



**DSBA 6208/MBAD 6208 –
Supply Chain Management
Course Outline – Fall 2025**
Last Update: September 4, 2025

Instructor: Dr. Andrew "Andy" Fraher, DBA, MBA

email: afraher@charlotte.edu

Classroom: Center City Building, Room 806

Class Time: Thursdays, 5:30 PM – 8:15 PM

Office Hours:

Office Hours:

Dr. Fraher

Monday 11:00 am – 1:00 pm via Zoom

Center City Building 715C – Thursday 3:00 pm – 5:30 pm in person and via Zoom

Other times by appointment

<https://charlotte-edu.zoom.us/j/9506753956?pwd=NXNXcHJSM3gycWJpc0NRNi9MZjJ3QT09>

Meeting ID 950 675 3956

Passcode 25489743

T.A.

Daniel Ojaide

Tuesdays 11:00 am – 12:30 pm via Zoom

<https://us04web.zoom.us/j/6677409922?pwd=VEljQm44bUxTcW9TaUVRMytLK3BaUT09>

Meeting ID: 667 740 9922

Passcode: 6dAFd7

Syllabus:

This syllabus contains the policies and expectations the instructor has established for this course. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students. Unless you are prepared to abide by these policies and expectations, you risk losing the opportunity to participate further in the course.

The standards and requirements outlined in this syllabus may be modified at any time by the instructor. Notice of such changes will be announced in the class and/or posted on the Course Canvas website.

Course Description:

This course helps students to understand how to manage and improve the performance of supply chains through better decision-making and coordination. The course will focus on the models, solution methods, and strategies in designing, planning, and operating effective supply chains and the new opportunities, issues, and concepts introduced by the Internet, e-commerce, and information technology. Different teaching methods are used to achieve the learning objectives, including lectures, class discussions, analysis, and presentation of critical cases and articles. This course emphasizes students' active participating role in the learning process.

Course Objectives:

1. Learn the three key supply chain decision phases, push/pull views, and macro processes.
2. Learn the goal of a supply chain and the impact of supply chain decisions on the firm's success.

3. Describe how to achieve strategic fit between a firm's supply chain and competitive strategies.
4. Learn the key financial measures and significant drivers of supply chain performance.
5. Identify components of a demand forecast. Forecast demand given historical demand using forecast models.
6. Describe supply chain coordination and understand the obstacles and methods to achieve coordination.
7. Learn different inventory models and determine optimal inventory levels in a supply chain.
8. Understand the benefits and risks of sourcing in a supply chain. Discuss the factors that affect the decision to outsource a supply chain function.
9. Understand the role of revenue management in a supply chain and identify the trade-offs when making revenue management decisions.

Canvas Course Website:

You must regularly access the Canvas Course website at <https://instructure.charlotte.edu/> and, in particular, before each class. In addition to containing helpful information, Canvas will be used to communicate information on assignments, changes to the syllabus, and other announcements of general interest.

Technology Requirements:

All students taking business courses, including students in this class, must have a Windows-based laptop computer with a working camera, microphone, and speakers.

- It is your responsibility to have a working laptop that meets the minimum requirements in accordance with the Belk College Laptop Policy (<https://oneit.charlotte.edu/get-started/student/laptop-initiative/college-guidance>.) has the required course software installed, and is ready for the classroom.
- It is your responsibility to have your laptop charged and ready for use prior to class time. Battery life should be sufficient to last through the entire class.

IF you are using an Apple computer:

- Be aware that you are not in compliance with the requirements of the Belk College Laptop Policy (<https://oneit.charlotte.edu/get-started/student/laptop-initiative/college-guidance>.)
- Some of the Excel and Lockdown Browser functionality looks/works differently and may not be available on the MAC version of the software.
- The instructor is not responsible for providing MAC—specific instructions or technical support.

The Atkins Library may have loaner laptops available on a first-come, first-serve basis. If you choose to use a loaner laptop, please ensure all software is functional, including the lockdown browser.

Please ensure that your computer can access the web pages and other materials posted on Canvas and that your workplace has no network access restrictions.

Materials:

Your Niner Course Pack materials are available through First Day Complete, a program managed by Barnes & Noble Charlotte that provides digital course materials to students at a discount. If you wish to opt out of First Day Complete, visit aux.charlotte.edu/niner-pack for information. If you opt out, access to digital course materials available within Canvas will be removed. Please note that the Textbook is included in the Niner Course Pack program. The MyLab product is used for pre-read and assignments, so if you "Opt Out" of the Niner Course Pack, you will still need to purchase the MyLab product, which could cost more than the Niner Course Pack program. You are still responsible for purchasing all required course materials unless you opt back in before the deadline. You may purchase materials through Barnes & Noble Charlotte in the Popp Martin Student Union. For more information about your Niner Course Pack, visit <http://aux.charlotte.edu/niner-course-pack>.

You should have received an email from the bookstore confirming the materials provided for each course and asking you to select how you would like to receive any printed components (in-store pick-up or home delivery). If you haven't already done so, please confirm your fulfillment preference so the bookstore can prepare your materials.

To access your digital materials within Canvas:

- For ebooks, select the "Course Materials" link.
- For courseware, select the "Course Materials" link.
- For Access Codes, reveal the access code in the "Course Materials" link and redeem the code at the link provided on that page, or in the publisher's integration in Canvas.
- For courseware from the publisher: select the publisher's link in your course.

Textbook

"MyLab OM with Pearson eText Access Code for Supply Chain Management: Strategy, Planning, and Operation" by S. Chopra. Pearson-Prentice Hall, 8th ed., ISBN-13: 9780135350348 (Required).

"Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies" by David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi. McGraw-Hill. 3rd ed., 2008 (optional)

Additional Reading and Cases

Required Cases:

C1: Amazon.com: Supply Chain Management

P. Fraser Johnson, Ken Mark

Publication Date: Jul 2018 (Revised November 10, 2021)

C2: 3M: Rethinking Regionalisation to Adapt to Supply Chain Disruptions

Steven M. Miller, Lipika Bhattacharya

Publication Date: Oct. 2022

The case studies are included as part of the Niner First Day. If you opted out of First Day, cases are available at the following link <https://hbsp.harvard.edu/import/1320805>. Please note that cases are copyrighted, so sharing is not allowed.

Software

Microsoft Excel will be used to solve some problems in the textbook. The instructor will demonstrate the how-to in class, and students are encouraged to use Excel to complete homework problems where applicable.

Download Office 365 ProPlus Education at <http://software.uncc.edu/>

MS Excel is available in the UNCC Virtual Application system: <http://apporto.uncc.edu/>

Grading Policies:

Following letter grades will be used:

Total Percentage Earned	Letter Grade
89.5% and above	A
79.5% to 89.5%	B
69.5% to 79.5%	C
<69.5%	U

Student performance in the course will be weighted as follows:

Assignments	Points
Individual	70%
Exams	50%

Pre-Read	5%
Homework	10%
Participation	5%
Group	30%
Case Analysis Discussion	10%
Topic Research Written Report Presentation	20%
Total	100%

Individual Assignments

Examinations:

The course will have three exams – Exam 1, Exam 2, and Exam 3. The exams will be given as scheduled in the syllabus. Exams are not cumulative. Exam 3 will take the place of the Final Exam.

Homework:

1. Chapter problems are assigned as Homework. Homework due dates are shown on the Canvas course website.
2. Homework will be graded both on attempt and correctness. The results will be posted in your grade book. Problem solutions will be posted whenever appropriate. If you need help understanding the materials, please bring them up during class or during office hours.
3. The objective of the Homework is for students to solve quantitative problems to prepare for the exams. Additionally, exam problems, in some cases, are similar to homework problems.

Group Assignments:

There are two group assignments: Case Discussions and Research on Topics in Supply Chain Management.

The instructor will ask for group suggestions or assign you to a group by the second week of class. Each group will have 3-5 students. Consider working with different class members to build connections with each other and expand your network. During the course, the instructor will seek input from group members regarding each group member's contribution to each group assignment. Feedback will be incorporated into determining each member's assignment scores. Details of the peer feedback process are listed below.

Harvard Business Review Case Discussions:

1. Part I. Read and analyze the cases and submit your answers in the discussion in Canvas.
2. Part II. Submit your responses to all the questions in the discussion posts for two groups by the due date. Please note that you will not be able to see the other group's posts until you post your group's initial responses.
3. Submissions will be graded on completeness, accuracy, grammar, and spelling. Please be courteous in your responses.

Final Project:

The project's objective is to apply what you have learned in class to industries and practices of your choosing or explore more topics related to e-commerce and supply chain management. There are three options for your final project:

1. Case study: Choose an organization and analyze its supply chain strategies and practices.
2. Comparative study: You can compare and contrast two organizations competing in the same industry (or closely related industries) with different supply chain strategies.

Submissions include:

- a) A proposal: a problem you want to solve, or a process you want to improve, and the topic or possible solution you wish to research.
- b) An 8-10 page single-spaced summary of findings using MLA or APA references. Consider placing supporting material in the appendix and referencing it in the document.
- c) A presentation file (e.g., PowerPoint) to be used for a class presentation at the end of the semester

The analysis should provide sufficient detail to support your assertions. Analyses that are too high-level or state concepts without providing any level of support or depth will not be considered acceptable. Submissions are to be uploaded to Canvas by the due dates.

Option 1: Case Study

Choose an organization and analyze its supply chain strategy and practice. The organization can be one you know well or would like to learn more about. When choosing a company (or an operating unit) to study, please consider the availability of company data to enable you to evaluate the company's supply chain strategy effectively. In completing your analyses, you may draw upon secondary data (e.g., company annual reports, analyst reports, articles from the press) and primary data (e.g., interviews, personal experience with the company). You may select a company that we have studied in class, but if you do this, you must examine an issue (or issues) different from what we discussed in class. Please remember that the best studies offer compelling reasoning and facts to support those opinions.

The case study should consist of the following two parts:

1. Background about the organization:
 - a. A description of the company (or operating unit) and its competitive environment
 - b. Brief historical information, if applicable
 - c. A description of the company's existing supply chain strategy and practice
 - d. An overview of the company's supply chain objectives and challenges
2. Analysis and Recommendation (This part should center on the supply chain objectives and challenges identified in part 1)
 - a. An evaluation of the company's supply chain strategy and practice by drawing on the concepts covered in the course,
 - b. Identify strengths and weaknesses in the company's supply chain strategy and practice.
 - c. A detailed recommendation for improvement using the concepts learned in class (this could involve several options to tackle the weaknesses or challenges the company faces in managing its supply chain).
 - d. Discuss how the company will implement this improvement plan (i.e., how the company will build the necessary supply chain capabilities)

Option 2: Comparative Study

Identify two organizations competing in the same industry (or closely related industries) that have different supply chain strategies and practices you can compare and contrast. The organizations can be ones you know well or would like to learn more about. When choosing companies (or operating units) to study, please think about how you will access data to evaluate the companies' supply chain strategies. When you complete your analyses, you can draw upon secondary data (e.g., company annual reports, analyst reports, articles from the press) and primary data (e.g., interviews, personal experience with the company). You may select a company that we have studied in class, but if you do this, you must examine an issue (or issues) different from what we discussed in class. Please remember that the best studies offer compelling reasoning and facts to support those opinions.

The comparative study should consist of the following three parts:

1. Background about the industry
 - a. A description of the industry and the primary competitors
 - b. Brief historical information, if applicable
 - c. Overview of industry trends on supply chain practices
2. Background about each organization:
 - a. A description of the company (or an operating unit)
 - b. Brief historical information, if applicable
 - c. A description of the company's existing supply chain strategy and practice
 - d. An overview of the company's supply chain objectives and challenges
3. Analysis and Recommendation (This part should center on the supply chain objectives and challenges identified in part 2)
 - a. A comparison of each company's supply chain strategy and practice by drawing on the concepts covered in the course. You do not need to compare all dimensions; instead, focus on the most relevant aspects (e.g., different). Depth of analysis is preferred over a broad but shallow paper.
 - b. Contrast the strengths and weaknesses in each company's supply chain strategy and practice.

- c. Recommend how the organizations may improve their supply chain practices to compete more effectively against each other (or in the marketplace).
- d. You may comment on how the companies may implement your improvement plan (i.e., how the companies will build the necessary supply chain capabilities). Although this part is not required, it can help support your analysis.

Project Participation, Peer Feedback Policy, and Attendance

It is critical to the group's success that no group member free-rides on the efforts of the other group members. The following specific procedure will be used to ensure fair grading for group work. Please read it carefully and let me know if you have questions or concerns.

Peer feedback process: At the end of each group assignment, each student will be allowed to provide participation feedback for each group member voluntarily. The feedback form is available in the module for each group assignment. The feedback score is calculated on a scale from 1 to 10. If you do not want to provide this feedback, I will assume that you have given each group member a total participation score of 10. The feedback received from the group for each team member will be averaged. If only some group members give feedback and others don't, I will assume a participation score of 10 for the non-reporting members. Students who receive an average participation score of less than 4 out of 10 will get a ZERO for that group assignment, regardless of the group grade. Students with an average feedback score ≥ 4 and < 7 will receive the original group grade times the average feedback score / 10. Students with an average feedback score of 7 or higher will receive 100% of the original group grade. The above feedback policy will apply only to group work grades.

Please take the above policy seriously since unsatisfactory feedback due to inadequate or a lack of participation in the group work may reduce your overall course grade by a letter grade. At a minimum, you should be in touch with all your team members. Each team member is responsible for proactively engaging and working with others. Do not wait for someone from the team to pursue or engage with you actively for the project work. Please get in touch with me if you need clarification regarding the group feedback policy. If there are issues, you must resolve them with your group. If you cannot work it out, please have your group schedule a meeting with me to discuss the issue. Please note that the group has the final decision on how to proceed.

When you miss class, you miss essential information. If you are absent, you are responsible for learning the material covered in class. If you have an excused absence, you can make up coursework or complete an equivalent assignment agreed upon with me.

- Send me an email including your section number, informing me of your absence as soon as possible. Absences include things such as:
 - Routine, non-urgent medical appointments (e.g., dental visits, physicals)
 - Common illnesses (e.g., COVID-19, flu, colds, strep, etc) lasting less than 5 days
 - Weather-related issues
 - Car troubles
 - Travel plans
 - Work or job-related obligations
- For extended absences of five or more consecutive days, or military service, or death of an immediate family member, verify your absence at: <https://sass.charlotte.edu/services/absence-verification>. Once I receive notification from the University that your evidence has been verified (which may take several days), I will decide (it is not automatic) on excusal and contact you for make-up arrangements as needed.

It is understood that life happens, and you will need to make adjustments to your schedule. Communication with me is vital to achieving full class participation and attendance credit.

General Guidelines for Submissions to Instructor:

1. Submissions must be submitted on the Course Canvas website by the required date by clicking the assignment upload link and the submit button.
2. Email attachments will not be accepted for assignments unless authorized by the instructor.
3. For group assignments, only one submission per group is required. Please ensure you coordinate who will submit your group's work. Note that subsequent submissions will overwrite the previous version.
4. Use standard software applications such as Microsoft Word or Excel to create your documents for submission. Please do not submit Acrobat (pdf) files.
5. Follow a consistent scheme for naming your submission files. Use your group number and then the document name for consistency.
6. No late assignments will be accepted without prior authorization from the instructor.

Class Cancellation:

If the instructor cannot attend class or the University is closed unexpectedly, assume the course material will be covered in the next meeting. If the course moves to an online format, unforeseen technical issues may prevent the instructor or a student from continuing. If the instructor cannot continue after 15 minutes due to technical problems, that session will end, and the materials will be rescheduled to the following session. If students cannot continue in the class due to technical issues, they must inform the instructor via email as soon as possible. The student is additionally responsible for getting any class notes from classmates.

Class Conduct:

Disruptive behavior in the class distracts other students' ability to benefit from the in-class experience and will not be tolerated. Please keep all electronic and telecom equipment, such as cell phones, tablets, beepers, etc., on "silent" mode during class and sidebar conversations to a minimum.

Extra Credit Work:

No EXTRA CREDIT work will be offered for any individual or group during the semester. Please do not request any extra credit opportunities to improve your grade later in the semester.

Notes:

1. Additional homework/cases may be assigned in class
2. There may be other required readings not listed in the syllabus that will be assigned during the semester. It is essential to check the Canvas Course website regularly to stay up-to-date on assigned homework problems and revisions to this syllabus.

General Policies:**Student Academic Integrity:**

Integrity is among the core values of the Belk College of Business. Students are responsible for knowing and observing the UNC Charlotte Code of Student Integrity (<http://legal.uncc.edu/policies/up-407>). All work on exams and quizzes is to be done individually. This requirement may also be extended to specific assignments and will be specified in class. There is always the possibility and temptation to consult with someone who has had the course (or class) previously, or to consult case/class notes or project reports from another section or a previous year or semester, or that might be available on the Internet. This practice is strictly prohibited under all circumstances and unequivocally violates the Code of Student Integrity. Group projects involve a cooperative effort, and everyone is required to contribute to the assignment. The peer evaluations after each group assignment provide an opportunity to assess individual group members' contributions.

For this class, it is permissible to assist classmates in discussing computing techniques, and general advice and interactions are encouraged. Students may not "work together" on individual assignments; as such collaboration constitutes cheating. A student may not use or copy (by any means) another's work (or portions of it) and represent it as their own. If you need help on an assignment, contact your instructor or the TA, not other classmates. Any further requirements or permission regarding academic integrity in this course will be stated by the instructor and are binding on the students in this course. Please review the Academic Integrity module in Canvas for additional information.

Ownership of Course Materials:

The instructor's lectures and course materials, including presentations, tests, quizzes, exams, videos, outlines, and similar materials, are protected by copyright. The instructor is the exclusive copyright owner for those materials created by the instructor. You are encouraged to take notes and make copies of course materials for your own educational use. However, you may not, nor may you knowingly allow others to reproduce or distribute course materials publicly without the instructor's express written consent. This requirement includes providing materials to commercial course material suppliers such as CourseHero, Chegg, etc. and other similar services. Students who publicly distribute or display or help others publicly distribute or display copies or modified copies of the instructor's materials may be in violation of University Policy 406, the Code of Student Responsibility.

Non-Discrimination:

All students and the instructor are expected to engage with each other respectfully. Unwelcome conduct directed toward another person based upon that person's actual or perceived race; color; religion (including belief and non-belief); sex; sexual orientation; gender identity; age; national origin; physical or mental disability; veteran status; genetic information; or for any other reason, may constitute a violation of [University Policy 501, Nondiscrimination](#). Any student suspected of engaging in such conduct will be referred to the [Office of Civil Rights & Title IX](#).

UNC Charlotte is committed to maintaining an environment conducive to learning for all students and a professional workplace for all employees. The University takes active measures to create or restore a respectful, safe, and inclusive environment for community members that is free from discrimination, discriminatory harassment, and interpersonal violence. If you (or someone you know) has experienced any of these incidents, know that you are not alone. UNC Charlotte has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with civil protective orders, and more.

Please be aware that all UNC Charlotte employees, including faculty members, are expected to relay any information or reports of discrimination, discriminatory harassment, or sexual and interpersonal misconduct they receive to the [Office of Civil Rights and Title IX](#). This means that if you tell me about a situation involving these matters, I am expected to report the information. Although I am expected to report the situation, you will still have options about how your case will be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

If you wish to speak to someone confidentially, you can contact the following on-campus resources, who are not required to report the incident to the Office of Civil Rights and Title IX: (1) Center for Counseling and Psychological Services (CAPS) (caps.charlotte.edu, 7-0311); (2) Student Health (studenthealth.charlotte.edu, 7-7400); or (3) University Ombuds (ombuds.charlotte.edu, 704-687-5518). Additional information about your options is also available at civilrights.charlotte.edu under the "Students" tab.

This course affirms people of all gender expressions and gender identities. If you prefer to be called a different name than what is indicated on the class roster, please let me know. Feel free to correct me on your preferred gender pronoun. If you have any questions or concerns, please do not hesitate to contact me.

Mental Health:

It is common for college students to experience challenges that may interfere with academic success such as academic stress, sleep problems, juggling responsibilities, life events, substance misuse concerns, relationship concerns, or feelings of anxiety, hopelessness, or depression. If you or a friend is struggling, we strongly encourage you to seek support. Helpful, effective resources are available on campus at no additional cost.

Visit the Counseling and Psychological Services (CAPS) website at caps.charlotte.edu for information about the broad range of confidential on-campus mental health services, online health assessments, hours, and additional information.

Call CAPS at (704) 687-0311 if interested in scheduling an appointment with a counselor. After-hours crisis support is also available through this phone number.

Contact the Center Wellness Promotion at (704) 687-7407, by email at wellness@charlotte.edu or visit the website at wellness.charlotte.edu for more information on how to develop healthy attitudes and behaviors as it relates to relationships, mental health, alcohol, tobacco, or other drugs and sexual health.

Basic Needs

UNC Charlotte defines "basic needs" as those needs that, when unmet, can hinder students' ability to focus on and successfully complete their academic studies. Basic needs include food security, housing security, transportation, health and wellbeing, technology, and child care. Any student who experiences difficulty in one or more of these areas is urged to contact the [Student Assistance and Support Services \(SASS\) Office](#) for support with navigating campus and community resources. Students can also consult the [Niner Needs website](#) for a list of helpful resources designed to address student needs.

Disability Accommodations:

Students in this course seeking accommodations for disabilities must first consult with the Office of Disability Services and follow the instructions of that office for obtaining accommodations. If you have a disability that qualifies you for academic accommodations, please provide a letter of accommodation from the Office of Disability Services during the first week of class. For more information regarding accommodations, please contact the Office of Disability Services at (704) 687-4355 or stop by their office at 230 Fretwell.

Religious Accommodation for Students:

Students are expected to communicate directly with their faculty regarding the related need. The request should be made in writing and should state (i) the specific accommodation being requested, (ii) the religious practice or belief the student holds, (iii) how the requested accommodation enables the student to participate in their religious practice or belief, *and* (iv) the date(s) and/or frequency of the requested accommodation. The request should be submitted as far in advance as possible. The length of time between when the request is submitted and the date of the requested accommodation may affect the reasonableness of the requested accommodation. The instructor and the student will then discuss what a reasonable accommodation should be in the given case and then document this agreed-upon accommodation. University Policy 409 provides more details about this procedure. The Office of Civil Rights and Title IX is available as a resource if students or faculty have questions about the process.

Withdrawal from Class:

The administration of this institution has set deadlines for withdrawal from any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, the instructor cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "U" in a course if you choose not to attend the class once you are enrolled. **The last day to withdraw from a course (grade subject to Withdrawal Policy) is October 16, 2025.**

Incomplete Grade:

As per university policy, incomplete grades will be granted when a student who is otherwise passing has not, due to circumstances beyond his/her control, completed all the work in the course. The missing work must be completed by the deadline specified by the instructor or during the next semester (fall or spring) in residence but no later than 12 months after the term in which the "I" grade was assigned, whichever comes first. If the "I" grade is not removed during the specified time, a grade of F, U or N as appropriate, is automatically assigned. The grade of "I" cannot be removed by enrolling again in the same course.

Course Changes Disclaimer:

The schedule and assignments in this course are subject to change in the event of extenuating circumstances and at the instructor's discretion.

DSBA 6208/MBAD 6208 Course Schedule
Fall 2025
Thursdays 5:30-8:15 PM

Week	Date	Topic	Chapters	Assignment	Due Date
1	8/21	Introduction to the Course Introduction to Supply Chain Management Strategic Fit	1 2	Chapter 1 Pre-Read Chapter 2 Pre-Read	8/24
2	8/28	Network Design in the Supply Chain	4	Chapter 4 Pre-Read Group Suggestions Due	8/27
3	9/4	Building and Evaluating Optionality in Global Supply Chain Networks	5	Chapter 5 Pre-Read	9/3
4	9/11	Demand Forecasting	6	Chapter 6 Pre-Read Case 1 Analysis Case 1 Response Homework # 1	9/10 9/12 9/14 9/14
5	9/18	Exam #1	Chapters 1,2,4-6		
6	9/25	Sales and Operations Planning Coordination in a Supply Chain	8 9	Chapter 8 Pre-Read Chapter 9 Pre-Read	9/24
7	10/2	Cycle Inventory Management	10	Chapter 10 Pre-Read Final Project Proposal	10/1 10/6
8	10/9	Student Recess – NO CLASS			
9	10/16	Safety Inventory Management	11	Chapter 11 Pre-Read Homework #2 <i>Last day to withdraw from course, grade subject to Withdrawal Policy</i>	10/15 10/19 10/16
10	10/23	Exam 2 – Chapters 8-11	Chapters 8-11		
11	10/30	Optimal Level of Product Availability	12	Chapter 12 Pre-Read	10/29
12	11/6	Procurement and Sourcing	14	Chapter 14 Pre-Read Case 2 Analysis Case 2 Response	11/5 11/7 11/9
13	11/13	Revenue Management Sustainability	16 17	Chapter 16 Pre-Read Chapter 17 Pre-Read	11/12
14	11/20	Final Project Presentations – LAST CLASS		Case Study Paper Case Study Presentation Homework #3	11/16 11/18 11/30
15	11/27	Thanksgiving – NO CLASS			
16	12/4	Exam 3 - 5:00 – 7:30 PM	Chapters 12, 14, 16, 17		
17	12/15	Academic Year Ends Grades due by noon			