

## SCMT 323: Distribution

Prerequisite(s): None

Credits: 3



---

### I. Course Description

This course enables the student to delve into the vital field of Distribution and how it relates to the supply chain. Major areas of study include the evolution, philosophy, concepts, tools, and techniques associated with Distribution. Specific topics to be examined include an introduction to supply chain management; purchasing management; creating and managing supplier relationships; ethical and sustainable sourcing; demand forecasting; resource planning system; inventory management; process management; domestic and global logistics; customer relationship management; global location decisions; service response logistics; supply chain management integration; and performance management. 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 distribution 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 distribution, demand forecasting, resource planning system, and customer relationship 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 domestic/global logistics through the supply chain.
5. Identify and evaluate comparative approaches to distribution network in a global context.
6. Explain the use of performance measurements, and supply chain technology to control cost and service requirements for the distribution network.
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.**

Wisner, J. D., Tan, Keah-Choon, & Leong, G. K. (2018). *Principles of supply chain management*

(5th ed.). Cengage South-Western. ISBN: 978-1-337-40649-9

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

ISBN: 978-0578718217

#### **IV. Weekly Information**

##### **Module One – Week 1**

##### **Introduction to Supply Chain Management/Purchasing Management**

#### **Objectives**

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

- 1.1 Describe a supply chain and define supply chain management.
- 1.2 Describe the objectives and elements of supply chain management.
- 1.3 Describe basic supply chain management activities.
- 1.4 Describe a brief history and current trends of supply chain management.
- 1.5 Recognize the bullwhip effect and how it impacts supply chain.
- 1.6 Describe the role of purchasing and its strategic impact on an organization's competitive advantage.
- 1.7 Describe the traditional purchasing process, e-procurement, public procurement, and green purchasing.
- 1.8 Recognize and know how to handle small value purchase orders.
- 1.9 Analyze and evaluate sourcing decisions and the factors impacting supplier selection, including outsourcing, make-or-buy, and break-even analysis.
- 1.10 Analyze and compute total cost of ownership.
- 1.11 Analyze the pros and cons of single sourcing versus multiple sourcing.
- 1.12 Describe the key characteristics of centralized, decentralized, and hybrid purchasing organizations.
- 1.13 Describe the opportunities and challenges of global sourcing.

#### **Reading**

- Read chapters 1 and 2 of the Wisner, J. D., Tan, Keah-Choon, & Leong, G. K. (2018). Principles of supply chain management (5th 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**

### **Creating and Managing Supplier Relationships/Ethical and Sustainable Sourcing**

#### **Objectives**

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

- 2.1 Explain the importance of supplier partnerships.
- 2.2 Recognize the key factors for developing successful partnerships.
- 2.3 Develop a supplier evaluation and certification program.
- 2.4 Explain the importance of a supplier recognition program.
- 2.5 Recognize the capabilities of Supplier Relationship Management.
- 2.6 Explain the benefits of using SRM software to manage suppliers.
- 2.7 Recognize and appreciate the trends in ethical and sustainable sourcing.
- 2.8 Define and describe the terms used in ethical and sustainable sourcing.
- 2.9 Describe the differences in ethical and sustainable sourcing.
- 2.10 Recognize how ethical and sustainable strategies are developed and implemented.
- 2.11 Recognize the use of environmental supplier certifications.
- 2.12 Discuss the benefits of strategic supplier alliances.
- 2.13 Describe how and why sourcing practices are benchmarked.
- 2.14 Discuss why firms would want to assess their sourcing capabilities.

#### **Reading**

- Read chapters 3 and 4 of the Wisner, J. D., Tan, Keah-Choon, & Leong, G. K. (2018). Principles of supply chain management (5th ed.).
- Read Principles 14 and 15 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**

### **Demand Forecasting/Resource Planning System**

#### **Objectives**

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

- 3.1 Explain the role of demand forecasting in a supply chain.
- 3.2 Identify the components of a forecast.
- 3.3 Compare and contrast qualitative & quantitative forecasting techniques.

- 3.4 Calculate and assess the accuracy of forecasts.
- 3.5 Explain collaborative planning, forecasting, and replenishment.
- 3.6 Describe the chase, level, and mixed aggregate production strategies.
- 3.7 Describe the hierarchical operations planning process in terms of materials planning (APP, MPS, MRP) and capacity planning (RRP, RCCP, CRP).
- 3.8 Compute available-to-promise quantities, MRP explosion, and DRP implosion.
- 3.9 Describe the limitations of legacy MRP systems, and why organizations are migrating to integrated ERP systems.
- 3.10 Describe an ERP system, and understand its advantages and disadvantages.
- 3.11 Describe best-of-breed versus single integrator ERP implementations.

### **Reading**

- Read chapters 5 and 6 of the Wisner, J. D., Tan, Keah-Choon, & Leong, G. K. (2018). Principles of supply chain management (5th ed.).
- Read Principles 12 and 13 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** **Inventory Management /Process Management**

### **Objectives**

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

- 4.1 Distinguish dependent from independent demand inventories.
- 4.2 Describe the four basic types of inventories and their functions.
- 4.3 Describe the costs of inventory and inventory turnovers.
- 4.4 Describe ABC classification, ABC inventory matrix & cycle counting.
- 4.5 Describe RFID and how it can be used in inventory management.
- 4.6 Describe the EOQ model and its underlying assumptions.
- 4.7 Describe the Quantity Discounts and the EMQ Models and their relationships with the basic EOQ model.
- 4.8 Describe the various statistical ROP models.
- 4.9 Describe the continuous review and periodic review systems.
- 4.10 List and discuss the major elements of lean & Six Sigma.
- 4.11 Describe why lean & Six Sigma are integral parts of SCM.
- 4.12 Discuss the Toyota Production System and its association with lean production.
- 4.13 Discuss the linkage between lean programs and environmental protection.

- 4.14 Describe the historical developments of lean & Six Sigma.
- 4.15 Describe and use the various tools of Six Sigma.
- 4.16 Recognize the importance of statistical process control for improving quality.

### **Reading**

- Read chapters 7 and 8 of the Wisner, J. D., Tan, Keah-Choon, & Leong, G. K. (2018). Principles of supply chain management (5th ed.).
- Read the case study, Successful Sam, 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 Five – Week 5** **Domestic and Global Logistics/Customer Relationship Management**

### **Objectives**

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

- 5.1 Recognize the strategic importance of logistic.
- 5.2 Identify the various modes of transportation.
- 5.3 Recognize how U.S. regulation and deregulation have impacted transportation.
- 5.4 Discuss the global aspects of logistics.
- 5.5 Describe how logistics affects supply chain management.
- 5.6 Examine and understand the interrelatedness of transportation, warehousing, and material handling.
- 5.7 Identify a number of third-party logistics service providers.
- 5.8 Describe the various reverse logistics activities.
- 5.9 Discuss the strategic importance of CRM.
- 5.10 Describe the components of a CRM initiative.
- 5.11 Calculate customer lifetime value.
- 5.12 Discuss the implementation procedures for CRM programs.
- 5.13 Describe how information is used to create customer satisfaction and greater profits for the firm.
- 5.14 Discuss the importance of data security in CRM.
- 5.15 Describe how social media and cloud computing have impacted CRM.

### **Reading**

- Read chapters 9 and 10 of the Wisner, J. D., Tan, Keah-Choon, & Leong, G. K. (2018). Principles of supply chain management (5th 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**

### **Global Location Decisions/Service Response Logistics**

## **Objectives**

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

- 6.1 Explain the impact of global location decisions on a supply chain.
- 6.2 Identify the factors influencing location decisions.
- 6.3 Recognize the impact of the regional trade agreements on location decisions.
- 6.4 Use several location evaluation models.
- 6.5 Recognize the advantages of business clusters.
- 6.6 Explain the impact of sustainable development on facility location.
- 6.7 Recognize how supply chain management for services differs from supply chain management for manufacturing.
- 6.8 Define service response logistics and all of its elements.
- 6.9 Recognize the importance of service layouts and perform a layout analysis using several techniques.
- 6.10 Describe the strategies for managing capacity, wait times, distribution, and quality in services.
- 6.11 Recognize queuing system design issues and calculate queue characteristics.
- 6.12 Use various techniques for managing customers' perceived waiting times.
- 6.13 Recognize the different distribution channels available for services.
- 6.14 Define service quality and describe how to measure it and improve it.

## **Reading**

- Read chapters 11 and 12 of the Wisner, J. D., Tan, Keah-Choon, & Leong, G. K. (2018). Principles of supply chain management (5th 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**

### **Supply Chain Process Integration/Performance Measurement**

## **Objectives**

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

- 7.1 Discuss the overall importance of process integration in supply chain management.
- 7.2 Describe the advantages of, and obstacles to process integration.
- 7.3 Recognize the important issues of internal and external process integration.
- 7.4 Recognize the role played by information systems in creating information visibility along the supply chain.
- 7.5 Describe the various processes requiring integration along the supply chain.
- 7.6 Recognize the various causes of the bullwhip effect and how they impact process integration.
- 7.7 Discuss the various issues associated with supply chain risk and security.
- 7.8 Discuss why managers need to assess the performance of their firms as well as their supply chains.
- 7.9 Discuss the merits of financial and nonfinancial performance measures.
- 7.10 List and describe a number of traditional and world-class performance measures.
- 7.11 Describe how the balanced scorecard and the supply chain operations reference models work.
- 7.12 Describe how to design a supply chain performance measurement system.

## **Reading**

- Read chapters 13 and 14 of the Wisner, J. D., Tan, Keah-Choon, & Leong, G. K. (2018). Principles of supply chain management (5th 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, the overall score will be reduced by 25%. If no response posts are received, the overall score will be reduced by 50%.
3. Students need to 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, 7<sup>th</sup> 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 schedule 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 is cumulative in Week 7

## **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)**

<b>Rubric Criteria</b>	<b>Minimal</b>	<b>Competent</b>	<b>Effective</b>	<b>Mastery</b>
<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.</p> <p>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, the overall score will be reduced by 25%. If no response posts are received, the overall score will be reduced by 50%.

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

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

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  Structure and Writing include effective use of peer-reviewed resources and APA 6 <sup>th</sup> edition formatting.	Work does not meet expectations. Relevant critical thought/analysis is not demonstrated in the assignment. Partially addresses the topic. Does not follow APA 6 <sup>th</sup> edition.  No use of peer-reviewed resources.  <500 words	Comprehension is not demonstrated. Grammar/spelling errors; unorganized deliverable. Lacks focus on content. Does not follow APA 6 <sup>th</sup> edition.  Peer-reviewed resources are not current or are not effective.  600-750 words	Organized deliverable, directions followed. Content needs additional focus for innovative responses other than restatement of text. Appropriate APA formatting is seen, but not extensive.  Provides some relevant, current peer-reviewed resources.  751-999 words	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 <sup>th</sup> edition formatting.  Provides appropriate, relevant and current peer-reviewed sources as directed in the assignment.  >1000 words