduction discussion posting for the required minimum content. You may include additional information relevant to how you may contribute to the team assignments.

The purpose of this discussion posting is to assist you in better knowing the other participants in the class so you can make effective decisions in selecting team mates for the research paper. The professional introduction will contribute to your overall class participation grade for the course.

*Professional development.* You are required to participate in two professional speaker events. Each event is worth 2.0 points toward your final grade (see Attachment 3 for additional information). Students must register (RSVP) in advance for the executive lecture series or on-boarding sessions on-line. If you cannot attend you must cancel your RSVP. The cancellation must occur by 5:00PM on the Thursday before the event. If you are a no-show, then you automatically forfeit the 2% of your final grade for that session. You will not be allowed to make-up the event for credit.

Approval of alternative activities (professional meetings, LOGSA or ISM events, or COB distinguished speakers) requires

advance approval. **No “double dipping” is permitted, even if permitted by your other instructor! You cannot count an outside speaker for this course and for another LSCM or LGAV course. A student may not attend one event and count it for two LSCM/LGAV classes**—attendance will be checked across courses

This semester the logistics executive lecture series and logistics on-boarding sessions are scheduled on several Fridays. These sessions allow students to meet and actively interact with a logistics executive. To register for a logistics executive lecturer session go to:

<https://cob.unt.edu/logistics-center/executive-lecture/speakers> or <https://cob.unt.edu/logistics-center/onboarding-program>

If you cannot attend two of these events due to work or class schedule conflicts, you may offer suggestions to fulfill this requirement. All substitutions require advance approval.

*Syllabus acknowledgement.* All students must acknowledge receipt and an understanding of the requirements contained in the course syllabus. Attachment 8 can be signed and submitted to complete this requirement. Students may also print Attachment 8 by printing the on-line copy of the syllabus from Canvas. The signed acknowledgement form will be posted to the appropriate assignment in Canvas.

## **ASSIGNMENTS AND DUE DATES:**

You are expected to approach each assignment with the professionalism required in the “real” world by fulfilling completed staff work. Each assignment is due at 5:00PM on Friday of the week shown in the syllabus. An electronic copy must be submitted in Canvas. 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.

Please refer to the course schedule and the learning objectives for each assignment to obtain more detailed information.

**RESPONSE  
AND GRADING  
TIME GOALS:**

I will do my best to address discussion postings and Canvas messages within one business day (weekends not included).

For examinations, the multiple choice portions will be completed and returned by the next class period. The portion of the exam containing problems or essay questions may take up to five business days due to the number of students enrolled in the course. However, the answers and grading rubric will be made available before the next class period so you can perform a self-assessment.

The assigned homework has a goal of a five business day turn-around time, but class performance and the amount of required feedback may delay the return. The answers, accompanying detail, and the grading rubric will be made available prior to the next class period to enable a self-assessment and grade projection.

Research projects typically require two to three hours per submission to evaluate. Due to the class size, the turn-around time may take two or more weeks. The grading rubric is available to facilitate a self-assessment and grade projection. We will also discuss the content in class, and you can use this information to conduct a self-assessment.

**GRADING  
SCALE:**

The following grading scale is guaranteed. You will receive no less than the grade listed within the appropriate interval (Table 3). I reserve the right to adjust the grading scale in favor of the class if warranted.

Numeric grades for the final are not rounded up to the next higher letter grade. I frequently curve the grades for many of the assessments in the course. Rounding would result in an additional curve for a limited number of students near grade “breaks.” For example, a final numeric grade of 89.9 will result in a final letter grade of B.

**Table 3:** Grading Scale for LSCM 4560

Grade	Numeric Range	Grade Points
A	90 to 100	4.0
B	80 to 90	3.0
C	70 to 80	2.0
D	60 to 70	1.0
F	Below 60	0.0

## HOW TO SUCCEED IN THIS COURSE:

The following actions are provided to assist in you in succeeding in this course:

1. Review study methods you may have encountered in other classes or preparatory college courses.
2. Purchase the course text.
3. Carefully review the learning objectives for each chapter/module. I have posted these objectives in Canvas for each chapter. The exam and quiz questions directly correspond to the learning objectives.
4. Read the course text and other required assignments.
5. Review the narrated pdf and recommended homework for each chapter/module. The narrated pdf contains my notes for each slide.
6. Attend all class sessions. The lectures contain material not contained in the texts or narrated pdf files. Class attendance is required as daily quizzes will take place.
7. Take careful notes and review your notes shortly after class. You should compare the notes with material covered in the narrated pdf. *Please see the note-taking section within Canvas for information to assist you in taking effective notes.*
8. Form a study group. The study group can exchange notes, discuss key topics, and prepare for the exams.
9. Be selective and wisely choose your team member.
10. Contribute to the research project assignment—your grade is dependent on the peer evaluations submitted by the other team member.
11. Ask questions when you require clarification or do not understand—your class participation is graded. Failure to participate can result in a letter grade deduction.
12. Come to class prepared.
13. Submit all homework and other assignments—many students lose five percent of their grade by not completing the required assignments. Even one percent often makes the difference between letter grades.
14. Check Canvas daily for updates.
15. Take advantage of non-graded requirements—executive lecturer series counts for four percent of the final grade.
16. Review on-line tutorials for Excel such as those available in YouTube or Lynda.com to learn how to perform different types of calculations or to use Solver.
17. Take advantage of the resources available in the UNT Learning Center, <https://learningcenter.unt.edu/>, which

include sessions on how to study, notetaking, speed reading and other useful tools.

18. Identify two students in this class that you can call to obtain information if a class is missed.

Name 1 and email: \_\_\_\_\_

Name 2 and email: \_\_\_\_\_

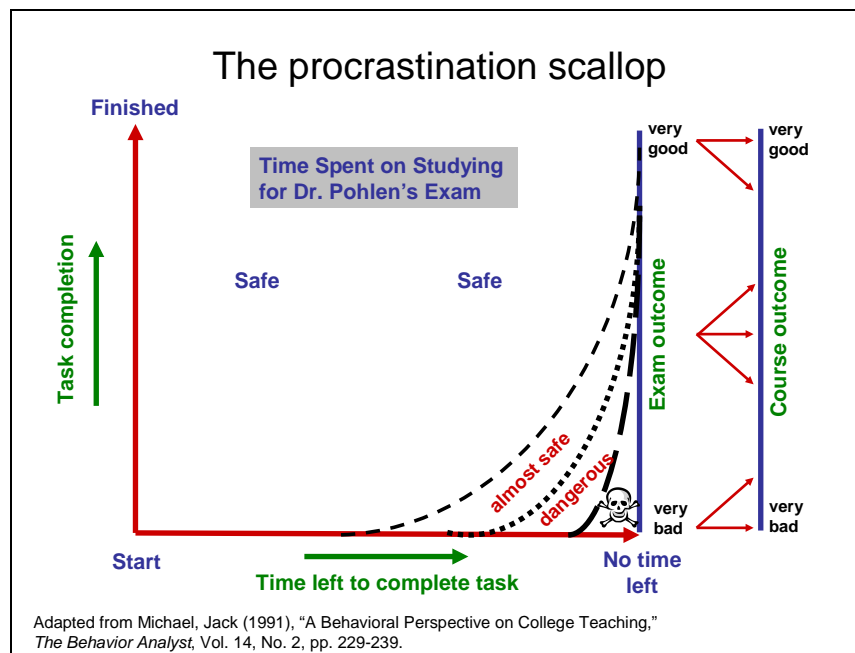
## **EXAM STUDYING & PREPARATION**

I strongly recommend that you use the chapter/module learning objectives posted in Canvas when reading the chapters, viewing the narrated Powerpoint files, and studying for the exam. When reading the chapter, you should search for the answer for each objective. When taking notes from class lectures, I recommend you incorporate the key points made in the narrated Powerpoints and “flesh out” the answers or notes for each objective.

As you prepare for the exam, you should carefully review your notes. Ensure that you understand each objective and the answer you developed. Key questions you should ask yourself include: “why is this important to understanding logistics and supply chain management, how does this material relate to the other topics covered in class, and how does this material affect logistics and supply chain performance?”

In this logistics course, you are expected to take the initiative, plan and read ahead, and *study* the assigned materials in order to fully understand the topics and be prepared for in-class discussion and assessments. A considerable amount of self-discipline is expected from you. If you wait until the weekend or night before an assignment is due or an assessment will be taken, then you have made a tremendous mistake and will likely incur a high penalty in terms of your grade. In addition, you will not benefit from the time and resources you have already put into your educational experience.

I believe individuals that spend two to four hours for each chapter will most likely receive an A for the course. Sometimes this may not be the case, but a strong correlation exists between students that prepare and that excel on the examinations (see Figure 4). I developed the chapter objectives to ensure that you can make the most effective use of your study and preparation time and can concentrate on the material that will be emphasized on the quizzes and examinations.



**Figure 4: Procrastination Scallop**

## EXAM POLICY AND PROCEDURES:

All examinations and quizzes are “closed” book except for a one page, hand-written formula sheet, and a calculator. Exams are to be taken without the aid of any other person or materials.

Each student must place *all* items and materials, except those designed by the course professor, completely out of sight. Any devices that can transmit, receive, store or play back information are prohibited.

Students are required to sit in every other seat whenever possible and are not permitted to share calculators or any other equipment, wear headphones, or disassemble the examination.

Any student that may need to leave the room must ask the course professor or individual proctoring the examination for permission to leave and then return to complete the examination.

Tests must be taken at the assigned time and date. No absence will be permitted from any scheduled examination without prior notification to the professor. Make-up examinations will only be permitted if extraordinary circumstances have occurred and are deemed excusable by the course professor or the Dean of Students. In other words, students are not entitled to “make-up” a



missed examination. Any unexcused absence from an examination will result in a grade of “zero.”

**EXTRA CREDIT:** This course does **not** have any extra credit assignments or opportunities.

**LIBRARY ASSIGNMENTS:** Students are expected to use the library to research material for their research project. Students can access the UNT library’s electronic resources to obtain full-text access, [www.library.unt.edu](http://www.library.unt.edu).

**WRITTEN COMMUNICATION SKILLS:** This course requires a team paper/case analysis and three individual assignments. Approximately 20 to 40 percent of exam **questions may be open-ended or essay.**

**COMPUTER APPLICATIONS:** The Internet provides considerable resources for accomplishing the research paper assignment and for obtaining additional information regarding the subjects covered in the class. Course materials will be accessed via the Internet using Canvas. Students are encouraged to use the Internet.

This course will require students to develop an intermediate level understanding and application of Excel to transportation problems. Students will also require extensive use of an internet search engine, Adobe Acrobat, a graphics program, and Microsoft Word and Powerpoint.

**ENVIRONMENTAL ISSUES COVERED:** Class discussion will address transportation’s effect on the environment when discussing transportation and the economy, transportation regulation, sustainability and corporate responsibility, different transportation modes, and future directions for transportation.



*“Supply chain management is the integration of key business processes from end user through original suppliers, that provides products, services, and information that add value for customers and other stakeholders.”*

Lambert, D.M. and M.C. Cooper (2000), “Issues in Supply Chain Management,” *Industrial Marketing Management*, Vol. 29, pp. 65-83.



## ETHICAL ISSUES COVERED:

The course will include discussion concerning ethical issues primarily during the discussions on transportation regulation and pricing. The role of ethical business conduct will be discussed as appropriate when covering other course materials. Ethical behavior in intercompany relationships is part of the discussion of these topics.

## ACADEMIC INTEGRITY

Cheating, plagiarism, or other inappropriate assistance on examinations, homework, or research paper/case analysis will be treated with **zero tolerance** and will result in a grade of “F” for the course. Any work on the research paper/case or assignments is to be treated identically to an examination: the work must be entirely yours with ABSOLUTELY NO outside help or assistance. When working on the assignments (research paper/case included), you must not discuss your work with anyone (other faculty or other students) unless specifically approved by the course professor.

You must footnote all outside sources used when preparing your assignments and the research project/case analysis. Copying or using material from any source, including assignments, cases or papers 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.**

**All team members will be held accountable for any material presented in the research paper project.** Students may only discuss the research paper with their team mate(s). Students may research materials from outside sources; however, the use of any case analyses, papers, or any related material that have been previously submitted in another course (even if at another university or learning institution), obtained from a student outside of their team, purchased on-line, downloaded from an on-line source, or obtained in any other manner constitutes plagiarism for this course. **If any team member has plagiarized any content submitted for the transportation research project, then the entire team will receive a failing grade for the entire course.**

The examination instructions are very clear regarding what materials may be used on the exam. **If you 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.** Any student discovered using an examination, even if for study purposes, from a previous semester of this course will receive a failing grade.

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.

#### **AMERICANS WITH DISABILITIES ACT**

The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request reasonable accommodations at any time, however, ODA notices of reasonable 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 reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of reasonable accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information, refer to the Office of Disability Accommodation website at <http://www.unt.edu/oda>.

**“The line between disorder and order lies in logistics...”**  
-- Sun Tzu

**FINAL GRADE  
APPEALS,  
WITHDRAWALS,  
AND  
INCOMPLETES**

Please refer to the UNT Undergraduate Catalog for policies governing these actions. If you have any questions, please contact me for clarification.

Any request for an incomplete must be submitted in writing to the course professor. The decision to assign an incomplete rests solely with the Dean of Students and the course professor. As a general rule, incomplete grades will be assigned due to unusual or extraordinary circumstances and only to students who have attended and completed most of the course up to the last day to withdraw from classes but who, as a result of circumstances beyond their control, such as a major illness or family emergency, are unable to complete the course.

The student's written request may be accomplished by email. The request must clearly identify the timeline for accomplishing any remaining course requirements. The timeline and due dates must be acceptable to the course professor. The incomplete may only cover the portion of the course that was missed by the student. Incomplete grades will not be assigned in order for a student to have more time or to re-take or re-do portions of the course that have already been completed.

**EXAM AND  
ASSIGNMENT  
GRADE  
APPEALS**

If you disagree with how any assignment, quiz or examination was graded, you must submit a written appeal by Canvas message before the end of the following week (Friday, 5:00PM). The message 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.

**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.

### ***Emergency Evacuation Procedures for Business Leadership Building:***

- **Severe Weather** In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.
- **Bomb Threat/Fire** In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts. Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

#### **USE OF ELECTRONIC DEVICES**

All mobile phones must be turned “off” or to vibrate during class and examinations.

Students may use laptops or mobile devices to take notes; however, **anyone found using electronic devices for purposes other than to take notes or support the class discussion (such as surfing the internet or viewing pictures, videos, Facebook, emails, etc.) will be asked to leave the classroom.** This practice is distracting to other students as well as the course professor. **Failure to comply with this request will result in a letter grade deduction if repeated.**

#### **CLASS ATTENDANCE:**

Attendance is required for all class sessions in this course. You are expected to attend all classes. Quizzes or exams will take place during each class. Failure to attend classes will affect your quiz or exam grades. In addition, you will fail to obtain required content and knowledge necessary to perform satisfactorily in course evaluations and assignments.

**COURSE  
DISCLAIMER:**

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 prior to taking effect with a posted change to the syllabus being placed in Canvas.



*“Logistics management is that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customers’ requirements.”*

Council of Supply Chain Management Professionals (CSCMP), 2003

## CLASS SCHEDULE & READINGS ASSIGNMENTS LSCM 4560, TRANSPORTATION MANAGEMENT

3:30 – 4:50 PM, Monday and Wednesday, (Section 001): BLB 170

**Note: all assignments due by 5:00PM on the Friday of the week indicated**

Date	Topic Covered
<b>Week 1</b> Aug 23	Course introduction <b>Resumes due by 5:00 in Canvas, Friday August 27th (see Attachment 2 for instructions)</b>
Aug 25	Transportation in the United States (Canvas)
<b>Week 2</b> Aug 30	Transportation in the United States (continued) Chapter 1: Global Supply Chains Transportation, Logistics, and Supply Chain Management (Canvas) <b>Syllabus acknowledge forms (Atch 8) due on Friday at 5:00 PM</b> <b>Individual introductions (discussion posting) due on Friday at 5:00PM</b>
Sep 1	Chapter 1: Global Supply Chains Transportation, Logistics, and Supply Chain Management (Canvas)
<b>Week 3</b> Sep 6	<b>Labor Day Holiday—no class</b>
Sep 8	Facility Location (Canvas) <b>Teams formed and names submitted in Canvas by 5:00PM on Friday</b>
<b>Week 4</b> Sep 13 (Distance)	Chapter 2: Transportation and the Economy Transportation Demand and Economic (Canvas)
Sep 15 (Distance)	Chapter 12: Government Roles in Transportation (pp. 401-419) Transportation Regulation and Deregulation (Canvas). <b>Homework #1: Facility location assignment due by 5:00PM on Friday</b>
<b>Week 5</b> Sep 20	Chapter 12: Government Roles in Transportation (pp. 419-429) Transportation Promotion and Public Policy (Canvas)
Sep 22	Chapter 12 continued Exam review and homework feedback
<b>Week 6</b> Sep 27	<b>Exam 1 (Chapters 1, 2, 12, Transportation in the US, and Facility Location)</b>
Sep 29	Chapter 5 Motor Carriers
<b>Week 7</b> Oct 4	Vehicle Routing (Canvas)
Oct 6	Chapter 6 Rail Carriers
<b>Week 8</b> Oct 11	Chapter 6 Rail Carriers and Intermodal
Oct 13	Intermodal <b>Homework #2: Vehicle routing assignment due on Friday at 5:00PM</b>

Date	Date
<b>Week 9</b> Oct 18	Chapter 7 Air Carriers
Oct 20	Chapter 8 Water Carriers
<b>Week 10</b> Oct 25	Chapter 8 Pipeline Carriers
Oct 27	Chapters 5-8 and vehicle routing review
<b>Week 11</b> Nov 1	<b>Exam 2 (Chapters 5 – 8, Intermodal, and Vehicle Routing)</b>
Nov 3	Chapter 4: Costing and Pricing of Transportation
<b>Week 12</b> Nov 8	Chapter 4: (continued)
Nov 10	Carrier Strategies (Canvas)
<b>Week 13</b> Nov 15	Shipper Strategies (Canvas) <b>Peer evaluations due in Canvas</b> <b>Team project submissions due</b>
Nov 17	Electronic Commerce, Last Mile Delivery and Transportation (Canvas)
<b>Week 14</b> Nov 22	Chapter 9: Third Party Logistics
Nov 24	Private Transportation (Canvas) <b>Homework #3: Shatter Glass assignment due on Friday at 5:00PM</b>
<b>Week 15</b> Nov 29	Principles of Transportation (Canvas)
Dec 1	Chapter 13: Issues and Future Directions for Transportation (Canvas)
<b>Week 16</b> Dec 8	<b>Final Exam is Wednesday Dec 8<sup>th</sup>, 1:30 PM – 3:30 PM</b> <b>Chapters 4, 9, 13, Transportation Security, Electronic Commerce, Principles, Carrier Strategies, and Shipper Strategies</b>



“Transportation is the foundation of our entire economy and quality of life.”

The Federal Transportation Advisory Group, “Vision 2050: An Integrated National Transportation System”



# Attachment 1

## UNT FALL 2021 Semester Calendar

KEY SEMESTER DATES	Full Semester AUG. 23-DEC. 10	8 week I Session AUG. 23-OCT. 15	8 week II Session OCT. 18-DEC.10
Schedule of Classes Available on myUNT	Mar. 15	Mar. 15	Mar. 15
Registration Opens for specifics by student group/class: See Fall registration guide <a href="https://registrar.unt.edu/registration">https://registrar.unt.edu/registration</a>	Mar. 22	Mar. 22	Mar. 22
Regular Registration Ends Full Semester & 8WK1 registration ends at 5:30 p.m. and Tuition and Fees due by 6 p.m. 8WK2 registration ends at 11:30 a.m. and Tuition and Fees due by 12 p.m.	Aug. 19	Aug. 19	Oct. 14
Late Registration Begins—For Students not Registered for the Term Students registering late will incur a late registration fee of \$75 Full Semester & 8WK1 registration ends at 5:30 pm and Tuition and Fees due by 6 pm. 8WK2 tuition and fees are due by 5 pm on the same day as class registration.	Aug. 20-27	Aug. 20-27	Oct. 15-22
Last Day to Withdrawal from Entire Term on myUNT Courses do not appear on the transcript. Eligible for 100% refund. After this date see Dean of Students to withdrawal from the entire term.	Aug. 22	Aug. 22	Oct. 17 If only 8 week II
Classes Begin	Aug. 23	Aug. 23	Oct. 18
Last Day to Add a Class Section Registered & Tuition and Fees Paid by 6 p.m.	Aug. 27	Aug. 27	Oct. 22
Census—Official Enrollment Determined Last day to drop a course section to no longer appear on the official transcript and to receive a full refund for the course section. (Dropping courses may impact financial aid and degree completion. See advisors.)	Sept. 4	Aug. 28	Oct. 23
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 tuition and fees remain. (Dropping courses may impact financial aid and degree completion. See advisors.)	Sept. 5	Aug. 29	Oct. 24
Last day to change to pass/no pass grade option (undergrads)	Oct. 1	Sept. 10	Nov. 5
Midpoint of the Semester	Oct. 15	Sept. 17	Nov. 12
Last day for a student to drop a course or all courses with a grade of W.	Nov. 12	Oct. 1	Nov. 19
First day to request a grade of Incomplete	Nov. 13	Oct. 2	Nov. 20
Pre-Finals Days	Dec. 1-2	N/A	N/A
Last Regular Class Meeting	Dec. 2	Oct. 14	Dec. 9
Reading Day—No Classes	Dec. 3	N/A	N/A
Final Exams	Dec. 4-10	Oct. 15	Dec. 10
Last Day of Session Last day of Fall Term is December 10.	Dec. 10	Oct. 15	Dec. 10
University Grade Submission Deadline 4 pm	Dec. 13	Oct. 18	Dec. 13
Grades/Academic Standing posted on the Official Transcript	Dec. 15	Dec. 15	Dec. 15
Labor Day - No Classes - University Closed	September 6, 2021		
Thanksgiving Break - No classes - University Closed	November 25-26, 2021		



## Attachment 2 Resume Assignment

So, you attend a professional meeting tonight 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 by Noon tomorrow.”

Now is the time to get your resume in shape. Complete the attached resume cover sheet and post in the Assignments module within Canvas no later than 5:00 PM on August 27th. 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.doc<sup>1</sup>**

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 FOLLOWING PAGE AND TURN-IN A SIGNED COPY as a scanned pdf or Word document (a copy is provided in the Assignment area) and post with your resume in Canvas by 5:00PM on Friday, August 27th.**

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<sup>1</sup> This student obviously does not plan to pass LSCM4560 on the first attempt!



## Logistics and Supply Chain Management Resume Posting Authorization

Name your resume file as follows:

**Lastname\_GraduationSemester\_GraduationYear.doc**  
**Example: Doe\_Fall\_2030.doc**

Student name: \_\_\_\_\_  
ID Number: \_\_\_\_\_  
Submit Date: \_\_\_\_\_

Please check the appropriate responses:

A Logistics intern position for:

- ☐ Spring 2022
- ☐ Summer 2022
- ☐ Fall 2022
- ☐ I am not interested in a Logistics related internship

A part time position in Logistics:

- ☐ Spring 2022
- ☐ Summer 2022
- ☐ Fall 2022
- ☐ I am not interested in part time employment in Logistics

Post-graduation permanent professional employment:

- ☐ Spring 2022
- ☐ Summer 2022
- ☐ Fall 2022
- ☐ I will not be seeking employment in the logistics field

Release my resume:

- ☐ The University of North Texas has permission to distribute my resume to prospective employers.
- ☐ Please do not release my resume. It is submitted for a class requirement only.

Signed: \_\_\_\_\_

### Attachment 3

#### Professional Development in Logistics

Professionalism (2.0 points per event): The UNT Professional Program in Logistics is very proud of its close relationship with industry and our emphasis on professionalism. This semester the Logistics Executive Lecture Series has planned at least six Friday Noon to 1 PM sessions allowing students to meet and actively interchange with logistics executives and at least four On-boarding sessions.

Attendance at the same event to fulfill a requirement for another course or program will not be counted. You will not receive credit if you have not RSVP'd. If you RSVP and fail to attend 2.0 points will be deducted from your final grade. You **may not** make up these points by attending another presentation.

If you cannot attend these events due to work or class schedule conflicts, you may find an alternative such as an evening professional meeting. My goal is that you are able to interact with a corporate executive. Attendance of a career fair or attendance of a student interest group (such as AMA, LOGSA, or SAA) will not count as a substitute unless a director, vice-president, or c-level executive is speaking and the presentation has been approved in advance. Any alternative must be approved by Dr. Pohlen at least 24 hours prior to attending the event and you will be asked to provide the executive's business card as proof that you interacted with the executive. The grade book will reflect your participation as soon as the signature sheets are received.

Students must RSVP online on the event webpages to attend each event. The form allows them to indicate which class they would like to receive credit for attending. Here are the links to the event pages:

Onboarding Program

<https://cob.unt.edu/logistics-center/onboarding-program>

Executive Lecture Series

<https://cob.unt.edu/logistics-center/executive-lecture/speakers>

Students must arrive on time and ***swipe their student IDs upon entry and exit*** at the events. A report is sent indicating which students have entered as well as stayed through the entire session.

## Attachment 4 Grading Template For Class Participation

Learning Outcome	Exceeds Expectations	Meets Expectations	Approaches Expectations	Below Expectations
<b>Degree to which student integrates course readings into classroom participation</b>	Often cites from readings, uses readings, work experience, and outside materials to support points; often articulates "fit" of readings with topic at hand	Occasionally cites from readings; sometimes uses readings, work experience or outside materials to support points; occasionally articulates "fit" of readings with topic at hand	Rarely able to cite from readings; rarely uses readings, work experience, or outside materials to support points; rarely articulates "fit" of readings with topic at hand	Unable to cite from readings; cannot use readings, work experience, or outside materials to support points; cannot articulate "fit" of readings with topic at hand
<b>Interaction/participation in classroom discussions</b>	Always a willing participant, responds frequently to questions; routinely volunteers point of view	Often a willing participant; responds occasionally to questions; occasionally volunteers point of view	Rarely a willing participant; rarely able to respond to questions; rarely volunteers point of view	Never a willing participant; never able to respond to questions; never volunteers point of view
<b>Interaction/participation in classroom learning activities</b>	Always a willing participant; actively discusses case study analyses and recommendations; responds frequently to questions; routinely volunteers point of view	Often a willing participant; discusses case study analyses and recommendations with prompting; occasionally volunteers point of view	Rarely a willing participant; rarely participates and discusses case study analyses and recommendations; rarely able to respond to direct questions; rarely volunteers point of view	Never a willing participant; never participates and discusses case study analyses and recommendations; never able to respond to direct questions; never volunteers point of view
<b>Demonstration of professional attitude and demeanor</b>	Always demonstrates commitment through thorough preparation; always arrives on time; often solicits instructors' perspective outside of class	Rarely unprepared; rarely arrives late; occasionally solicits instructor's perspective outside of class	Often unprepared; occasionally arrives late; rarely solicits instructor's perspective outside of class	Rarely prepared; often arrives late; never solicits instructor's perspective outside of class

“My logisticians are a humorless lot...they know if my campaign fails, they are the first ones I will slay.”

*-- Alexander the Great*

## Attachment 5

### Transportation Research Paper and Grading Rubric

This assignment requires teams of four students to research/analyze a problem confronting transportation and logistics executives and to author a paper from their research. Completion of this assignment will require a significant effort in terms of identifying relevant material; analyzing the material to perform any analysis; determine key topics, issues, and relevance to transportation management; propose a recommendation, and develop a plan to execute the recommendation and compose a well-organized and written paper.

The overall purpose of the transportation research project is to increase your understanding of transportation and apply your analysis, research, and problem solving skills to the challenges and opportunities associated with moving freight.

The objectives for this assignment include:

- Gaining an in-depth knowledge of transportation
- Developing an understanding of research and other related materials available to transportation professionals
- Organizing and presenting information in an informative format for senior management
- Applying the analysis to a current problem
- Developing a recommendation and an execution plan capable of effectively resolving the problem
- Working in a group environment—developing leadership skills

The key learning outcomes for this assignment are that you will have achieved an understanding of:

- transportation management
- routing and location analyses
- the key opportunities and challenges confronting transportation
- the key issues affecting the future development of transportation and facilities
- how each mode supports or contributes to transportation
- the key transportation intermediaries and the roles they play in facilitating freight shipments
- key trends in transportation
- the resources available regarding transportation management
- how transportation supports a company's overall corporate, marketing, and customer service strategy
- how transportation modes and carriers fit within the national and international transportation networks

- the relationship between transportation, facility location, and economic development

### **Research Topics:**

Today's global supply chain is constantly impacted by regulatory changes and evolving operating environments. Ongoing issues include: environmental sustainability; adequate supply of labor; capacity, in terms of infrastructure and equipment; new technology; market share; cargo flows (in terms of trade balances); and ultimately profitability.

Your paper will address one of the topics identified in the Transportation Research Project Module. The topics are contained in a separate pdf file. The topics must be posted in discussion area for the Research Projects in Canvas before 5:00PM on Friday, September 10<sup>th</sup>. Up to two teams may select the same topic. As a result, you should select your topic early to obtain the one you want to research.

### **Submission format:**

Each team will submit a research paper or report. The paper/report will consist of:

- A cover sheet containing the title of the paper, the team name, and the names of each team member
- Table of contents identifying major sections of the paper and the corresponding page number
- One page executive summary that concisely summarizes the content of the entire research paper
- Introduction—explains the topic, purpose of the paper/report, how the purpose will be accomplished, and the overall organization of the paper
- Issues and analysis—This section of the paper identifies and discusses key issues pertinent to the problem. Discussion should be real, narrow and related to the topic. The analysis of the issues should be thorough, comprehensive and use appropriate and relevant concepts from the class.
- Recommendation(s) must be identified and completely developed. These recommendations should be relevant, feasible, and of high quality. Alternatives may be provided but should not detract from the focus of the recommendation.
- A detailed, well thought out and developed, and realistic plan for the recommendation needs to be developed and explained.
- Conclusion—should summarize the entire paper, identify key conclusions drawn from the analysis and how these conclusions led to the formation of the recommendation. The conclusion should provide a convincing argument to sell the recommendation to the reader.
- References

The research paper has a minimum length of 20 pages; however, my expectations are that the paper will be at least 20 pages of text in addition to the cover page, executive

summary, and bibliography. The paper must cite at least 20 sources with 10 being from professional or academic journals, professional or government white papers, or newspaper articles. The remaining sources may be from web pages but must have a complete citation. Please see required format for references later in this section.

Any figures or tables should be imbedded within the text where appropriate. Do not reference a table or figure and then place at the end of the paper as an attachment or appendix. Your references should use the end notes feature within Microsoft Word. This approach will cause the references to be sequentially listed at the end of the paper.

The file name should be: teamname\_researchpaper.docx

### Suggested sources:

This paper should be written for a target audience of business professionals. As a result, you need to write in a very direct, concise, and business like style. Your focus is to address current and relevant conditions affecting transportation. As a result, you will need to use sources with *current* information to include extensive internet searches. Please ensure you carefully well document any and all sources used in your research.

The following list of professional and academic journals, websites, and organizations contains a starting point for your research. This list is not all inclusive.

#### Personal interviews:

- Although not a professional or academic journal, you will most likely find interviews with industry professionals to be the best source for up-to-date information or the identification of key issues and strategies for handling. However, please use your network to establish contact and identify key individuals. “Cold calling” companies engaged in transportation rarely produces good results.

#### Professional and academic publications:

- *IbisWorld*—database available in the UNT library. Provides excellent summaries of key industries
- *Bloomberg*—the BLB trading room provides access to Bloomberg terminals. You can obtain company news and financials, analyses on key businesses and industries by accessing analyst reports.
- *Inbound Logistics* (on-line professional magazine), inboundlogistics.com
- *Journal of Commerce* (professional magazine), available through the UNT library
- *Logistics Management* (professional magazine), logisticsmgmt.com
- *World Review of Intermodal Research*, (academic journal), available through the UNT library
- *Transport Topics*, (professional magazine), available through the UNT library

### Professional organizations:

- American Association of Port Authorities
- American Short Line & Regional Railroad Association
- American Trucking Associations
- Asociacion Mexicana del Transporte Intermodal A.C.
- Association of American Railroads
- Bureau International Des Containers
- Coalition for Americas Gateways and Trade Corridors
- Coalition for Responsible Transportation
- Eno Transportation Foundation
- European Intermodal Association
- Hong Kong Trade Development Council
- Institute of International Container Lessors
- Intermodal Association of Chicago
- Intermodal Association of North America
- International Warehouse Logistics Association
- National Customs Brokers & Forwarders Association of America
- National Defense Transportation Association
- National Industrial Transportation League
- National Private Truck Council
- NASSTRAC - National Shippers Strategic Transportation Council
- Ocean Carrier Equipment Management Association (OCEMA)
- Ontario Trucking Association
- The Institute of International Container Lessors
- Transportation Association of Canada
- Transportation Intermediaries Association
- Transportation Marketing & Sales Association
- Transportation Research Board
- Truckload Carriers Association
- World Shipping Council

### Glossary of intermodal terms:

- <http://www.uprr.com/customers/intermodal/integlos.shtml>
- <http://www.intermodal.org/information/glossary.php>

### Other:

- Bureau of Transportation Statistics, [www.bts.gov](http://www.bts.gov)



## Format for bibliography entries:

### Article:

Furst, Stacie A, & Cable, Daniel M (2008). Employee resistance to organizational change: managerial influence tactics and leader-member exchange. *The Journal of Applied Psychology*, 93(2), 453-62.

### Book:

Glaser, B.G. and Strauss, A. L. (1967), *The Discovery of Grounded Theory: Strategies for Qualitative Research*, Aldine Transaction, Piscataway, NJ.

### Internet:

Bureau of Transportation Statistics, U.S. Department of Transportation, *National Transportation Statistics*, Table 1-50, [http://www.rita.dot.gov/bts/sites/rita.dot.gov/bts/files/publications/national\\_transportation\\_statistics/2010/html/table\\_01\\_50.html](http://www.rita.dot.gov/bts/sites/rita.dot.gov/bts/files/publications/national_transportation_statistics/2010/html/table_01_50.html), accessed December 30, 2013

## Figures and Tables

All tables, figures, and graphics must be embedded within the text. You should not place as an appendix at the end of the paper unless extremely lengthy. Each insert should have a numbered caption below.

## Spacing

The executive summary will be single spaced with no spacing between paragraphs. You should not use headings in the executive summary.

The research paper should be double-spaced. Headings and sub-heading should be used as appropriate to assist the reader in identifying major sections of the paper. Major headings must be used for the Introduction, Discussion, and Conclusion sections. You may use other heading names as appropriate for your paper.

The bibliography is single spaced. A single line should be inserted between each reference.

## Additional writing resources

If assistance is required with developing your writing skills, several texts are available that may be of assistance:

### *Grammar:*

Hodges, J.C. and M.E. Whitten. *Harbrace College Handbook*, 9<sup>th</sup> ed. (1984), New York: Harcourt brace Jovanovich.

Corbett, E.P. *The Little English Handbook: Choices and Conventions*, 4<sup>th</sup> ed. (1984), Glenview, IL: Scott, Foreman and Company

### *Style:*

Strunk, W. Jr., and E.B. White. *The Elements of Style*, 3<sup>rd</sup> ed. (1990), Chicago, IL: The University of Chicago Press

### *Usage:*

Bernstein, T.M. *The Careful Writer: A Modern Guide to English Usage*, New York: Atheneum.

American Psychological Association. *APA Manual*, 5<sup>th</sup> ed. (2001), Washington, D.C.

Szuchman, L.T. and B. Thomlison, *Writing with Style: APA Style for Social Work*, (2000), Belmont, CA: Wadsworth Publishing.

**Attachment 6**  
**LSCM 4560**  
**Peer Evaluations**

In addition to the research project/case analysis submission, each group member will provide an evaluation of their individual performance and of each group member's performance for the research paper/case assignment using the forms included in this attachment. This measure allows you to identify the level to which your team member has helped the group. This evaluation is your chance to identify and reward/penalize both excellent and poor performance of group members, as well as your own. It is the only grade measurement where you play a role in determining your own grade or of your peers.

Peer evaluations will be performed anonymously using the rating forms attached to this syllabus. You can obtain an electronic version of the forms by downloading the syllabus from Canvas. Please submit your evaluations in the assignments module for "Peer evaluations". **I strongly recommend you review the peer evaluation sheets so you can become familiar with the requirements for team and course participation.**

I will incorporate the peer evaluations as part of your grade for the research paper. The following formula will be used to adjust your grade:

$$\frac{\text{Individual average}}{\text{Team average}} \times \text{Team grade} = \text{Individual grade}$$

The formula allows an individual to receive a grade higher than the team grade if the team members considered the individual's performance to be higher than the other team members. **NOTE: A forced ranking is required! You must place each individual's participation in rank order. For example, the top performer should receive a V, the second a IV, etc. If a peer evaluation form is submitted with all team members receiving the same score, then the entire team will receive a one-letter grade deduction.**

You will only receive an average score and written feedback when the research paper is evaluated. You will not receive frequencies or distributions of scores.

## PERFORMANCE RATING FORM

NAME \_\_\_\_\_ DATE \_\_\_\_\_

PERFORMANCE REVIEW PERIOD: \_\_\_\_\_

EVALUATOR:    PEER                  SELF                  PROFESSOR    OUTSIDE OBSERVER

### INSTRUCTIONS:

Use the Performance Factors handout to rate your team member. Follow guidelines given in the handout. Use back of form to include additional comments. If you have any questions, contact me.

FACTOR	RATING ( <i>Circle One</i> )	COMMENTS
1. Quality of work	I II III IV V NA	
2. Timeliness of work	I II III IV V NA	
3. Task support	I II III IV V NA	
4. Interaction	I II III IV V NA	
5. Attendance	I II III IV V NA	
6. Responsibility	I II III IV V NA	
7. Involvement	I II III IV V NA	
8. Shares resources	I II III IV V NA	
9. Emotional/ motivational support	I II III IV V NA	
10. Leadership	I II III IV V NA	
11. Overall Performance	I II III IV V NA	

## PERFORMANCE RATING FORM

YOUR NAME \_\_\_\_\_ DATE \_\_\_\_\_

PERFORMANCE REVIEW : Transportation Research Paper

### INSTRUCTIONS:

Use the Performance Factors handout to **rate each of your team members and yourself.** **Follow guidelines given in this syllabus.** Create a second page if you want to add comments. If you have any questions, contact me. **Enter an I-V or NA (not applicable) for each dimension for each person on your team. Make sure you put your teammate's name in Column Heading, enter self scores in column one. You must rank order each team member's participation—DO NOT assign the same rank to everyone.**

### TEAMMATES (ENTER NAME IN COLUMN HEADING)

FACTOR	SELF				
1. Quality of work					
2. Timeliness of work					
3. Task support					
4. Interaction					
5. Attendance					
6. Responsibility					
7. Involvement					
8. Shares resources					
9. Emotional/ motivational support					
10. Leadership					
11. Overall Performance					

## TEAM PERFORMANCE FACTORS

### **Guidelines:**

1. Disregard your general impressions and concentrate on one factor at a time.
2. Study carefully the definition given for each factor and the specifications for each category.
3. Call to mind instances that are typical of the student's work and behavior. Do not be influenced by unusual cases, which are not typical.
4. Determine the category that best describes the student's accomplishments in that area and circle the number on the separate performance rating form.
5. If a factor has not been observed during the rating period, circle NA for not applicable. In the comments section, explain why this factor has not been observed. This factor will not be considered in the Total Performance Rating.
6. Comments should be used to support your ratings where applicable.

### **Factors:**

- 1. Quality of Work: Consider the degree to which the student team member provides work that is accurate and complete.**

I	II	III	IV	V
Produces unacceptable work, fails to meet minimum group or project requirements.	Occasionally produces work that meets minimum group or project requirements.	Meets minimum group or project requirements.	Regularly produces work that meets minimum requirements and sometimes exceeds project or group requirements.	Produces work that consistently exceeds established group or project requirements.
50	75	90	95	100

- 2. Timeliness of Work: Consider the student team member's timeliness of work.**

I	II	III	IV	V
Fails to meet deadlines set by group.	Occasionally misses deadlines set by group.	Regularly meets deadlines set by group.	Consistently meets deadlines set by group and occasionally completes work ahead of schedule.	Consistently completes work ahead of schedule.
50	75	90	95	100

**3. Task Support: Consider the amount of task support the student team member gives to other team members.**

I	II	III	IV	V
Gives no task support to other members.	Sometimes gives task support to other members.	Occasionally provides task support to other group members.	Consistently provides task support to other group members.	Consistently gives more task support than expected.
55	65	75	90	95

**4. Interaction: Consider how the student team member relates and communicates to other team members.**

I	II	III	IV	V
Behavior is detrimental to group.	Behavior is inconsistent and occasionally distracts from group meetings. Does not always follow code of conduct.	Regularly projects appropriate team behavior which includes following code of conduct, listening to others, and allowing his/her ideas to be criticized.	Consistently demonstrates appropriate team behavior.	Consistently demonstrates exemplary team behavior.
50	70	90	95	100

**5. Attendance: Consider the student team member's attendance at the group meetings. (This includes in class meetings.)**

I	II	III	IV	V
Failed to attend the group meetings.	Attended 1%-32% of the group meetings.	Attended 33%-65% of the group meetings.	Attended 66%-99% of the group meetings.	Attended 100% of the group meetings.
0	50	65	85	95



6. **Responsibility:** Consider the ability of the student team member to carry out a chosen or assigned task, the degree to which the student can be relied upon to complete a task.

I	II	III	IV	V
Is unwilling to carry out assigned tasks.	Sometimes carries out assigned tasks but never volunteers to do a task.	Carries out assigned tasks but never volunteers to do a task.	Consistently carries out assigned tasks and occasionally volunteers for other tasks.	Consistently carries out assigned tasks and always volunteers for other tasks.
0	60	90	95	100

7. **Involvement:** Consider the extent to which the student team member participates in the exchange of information (does outside research, brings outside knowledge to group).

I	II	III	IV	V
Fails to participate in group discussions and fails to share relevant material.	Sometimes participates in group discussions and rarely contributes relevant material for the project.	Takes part in group discussions and shares relevant information.	Regularly participates in group discussion and sometimes exceeds expectations.	Consistently exceeds group expectations for participation and consistently contributes relevant material to project.
0	65	90	95	100

8. **Share Resources/Expenses:** Consider the extent to which student team member is willing to share time, resources, or money with the group in order to accomplish group's goal.

I	II	III	IV	V
Does not share in resources/expenses.	Shares to some extent, but does not contribute a fair share.	Shares equally at all times.	Shares equally at all times, and occasionally gives more than is expected.	Consistently gives more than is expected.
50	65	90	95	100

**9. Emotional/Motivational Support: Consider the amount of emotional/motivational support the student gives to other team members.**

I	II	III	IV	V
Gives no emotional/motivational support to other members.	Sometimes gives emotional/motivational support to other members.	Occasionally provides emotional/motivational support to other group members.	Consistently provides emotional/motivational support to other group members.	Consistently gives more emotional/motivational support than expected.
55	70	75	90	95

**10. Leadership: Consider how the team member engages in leadership activities.**

I	II	III	IV	V
Does not display leadership skills.	Displays minimal leadership skills in team.	Occasionally assumes leadership role.	Regularly displays good leadership skills.	Consistently demonstrates exemplary leadership skills.
65	75	85	95	100

**11. Overall Performance Rating: Consider the overall performance of the student team member while in the group. Do not consider extraneous knowledge that you may possess which is not relevant to group behavior, such as if you associate with the student outside of class in a friendship or working relationship.**

I	II	III	IV	V
Performance significantly fails to meet group requirements.	Performance fails to meet some group requirements.	Performance meets all group requirements.	Performance meets all group requirements consistently and sometimes exceeds requirements.	Performance consistently exceeds all group requirements.
50	70	90	95	100

# **Attachment 7** **Short Answer and Essay Question Rubric for** **Assessing Student Responses on Examinations**

Category	Percentage	0	1	2	3	4	5	Score	Weighted Score
Understanding	50%	Fails to address the question, is illegible, or is blank	Shows limited understanding of the question and subject matter; omits concrete examples; uses weak details or none at all	Attempts to address the question but uses vague and/or inaccurate information	Presents a satisfactory understanding of the question and subject matter	Demonstrates a good understanding of the question and subject matter	Shows a clear understanding of the question and subject matter	5	2.5
Task	50%	Fails to address the question, is illegible, or is blank	Does not address the question. Minimally develops response to the question	Does not address the question explicitly. Minimally develops all aspects of the response to the question or some of the question in some depth	Does not address the question explicitly, though does so tangentially. Develops all aspects of the response with little depth or most aspects in some depth	Addresses the question but unevenly. Develops all aspects of the response to the question but may do so somewhat unevenly	Addresses the question. Thoroughly develops all aspects of the response evenly and in depth	5	2.5
Analysis	60%	Clearly lacks understanding of the topic--no evidence of topic knowledge in response	Descriptive; lacks understanding	Primarily descriptive or faulty; weak or isolated analysis of material	More descriptive than analytical--student reports rather than synthesizes information	Descriptive and analytical--student going beyond reporting information	More analytical than descriptive--student interpreting and synthesizing material	5	2
Support & Accuracy	40%	No support, facts, or examples provided	Little to no support provided for the essay response--may have included inaccurate information	Few relevant facts or support provided, may have included some minor inaccuracies	Some relevant facts, may include some minor inaccuracies	Supports essay response with relevant facts, examples, and details	Richly supports essay response with relevant facts, examples, or details	5	1.333
Organization	70%	No obvious organization--moves from point to point or topic to topic with no coherent structure	Weak, lacks focus; contains digressions; lacks introduction, conclusion; unclear which aspect of the question is being addressed	General plan; lacks focus; contains digressions; lacks introduction or conclusion	Satisfactory plan of organization; introduction and conclusion may be restatements of key points used in the theme of the response to the question	Logical and clear plan of organization; includes introduction and conclusion that are beyond restatement of the theme of the response to the question	Logical and clear plan of organization; includes introduction and conclusion that are beyond a restatement of the theme	5	1.167
Spelling and Punctuation	30%	Numerous spelling and punctuation errors; incomplete sentences; no obvious paragraph structure	Spelling, punctuation, and grammar are weak. Paragraph and sentence structure very difficult to follow. No obvious structure to paragraphs. Incomplete sentences prevalent. Lack of topic sentence.	Spelling, punctuation, and grammar moderately weak. Paragraph and sentence structure present, but content does not logically progress. Topic sentences unclear and not linked to content.	Spelling, punctuation, and grammar are somewhat accurate. Paragraph and sentence structure does not detract from understanding of the response. Topic sentences missing for some paragraphs.	Spelling, punctuation, and grammar are mostly accurate. Paragraph and sentence structure logical and enables reader to move through the writing. Topic sentence used but not always linked to paragraph content.	Spelling, punctuation, and grammar are accurate. Paragraph and sentence structure easy to follow and promotes understanding of the content through logical progression and clear topic sentences.	5	0.5
									10

## **Attachment 8**

### **Student Acknowledgement and Acceptance**

I have received and read the LSCM 4560 course syllabus and understand all of the requirements stipulated therein. I am aware of the course information and requirements regarding:

- Plagiarism and penalties
- Individual effort on homework assignments
- Requirement to contribute on team assignments and use of peer evaluations
- Class attendance
- Executive lecturer and on-boarding program attendance
- Grading and graded elements
- Use of Canvas

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Signature

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Date

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Printed Name

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Student ID Number