

# SUPPLY CHAIN MANAGEMENT

Supply Chain Management is an integrated program of study concerned with the efficient flow of materials, products, and information within and among organizations. Supply chain management involves the integration of business processes across organizations, from material sources and suppliers through manufacturing and processing to the final customer.

The program provides students with the core knowledge related to a wide variety of supply chain activities, including demand planning, purchasing, transportation management, warehouse management, inventory control, material handling, product and service support, information technology, and strategic supply chain management. The program takes a balanced approach to supply chain education, requiring courses in operations, logistics, and purchasing for all students.

The study of Supply Chain Management prepares students for professional careers with manufacturers, retail distributors, logistics service providers, including carriers and non-asset based 3PLs, and consulting firms. The curriculum provides the required theoretical and conceptual base and analytical methods for making sound operational and strategic business decisions related to all activities in a supply chain.

The Supply Chain Management major requires students to take 18 credit hours in the supply chain management area. This requirement is met by completion of the following common core courses:

## Core (15 credits)

SCM 424	Process Management, Analysis, and Improvement	3
SCM 453	Supply Chain Planning and Control	3
SCM 460	Decision Tools for Logistics and Operations Management	3
SCM 461	Principles of Transportation	3
SCM 486	Principles of Purchasing and Supply Management	3

## Electives (3 credits)

SCM 340	Project Management	3
SCM 440	Supply Chain Information Systems	3
SCM 450	Enterprise Resource Planning Systems in Supply Chain	3
SCM 462	Transportation Carrier Management	3
SCM 466	International Transportation and Logistics	3
SCM 487	Strategic Supply Chain Management	3
SCM 491X	International Live Case and Study Tour	3
SCM 495X	SCM Case Competition	3

**Total Credits 39**

Students are encouraged to consider meeting the requirement for both concentrations to establish a broader foundation for a successful career in supply chain management.

The department also offers a minor for non-Supply Chain Management majors in the College of Business. The minor requires 15 credits from an approved list of courses, of which 9 credits must stand alone. Students with declared majors have priority over students with declared minors in courses with space constraints.

Supply Chain Management, B.S.

Freshman		
Fall	Credits Spring	Credits
BUSAD 102 (or 103X)	1 ECON 102	3
ECON 101	3 MATH 151 <sup>#</sup>	3
COM S 113X	3 BUSAD 250	3
ENGL 150	3 International Perspective <sup>@</sup>	3
MATH 150 <sup>#</sup>	3 Social Science	3
LIB 160	1	
	<b>14</b>	<b>15</b>

Sophomore		
Fall	Credits Spring	Credits
BUSAD 203	1 ACCT 215	3
SP CM 212	3 PHIL 230	3
STAT 226	3 Core Block Courses <sup>##</sup>	6-7
ENGL 250	3 MIS 207 or Elective <sup>%</sup>	3
ACCT 284	3	
Natural Science	3	
	<b>16</b>	<b>15-16</b>

Junior		
Fall	Credits Spring	Credits
STAT 326 or Elective <sup>%</sup>	3 Core Block Courses <sup>##</sup>	6
Core Block Courses <sup>##</sup>	6 Elective	1-3
Humanities	3 Major Courses	6-9
US Diversity	3	
	<b>15</b>	<b>13-18</b>

Senior		
Fall	Credits Spring	Credits
ENGL 302	3 MGMT 478	3
Social Science	3 Electives	4-5
Global Perspective	3 Major Courses	6
Major Courses	6 Humanities	3
	<b>15</b>	<b>16-17</b>

## Total Credits: 119-126

<sup>#</sup> Students majoring in Business Economics (BUSEC) will take MATH 160 and ECON 207 instead of MATH 150 and MATH 151.

<sup>@</sup> Courses in these requirements may also be used as Global Perspectives, Humanities or Social Science.

<sup>%</sup> Students in the Management Information Systems major (MIS) will take MIS 207 instead of an elective. Students in Accounting, Finance, or Business Economics majors will take STAT 326 instead of an elective.

<sup>##</sup> Core Block Courses: Students take the Core Block Courses containing their MAJOR core course first. All Blocks must be completed prior to taking MGMT 478 in the last semester.  
BLOCK A: ACCT 285, ACCT 301, MIS 301  
BLOCK B: FIN 301 and SCM 301  
BLOCK C: MGMT 370 and MKT 340

## Professional Program Requirements:

1. Completion of 30 credits, Foundation Courses, ENGL 150, and all ENGL 101/99 courses if required.

2. A minimum GPA of 2.50 either cumulative or in the Foundation Courses.

Graduation Requirements:

1. Grade of "C" or higher in at least 30 credits of Core and Major courses.
2. 42 credits of 300+ level courses.
3. 50% of required Business courses must be earned at ISU.
4. At least 32 credits and the LAST 32 credits must be earned at ISU.
5. 122 Credits minimum and a Cumulative GPA of at least 2.00
6. Grade of "C" or higher in 2 of the 3 required ENGL courses.

## Graduate Study

The Department of Supply Chain and Information Systems participates in the full-time and part-time Master of Business Administration (M.B.A.) and in the Ph.D. in Business and Technology programs. The department also participates in the interdepartmental M.S. in Transportation program.

The M.B.A. program is a 48-credit, non-thesis, non-creative component curriculum. Thirty of the 48 credits are core courses and the remaining 18 are graduate electives. Students can obtain a specialization in Supply Chain Management within the M.B.A. program.

The Ph.D. in Business and Technology is a 56-credit curriculum (minimum) that culminates in a dissertation. Students may select Supply Chain Management (SCM) as their major area of specialization. The primary objective of the SCM specialization is to prepare students for careers in research universities. The SCM domain is broad and includes the design, development and control of business processes for the conversion of inputs into outputs and distribution of those outputs. The traditional focus of SCM was on integration of processes across multiple functions within the firm—operations management, logistics, and purchasing primarily, with elements of marketing and information systems also included. However, in today's world, with competition across supply chain networks, SCM also involves integrating business processes across firms. Research in this area is therefore interdisciplinary in nature and addresses both intra- and inter-organizational issues.

Ph.D. core curriculum	6
Doctoral seminars and research practicum in the area of specialization	14
Minor area (9 cr.) plus electives (3 cr.)	12
Research methods courses	12
Dissertation	12
<b>Total Credits</b>	<b>56</b>

**Courses primarily for undergraduates:**

### SCM 301: Supply Chain Management

(3-0) Cr. 3.

*Prereq: ECON 101 and STAT 226*

Various supply chain activities and integration of supply chain management with supply and demand, both within and between firms. Exposure to a wide range of supply chain management terminology, analytical tools, and theories related to four key elements of supply chain management: purchasing, operations, distribution, and integration. Specific topics include strategic sourcing, supply management, demand forecasting, resource planning, inventory management, process management, logistics, location analysis, process integration, and performance measurement.

### SCM 340: Project Management

(Cross-listed with MIS). (3-0) Cr. 3.

*Prereq: credit or enrollment in MIS 301*

Equips students to support team activities in the general project management environment and better manage their careers. Practical experience using project management techniques and tools. Course topics include project initiation and execution, risk assessment, estimating and contracts, planning, human factors, and standard methods.

### SCM 422: Manufacturing Planning and Control

(3-0) Cr. 3.

*Prereq: SCM 301*

Advanced treatment of manufacturing planning and control procedures. Master production scheduling, material requirements planning, enterprise resource planning, capacity planning, shop floor control, just-in-time, and competitive analyses of modern manufacturing systems.

### SCM 424: Process Management, Analysis, and Improvement

(3-0) Cr. 3.

*Prereq: SCM 301*

The design, analysis, and management of production processes to improve performance. Performance measures and their relationships; process design and evaluation; and managerial levers for improving and controlling process performance.

### SCM 428: Special Topics in Operations Management

(3-0) Cr. 3.

*Prereq: SCM 301*

In-depth analysis of current issues, problems, and systems in operations management with emphasis on new theoretical and methodological developments. Topics may include in different semesters, supply chain management, productivity and quality improvement, management of technology and innovation, information technology in operations management, quick response manufacturing, and service operations management.

### SCM 440: Supply Chain Information Systems

(Cross-listed with MIS). (3-0) Cr. 3.

*Prereq: MIS 301, SCM 301*

Internal and inter-organizational information systems necessary for a supply chain to achieve competitive advantage. Topics include: design, development, implementation, and maintenance of supply chain information systems; enterprise resource planning; advanced planning and scheduling, manufacturing execution systems; and the interface between manufacturing planning and control processes, logistics processes, and the information system.

**SCM 450: Enterprise Resource Planning Systems in Supply Chain**

(3-0) Cr. 3.

*Prereq: SCM 301, MIS 301 or I E 148, I E 341*

Examination of the role of enterprise resource planning systems (ERP) in the supply chain. Hands-on experience with a major software application in use by many corporations to manage and improve the efficiency of their supply chains and operations. Students will develop a more process-centric perspective about how a supply chain operates and how ERP enables and supports such operations.

**SCM 453: Supply Chain Planning and Control**

(3-0) Cr. 3. F.

*Prereq: SCM 301*

Supply chain planning and control is the process which synchronizes demand with manufacturing and distribution. This course will cover sales and operations planning with emphasis on forecasting, master scheduling, materials requirements planning, inventory management and demand planning. Linking business plans and information systems for integration and distribution channels are also covered.

**SCM 460: Decision Tools for Logistics and Operations Management**

(3-0) Cr. 3.

*Prereq: SCM 301*

Technical tools and skills required for problem solving and decision making in logistics and operations management. Transportation and network planning, inventory decision making, facility location planning, vehicle routing, scheduling, and production planning. Quantitative tools include linear and integer programming, non-linear programming, and simulation. Emphasis on the use of PC-based spreadsheet programs.

**SCM 461: Principles of Transportation**

(3-0) Cr. 3.

*Prereq: SCM 301*

Economic, operating, and service characteristics of the various modes of transportation, with a special emphasis on freight transportation. Factors that influence transport demand, costs, market structures, carrier pricing, and carrier operating and service characteristics and their influence on other supply chain costs and supply chain performance.

**SCM 462: Transportation Carrier Management**

(3-0) Cr. 3.

*Prereq: Credit or enrollment in SCM 461*

Analysis of transport users' requirements. Carrier management problems involving ownership and mergers, routes, competition, labor, and other decision areas.

**SCM 466: International Transportation and Logistics**

(3-0) Cr. 3.

*Prereq: SCM 301*

Logistics systems and legal framework for the international movement of goods. Operational characteristics of providers of exporting and importing services. The effects of government trade policies on global logistics.

**SCM 485: Demand Planning and Management**

(3-0) Cr. 3.

*Prereq: SCM 301*

Demand planning process which synchronizes demand with manufacturing and distribution. Addresses linking business plans and demand forecasts both horizontally and vertically within the organization and collaboratively among supply chain partners. Forecasting, customer relationship management, sales and operations planning, customer service, distribution channels, e-fulfillment, and information systems requirements.

**SCM 486: Principles of Purchasing and Supply Management**

(3-0) Cr. 3.

*Prereq: SCM 301*

Sourcing strategies, concepts, tools and dynamics in the context of the integrated supply chain. Make or buy decision, supplier evaluation and selection, global sourcing, the total cost of ownership, contracts and legal terms, negotiation, purchasing ethics, and information systems requirements.

**SCM 487: Strategic Supply Chain Management**

(3-0) Cr. 3.

*Prereq: SCM 460 or SCM 422 or SCM 424; SCM 485 or SCM 486*

Capstone course in supply chain management. Integrating and applying the theories, concepts, and methods covered in the prerequisite courses through the use of readings, case studies, projects, and industry speakers.

**SCM 490: Independent Study**

Cr. 1-3. Repeatable.

*Prereq: SCM 301, senior classification, permission of instructor***Courses primarily for graduate students, open to qualified undergraduates:****SCM 501: Supply Chain Management**

(3-0) Cr. 3.

*Prereq: Enrollment in MBA program or departmental permission*

Introduction to supply chain management including aspects of operations, logistics and global supply chain strategy development. Topic areas include lean manufacturing and value stream mapping; supplier development and measurement; sustainable supply chain operations; process measurement, management and improvement; supply chain risk and uncertainty; visibility and integration in the supply chain; and inventory control.

**SCM 520: Decision Models for Supply Chain Management**

(3-0) Cr. 3.

*Prereq: SCM 501 or permission of instructor*

The application of decision models for supply chain management. Topics include business applications of decision theory, inventory theory, business forecasting, optimization models, transportation and network models, routing problems, and project management.

**SCM 522: Supply Chain Planning and Control Systems**

(3-0) Cr. 3.

*Prereq: SCM 501 or permission of instructor*

An integrated analysis of planning and control systems for supply chains. Master production scheduling, material requirements planning, enterprise resource planning, capacity planning, shop floor control, competitive analyses of modern supply chain systems, and implementation of information technologies related to these topics.

**SCM 524: Strategic Process Analysis and Improvement**

(3-0) Cr. 3.

*Prereq: SCM 501 or permission of instructor*

Analysis, management, and improvement of the business processes used to produce and deliver products and services that satisfy customer needs. Process attributes that managers can control to influence the key operational performance measures of throughput time, inventory, cost, quality, and flexibility are discussed. Topics such as theory of constraints, lean production, and six sigma are included.

**SCM 560: Strategic Logistics Management**

(3-0) Cr. 3.

*Prereq: SCM 501 or permission of instructor*

Positions logistics vis-a-vis supply chain management (SCM). Presents different perspectives on SCM vs. logistics. Describes primary logistics functions: transportation, warehousing, facility location, customer service, order processing, inventory management and packaging. Benefits of and obstacles to the integration of these functions.

**SCM 561: Transportation Management and Policy**

(3-0) Cr. 3.

*Prereq: SCM 501 or permission of instructor*

Analysis of contemporary issues and strategies in transportation management and policy. Emphasis on evaluation of the impacts of transportation policies, new technologies, and strategic carrier and shipper management practices on the freight transportation industry and logistics systems.

**SCM 563: Purchasing and Supply Management**

(3-0) Cr. 3.

*Prereq: SCM 501 or permission of instructor*

Mechanics, procedures and tools used in purchasing. Recruiting, selecting, developing and managing supply chain partners in order to achieve competitive advantage via superior supply chain management. Factors and information needs for making supply management decisions.

**SCM 585: Strategic Demand Planning**

(3-0) Cr. 3.

*Prereq: SCM 501 or permission of instructor*

Synchronizes demand with manufacturing and distribution. Emphasis on the strategic advantages of linking business plans and demand forecasts, both vertically within the organization and collaboratively among supply chain partners.

**SCM 590: Special Topics**

Cr. 1-3. Repeatable.

*Prereq: Graduate classification and permission of instructor*

For students who wish to do individual research in a particular area of supply chain management.

**Courses for graduate students:****SCM 601: Theoretical Foundations of Supply Chain Management**

(3-0) Cr. 3.

*Prereq: MGMT 601 or permission of instructor*

An overview of the development of supply chain management (SCM) theory, including review of seminal articles in logistics, operations, and purchasing management and theories from allied disciplines (e.g., economics, marketing, sociology, strategic management). Analysis of trends in SCM research topics and methodologies. Identification of emerging and future areas for research and theory development.

**SCM 602: Seminar in Supply Chain Strategy**

(3-0) Cr. 3.

*Prereq: SCM 601 or concurrent enrollment*

Review of research literature on supply chain strategy, including the impact of technology, global economic and social factors, and intra- and inter-organizational integration on supply chain strategy formation. The role of SCM in overall corporate strategy and the impact of SCM on firm performance will also be addressed.

**SCM 603: Seminar in Purchasing**

(3-0) Cr. 3.

*Prereq: SCM 601 or concurrent enrollment*

Review of classic purchasing theories. Discussion of contemporary supply management strategy; the role of supply management and its relationship with other functional areas; its impact on logistics and transportation issues; management of supply uncertainties.

**SCM 604: Seminar in Logistics Management**

(3-0) Cr. 3.

*Prereq: SCM 601 or concurrent enrollment*

Integration of network, economic, and systems theory in the design, management, and control of logistics systems in the context of integrated supply chain management. Functional areas addressed include transportation, inventory order fulfillment, distribution, and warehousing. Facility location analysis will also be covered.

**SCM 605: Seminar in Operations Management**

(3-0) Cr. 3.

*Prereq: SCM 601 or concurrent enrollment*

Review of the research literature on methods of organizing, planning, controlling, and improving manufacturing systems to achieve the desired performance objectives related to cost, quality, speed, and flexibility. The relationship between the performance of the manufacturing system and the performance of the supply chain system will also be discussed.

**SCM 650: Research Practicum I**

(1-0) Cr. 1.

*Prereq: enrollment in the PhD program*

Preparation of a research manuscript to be submitted to a peer-reviewed academic journal. Students will work with a faculty mentor on a research project.

**SCM 651: Research Practicum II**

(1-0) Cr. 1.

*Prereq: enrollment in the PhD program*

Preparation of a second research manuscript to be submitted to a peer-reviewed academic journal. Although students work under the supervision of a faculty mentor, the students will take independent responsibility for the research project.

**SCM 699: Dissertation**

Cr. 12.

*Prereq: Graduate classification, permission of dissertation supervisor*  
Research.