

SCMT 322: Logistics

Prerequisite(s): None

Credits: 3



I. Course Description

This course enables the student to delve into the vital field of Logistics and how it relates to the supply chain. Major areas of study include the evolution, philosophy, concepts, tools, and techniques associated with Logistics. Specific topics to be examined include an introduction to supply chain management; global dimensions of supply chain; role of logistics in supply chain; distribution and omni- channel network design; sourcing materials and services; producing goods and services; demand management; order management and customer services; managing inventory in the supply chain; managing fulfillment operations; managing the flow of the supply chain; aligning supply chains; supply chain performance measurement and financial analysis; managing information flows; and strategic challenges and change for the supply chain. The course combines theory and application to provide an up-to-date, practical learning opportunity that focuses on the needs of modern managers and professionals in an age of global competition and rapid technological change. Character and operational excellence principles related to management activities are also explored and applied.

II. Course Objectives

At the end of this course, students should be able to demonstrate the ability to:

1. Describe the role of logistics in the overall supply chain of the firm.
2. Explain the interdependence of the supply chain with other key functional areas of the firm.
3. Identify and evaluate the key factors and the interdependence of sourcing materials/services, demand management and order management in the design of an effective supply chain.
4. Identify and evaluate how to manage inventory in the supply chain, manage the distribution channel, and manage transportation flow through the supply chain.
5. Identify and evaluate comparative approaches to supply chain management in a global context.
6. Explain the use of performance measurements, supply chain technology, and adapting to changes to align the supply chain.
7. Integrate Christian principles with production decisions, including, but not limited to, hiring and firing decisions, layoffs, plant closings, etc.

III. Course Textbooks and Readings Materials

***Students must purchase in advance texts and/or materials for this course.**

Coyle J.J., Langley J., Novack R. A. & Gibson B.J. (2017). *Supply chain management: A logistics perspective (10th ed.)*. Cengage South-Western. ISBN: 978-1-305-85997-5

Zigarelli M. A. (2008). *Management by Proverbs: Scriptural Wisdom for Superior Results*
Paperback – June 30, 2020

ISBN: 9780578718217

IV. Weekly Information

Module One – Week 1

Supply Chain Overview and the Global Dimensions of Supply Chain

Objectives

At the end of this lesson, students should be able to:

- 1.1 Examine the 5 external forces of the supply chain
- 1.2 Identify integrated supply chain characteristics
- 1.3 Recognize different supply chain flows
- 1.4 Identify supply chain issues in an organization
- 1.5 Explore supply chains in the global economy

Reading

- Read chapter 1 and 2 of the Coyle J.J., Langley J., Novack R. A. & Gibson B.J. (2017). *Supply chain management: A logistics perspective, (10th ed.)*.

Deliverables

- Two (2) Discussion board posts and responses – main posts due on Thursday and replies are due on Sunday
- Case Study – due Sunday
- Weekly Quiz/Test – due Sunday

Module Two – Week 2

Role of Logistics in Supply Chains and Distribution Channels

Objectives

At the end of this lesson, students should be able to:

- 2.1 Recognize the contributions of logistics in improving organizational supply chains.
- 2.2 Identify how efficient and effective logistics management contributes to the vitality of the economy and improves global competitiveness.
- 2.3 Discuss the value-added roles of logistics on both a macro and micro level.
- 2.4 Differentiate the relationship between logistics and other important functional areas in an organization, including manufacturing, marketing, and finance and their unique contributions to efficiency and effectiveness.
- 2.5 Discuss the importance of management activities in the logistics function.
- 2.6 Analyze logistics systems from several different perspectives to meet different objectives.
- 2.7 Determine the total costs and understand the cost tradeoffs in a logistics system.
- 2.8 Recognize the critical need to evaluate the structure and functioning of supply chain networks, and for making changes and improvements as appropriate.
- 2.9 Identify an effective process for supply chain network design.
- 2.10 Recognize key locational determinants, both regional/national/global and site-specific, and the impacts they may have on prospective location alternatives.
- 2.11 Identify the different types of modeling approaches that may be used to gain insight into supply chain network design and facility location decision making.
- 2.12 Differentiate between a marketing channel and a logistics channel.
- 2.13 Recognize the relevance of “omni-channel” supply chain strategies, and the impacts on the structure and functioning of supply chains.

Reading

- Read chapter 3 and 4 of the Coyle J.J., Langley J., Novack R. A. & Gibson B.J. (2017). *Supply chain management: A logistics perspective, (10th ed.)*.
- Read Principles 6 and 7 in *Management by Proverbs* book

Deliverables

- Discussion board post and responses– main posts due on Thursday and replies are due on Sunday
- Case Study – due Sunday
- Weekly Quiz/Test – due Sunday

Module Three – Week 3

Sourcing Materials and Services/Producing Goods and Services

Objectives

At the end of this lesson, students should be able to:

- 3.2 Identify the role and nature of purchasing, procurement, and strategic sourcing in a supply chain context.
- 3.3 Recognize the importance of types and of items and services purchased to the sourcing and procurement processes.
- 3.4 Realize and identify the strategic sourcing process.

- 3.5 Recognize principles and approaches for the effective management of sourcing and procurement activities.
- 3.6 Determine the importance of companies having effective relationships with suppliers and for developing meaningful processes for evaluating suppliers.
- 3.7 Examine the concept of Total Landed Cost (TLC) and its value to the procurement process.
- 3.8 Identify contemporary advances in the areas of e-sourcing and e-procurement, and appreciate the roles played by various types of e-commerce models.
- 3.9 Discuss the strategic value-adding role operations plays in the supply chain.
- 3.10 Explore the concept of a transformation process and its application to goods and services.
- 3.11 Explain the tradeoffs and challenges involved in production operations.
- 3.12 Identify the primary production strategies and types of planning.
- 3.13 Discuss the primary assembly processes and production methods for goods creation.
- 3.14 Describe the various production process layouts.
- 3.15 Explain the role of productivity and quality metrics for improving operations performance.
- 3.16 Explain how information technology supports efficient production of goods and services.

Reading

- Read chapter 5 and 6 of the Coyle J.J., Langley J., Novack R. A. & Gibson B.J. (2017). *Supply chain management: A logistics perspective, (10th ed.)*.
- Read Principles 8 and 9 in Management by Proverbs book

Deliverables

- Discussion board post and responses– main posts due on Thursday and replies are due on Sunday
- Case Study – due Sunday
- Weekly Quiz/Test – due Sunday

Module Four – Week 4

Demand Management, Order Management and Customer Service

Objectives

At the end of this lesson, students should be able to:

- 4.1 Explain the critical importance of outbound-to-customer logistics systems.
- 4.2 Discuss the growing need for effective demand management as part of an organization's overall logistics and supply chain expertise.
- 4.3 Identify the types of forecasts that might be needed and understand how collaboration among trading partners will help the overall forecasting and demand management processes.
- 4.4 Recognize the basic principles underlying the sales and operations planning process.

- 4.5 Identify the key steps in the order fulfillment process and appreciate the various channel structures that might be used in the fulfillment process.
- 4.6 Recognize the relationships between order management and customer service.
- 4.7 Explore how organizations influence customers' ordering patterns as well as how they execute customers' orders.
- 4.8 Discuss that activity-based costing (ABC) plays a critical role in order management and customer service.
- 4.9 Identify the various activities in the SCOR process D1 (deliver stocked product) and how it relates to the order-to-cash cycle.
- 4.10 Explain the various elements of customer service and how they impact both buyers and sellers.
- 4.11 Define the cost of a stockout.
- 4.12 Explore the major outputs of order management, how they are measured, and how their financial impacts on buyers and sellers are calculated.
- 4.13 Explain the concept of service recovery and how it is being implemented in organizations today.

Reading

- Read chapter 7 and 8 of the Coyle J.J., Langley J., Novack R. A. & Gibson B.J. (2017). *Supply chain management: A logistics perspective, (10th ed.)*.

Deliverables

- Discussion board post and responses— main posts due on Thursday and replies are due on Sunday
- Case Study – due Sunday
- Weekly Quiz/Test – due Sunday

Module Five – Week 5

Managing Inventory in the Supply Chain/Distribution

Objectives

At the end of this lesson, students should be able to:

- 5.1 Define the role and importance of inventory in the economy.
- 5.2 Define the major reasons for carrying inventory.
- 5.3 Discuss the major types of inventory, their costs, and their relationships to inventory decisions.
- 5.4 Recognize the fundamental differences among approaches to managing inventory.
- 5.5 Describe the rationale and logic behind the economic order quantity (EOQ) approach to inventory decision making, and be able to solve some problems of a simple nature.
- 5.6 Examine alternative approaches to managing inventory—just-in-time (JIT), materials requirement planning (MRP), distribution requirements planning (DRP), and vendor-managed inventory (VMI).
- 5.7 Explain how inventory items can be classified.

- 5.8 Identify how inventory will vary as the number of stocking points changes.
- 5.9 Define needed adjustments to the basic EOQ approach to respond to several special types of applications.
- 5.10 Discuss the strategic value-adding role distribution plays in the supply chain.
- 5.11 Recognize the tradeoffs between distribution and other supply chain functions.
- 5.12 Explore the analytical framework for distribution planning decisions.
- 5.13 Evaluate fulfillment strategies and distribution methods.
- 5.14 Describe the primary fulfillment processes and support functions in distribution center (DC) operations.
- 5.15 Use productivity and quality metrics to analyze fulfillment performance.
- 5.16 Describe how information technology supports distribution operations.
- 5.17 Discuss materials-handling objectives, principles, and equipment uses.

Reading

- Read chapter 9 and 10 of the Coyle J.J., Langley J., Novack R. A. & Gibson B.J. (2017). *Supply chain management: A logistics perspective, (10th ed.)*.

Deliverables

- Discussion board post and responses– main posts due on Thursday and replies are due on Sunday
- Case Study – due Sunday
- Weekly Quiz/Test – due Sunday

Module Six – Week 6

Managing the Flow and Aligning the Supply Chain

Objectives

At the end of this lesson, students should be able to:

- 6.1 Explain the role transportation plays in the supply chain.
- 6.2 Discuss the service and cost characteristics of the primary transportation modes.
- 6.3 Discuss the key activities involved in transportation planning and execution.
- 6.4 Explain current transportation management strategies used to improve supply chain performance.
- 6.5 Explore service and cost metrics to analyze transportation performance.
- 6.6 Describe how information technology supports transportation planning and execution.
- 6.7 Identify the concept of alignment and its importance to supply chain management
- 6.8 Recognize the types of supply chain relationships and their importance.
- 6.9 Discuss a process model that will facilitate the development and implementation of successful supply chain relationships to help achieve alignment.
- 6.10 Recognize the importance of collaboration and collaborative supply chain relationships.
- 6.11 Discuss the potential importance of outsourced logistics services to supply chain management, and the types of value that may be created through the use of third-party logistics (3PL) providers and 4PLTM providers.ⁱ

- 6.12 Examine the extent to which various outsourced supply chain services are used by client/customer firms and the types of benefits that are experienced.
- 6.13 Discuss the role and relevance of information technology-based services to 3PLs and their clients/customers.
- 6.14 Identify the extent to which customers are satisfied with 3PL services and identify where improvement may be needed.
- 6.15 Explore some of the likely future directions for outsourced logistics services.

Reading

- Read chapter 11 and 12 of the Coyle J.J., Langley J., Novack R. A. & Gibson B.J. (2017). *Supply chain management: A logistics perspective, (10th ed.)*.

Deliverables

- Discussion board post and responses– main posts due on Thursday and replies are due on Sunday
- Case Study – due Sunday
- Weekly Quiz/Test – due Sunday

Module Seven – Week 7

Performance Measurement and Financial Analysis/Technology

Objectives

At the end of this lesson, students should be able to:

- 7.1 Explain the scope and importance of supply chain performance measurement.
- 7.2 Explain the characteristics of good performance measures.
- 7.3 Discuss the various methods used to measure supply chain costs, service, profit, and revenue.
- 7.4 Define the basics of an income statement and a balance sheet.
- 7.5 Demonstrate the impacts of supply chain strategies on the income statement, balance sheet, profitability, and return on investment.
- 7.6 Explain the use of the strategic profit model.
- 7.7 Analyze the financial impacts of supply chain service failures.
- 7.8 Utilize spreadsheet computer software to analyze the financial implications of supply chain decisions.
- 7.9 Explain the importance of information to supply chain management.
- 7.10 Explain information requirements in the supply chain.
- 7.11 Define the capabilities of an integrated supply chain information system.
- 7.12 Describe and differentiate between the primary types of supply chain solutions.
- 7.13 Discuss the critical issues in technology selection and implementation.
- 7.14 Recognize the technological innovations that are influencing supply chain

Reading

- Read chapter 13 and 14 of the Coyle J.J., Langley J., Novack R. A. & Gibson B.J. (2017). *Supply chain management: A logistics perspective, (10th ed.)*.

Deliverables

- Discussion board post and responses– main posts due on Thursday and replies are due on Sunday
- Case Study – due Sunday
- Final Cumulative Exam – due Sunday

V. Course Information and Grading**Course Requirements (Weekly)**

Each Module will be based on the inclusion and grading of the following segments: Discussion Boards, Assignments/ Case Studies/ Projects.

Class Discussions

Successful online learning requires active and meaningful participation in the Discussion Board Forum. Critical thinking, appropriate use of judgment and professional comments are required for all responses. Simple agreement or disagreement with a fellow student does not constitute a quality response. Student opinions are important but must be supported by relevant data obtained in the literature or text.

1. One initial discussion board post is due by the fourth day (Thursday @ 11:59 pm) of each weekly module and two response posts are due by the last day (Sunday @ 11:59 pm) of each weekly module.
2. Participation – Students must meet initial and response post deadlines to be eligible for full points. Late initial posts may be accepted with a 33% reduction in the overall score assessed for each day late. Two response posts are required. If only one is received, then the overall score will be reduced by 25%. If no response posts are received, then the overall score will be reduced by 50%.
3. Students should be respectful and write in a proper and professional manner.

Please refer to the Discussion Board Rubric located within course syllabus for specific requirements and guidance on delivering a substantial discussion.

Late and Make-up Assignments

All deliverables are due by 11:59 PM on the due dates indicated. Assignments that are submitted after the due date without prior written approval (text or email) from the instructor will receive the following deductions:

1. Late assignments are subject to a deduction of 10% of the available points for each day late.
2. Assignments submitted later than one week after due date will not be accepted and will receive a zero (0).
3. No work may be submitted after the last day of the course.
4. See [Class Discussions](#) for late discussion post policy.

When substantive emergencies occur, acceptance of late submissions is left to the discretion of the course instructor.

Written Work

- All graded assignments must be typewritten, as designated by the professor of record for the course.
- All referenced materials must be presented according to the Publication Manual of the American Psychological Association (APA), based on the most current published edition. (current, 7th edition) (Except for English courses that specify use of MLA format.)
- All required written assignments are due on the last night of each lesson week at 11:59pm EST. This information is included in the course scheduler and calendar of every course.
- All written and graded assignments are considered the property of the College of Adult and Professional Studies and should be returned to the appropriate professor of record for the related course.
- SafeAssign may be used to check for plagiarism.
- Final Exam will be cumulative in Week 8.

Policies

Academic support information is available under “CAPS Policies”

Grading Scale and Assigned Letter Grades

Charleston Southern Online Undergraduate classes follow the following numerical and letter grading scale. Grades will be posted by the Sunday night following the closing of the Module. No grades will be given to students over the phone.

A = 900 -1000 points

B+ = 870 -899 points

B = 800 – 869 points

C+ = 770 – 799 points

C = 700 – 769 points

D = 600 -699 points

F = <600 points

The following table shows the assignment types contained within this course and the assigned weighting used to determine the final course grade.

Activity Types	Weights (%)
Discussion Forums	30
Case Studies	52.5
Weekly Quiz/Test	17.5
Total	100

Discussion Board Rubric – Introduction (First week only: 20 Points)

Criteria	Minimal	Effective
Pts Possible: 0 or 10 Initial Post Introduction.	Pts Possible: 0 No post or did not follow instructions at all.	Pts Possible: 10 Posted following instructions.
Pts Possible: 0 or 10 Response Posts Welcome.	Pts Possible: 0 No post or did not follow instructions at all.	Pts Possible: 10 Posted following instructions.

Participation – Students must meet initial and response post deadlines to be eligible for full points. Late initial posts may be accepted with a 33% reduction in the overall score assessed for each day late. Two response posts are required. If only one is received, then the overall score will be reduced by 25%. If no response posts are received, then the overall score will be reduced by 50%.

Discussion Board Rubric (40 points possible)

Rubric Criteria	Minimal	Competent	Effective	Mastery
<p><i>Pts Possible: 0 - 20</i></p> <p>Initial Post</p> <p>Understanding:</p> <p>Discovers and conveys understanding through relevant discussion with peers. Relevant and proper business writing and critical thought development. Posts timely.</p> <p><i>A minimum of 2 peer-reviewed sources are cited in the post and listed in appropriate APA format at the end of the post.</i></p>	<p><i>Pts Possible: 0 - 5</i></p> <p>Student provides weak contribution to the discussion board. Addresses the questions in a manner that is unclear or does not convey concept understanding. Shows evidence of critical thought but is not concise or complete. Does not cite any peer-reviewed sources. <i>Post is less than 75 words.</i></p> <p>0 points if post is not submitted by 11:59 p.m. on Thursday.</p>	<p><i>Pts Possible: 6 - 10</i></p> <p>Student makes contribution by making a mostly complete response to the questions. The contribution is mostly restatement of materials. Student conveys thoughts adequately; however, needs to further develop critical aspects. Student cites 1 peer-reviewed source. Not in appropriate APA format. A few writing errors.</p> <p><i>Post has between 75 - 124 words.</i></p>	<p><i>Pts Possible: 11-15</i></p> <p>Student advances the discussion and body of knowledge providing relevant, original thoughts to the question. Student conveys thoughts in a well- rounded manner that shows understanding, critical thought and application of concepts. Student cites 2 peer-reviewed sources in the body of the post. Not APA format.</p> <p>Well written.</p> <p><i>Post has between 125 – 250 words.</i></p>	<p><i>Pts Possible:16-20</i></p> <p>Student provides relevant and thought-provoking viewpoints to the question. Post is innovative and indicates a high level of thought.</p> <p>Student writing shows a high level of critical thought, analysis and application of concepts and ideas. Student cites 2 peer-reviewed sources in the body of the post in proper APA format.</p> <p>Very well-written.</p> <p><i>Post exceeds 250 words.</i></p>
<p><i>Pts Possible: 0 - 20</i></p> <p>Response Posts</p> <p>Discovers key areas of knowledge and concepts from peers. Furthers the body of knowledge by</p>	<p><i>Pts Possible: 0 - 5</i></p> <p>Student shows minor comprehension of the concepts and viewpoints from peers. The responses are vague and do not show</p>	<p><i>Pts Possible: 6 - 10</i></p> <p>A student shows adequate understanding of the knowledge and concepts posted by peers. The responses are mostly “I agree...”</p>	<p><i>Pts Possible: 11-15</i></p> <p>Student advances the discussion providing additional commentary and critique. The responses are correct but mostly</p>	<p><i>Pts Possible: 16-20</i></p> <p>Student advances the discussion providing additional commentary that is relevant or offers an alternative.</p>

Rubric Criteria	Minimal	Competent	Effective	Mastery
<p>responding to peers' posts with relevant and thought-provoking comments. A <i>minimum of 1 peer-reviewed source is cited and listed in appropriate APA format at the end of each student response.</i></p> <p>0 points = no response posts.</p> <p>10 points = 1 response post.</p>	<p>understanding or integration. Poorly written. Does not cite any peer-reviewed sources.</p> <p><i>Post is less than 75 words.</i></p>	<p>Student cites 1 peer-reviewed source. Peer reviewed source was somewhat relevant and published within past 5 years.</p> <p><i>Post has between 75 - 124 words.</i></p>	<p>restate the peers' viewpoints without development of critical thought.</p> <p>Student cites 1 peer-reviewed source. Peer reviewed source is relevant and was published within past 3 years.</p> <p><i>Post has between 125- 200 words.</i></p>	<p>Critical thought development is evidenced by thoughtful and meaningful responses. Student cites 1 peer-reviewed source, current and relevant publication. Published within past 3 years.</p> <p><i>Each student response exceeds 200 words.</i></p>

Participation – Students must meet initial and response post deadlines to be eligible for full points. Late initial posts may be accepted with a 33% reduction in the overall score assessed for each day late. Two response posts are required. If only one is received, then the overall score will be reduced by 25%. If no response posts are received, then the overall score will be reduced by 50%.

Assignment/Case Study/Course Project Rubric (75 points total)

Criteria	Minimal	Competent	Effective	Mastery
Pts Possible: 0 - 50	Pts Possible: 0 - 12	Pts Possible: 13- 25	Pts Possible: 26-39	Pts Possible: 40- 50
Critical & Clear Addresses the Problem/Issue presented directly. Demonstrates active critical thinking relevant to problem identification and effective solutions.	Work did not consistently meet expectations, as significant details of the assignment are not addressed. Lacks critical thought, analysis and application.	Comprehension is not shown consistently throughout the assignment. Marginal responses; content, concepts, ideas/responses not fully developed.	Demonstrates satisfactory understanding but does not answer all questions/scenario in full. Demonstrates some knowledge of the content and business vocabulary.	Relevant use of vocabulary applied throughout the assignment. Demonstrates superior knowledge of concepts and theories.

Criteria	Minimal	Competent	Effective	Mastery
Pts Possible: 0 – 25	Pts Possible: 0 - 9	Pts Possible: 10 - 14	Pts Possible: 15 - 19	Pts Possible: 20 - 25
Properly Written	Work does not meet expectations. Relevant critical thought/analysis is not demonstrated in the assignment. Partially addresses the topic. Does not follow APA 6 th edition.	Comprehension is not demonstrated. Grammar/spelling errors; unorganized deliverable. Lacks focus on content. Does not follow APA 6 th edition.	Organized deliverable, directions followed. Content needs additional focus for innovative responses other than restatement of text. Appropriate APA formatting is seen, but not extensive.	Relevant use of vocabulary and professional writing structure. Well-organized response of at least 1-full page that fully and completely addressed all the criteria/questions using proper APA 6 th edition formatting.
Structure and Writing include effective use of peer-reviewed resources and APA 6 th edition formatting.	No use of peer-reviewed resources. <500 words	Peer-reviewed resources are not current or are not effective. 600-750 words	Provides some relevant, current peer-reviewed resources. 751-999 words	Provides appropriate, relevant and current peer-reviewed sources as directed in the assignment. >1000 words