



SPRING 2025 OSCM 4315 Purchasing and Supply Management

Who is responsible for the design & delivery of this course?

Instructor

Bill Conwell

CRN

21843

Section

001

Office:

CoBA Room 258

Class Location:

CoBA Room 326

Office Hours:

M & W; 10:00 am to 12:00 pm, M, T, W, & R; 3:00 pm to 5:00 pm, and by appointment

Class Days:

T & R

Class Hours:

10:30 am to 11:50 am

E-Mail:

wjconwell@utep.edu

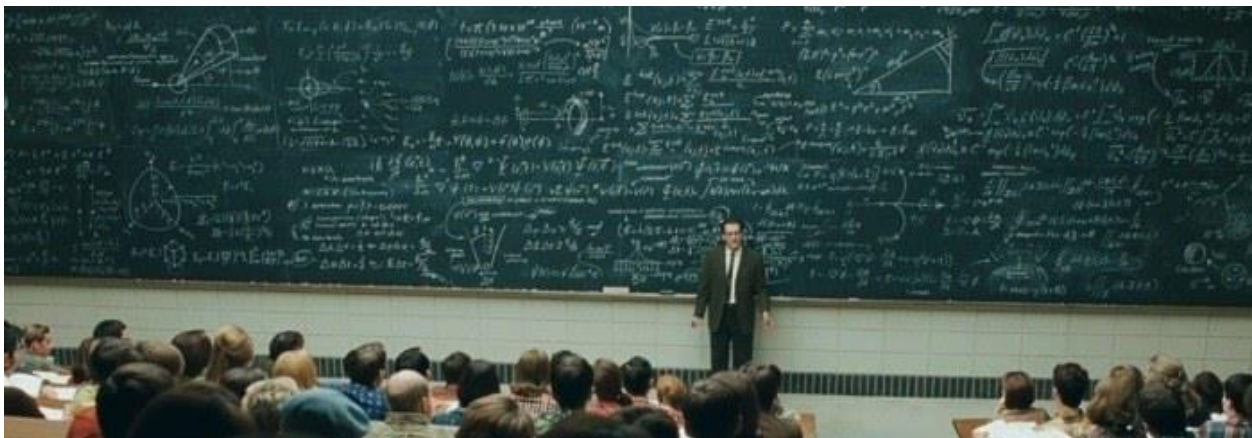
Phone:

915 747-7190

Semester:

Spring 2025

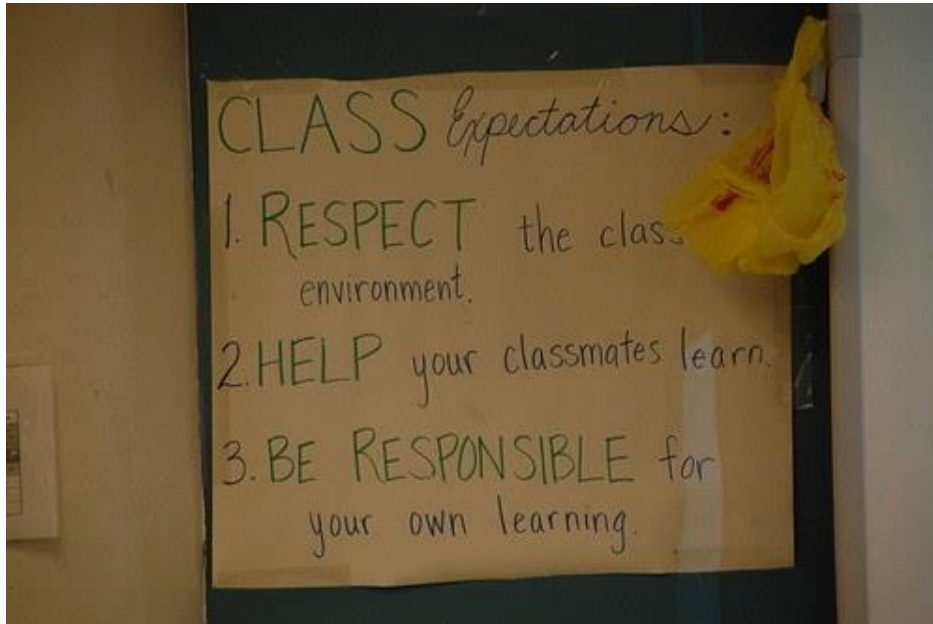
What course is this again?

**Catalog:****OSCM 4315: Purchasing and Supply Management****Course Description:**

Here is what the catalog says: The course addresses the strategic and operational side of the purchasing and the supply function in the organization and between organizations. The focus includes developing and implementing a procurement strategy, supplier selection and

development, buyer-supplier relationships, global sourcing, negotiation, contract management, and quantity, quality, and cost/price considerations for the purchase of goods and services.

Course Expectations



I have four values that I hope will make clear the culture and expectations of this class and this course.

- Enlightenment
- Engagement
- Enjoyment
- Excellence

How will the course be delivered?



- This course will be accomplished in a face-to-face classroom format.
- This course is designed using a modular format—that is, each day/class session is “packaged” in Blackboard as a single module so that all the materials, lecture notes, submission areas, discussion posts, quizzes/exams are in one area for a given session.
- Blackboard Ultra Course View format will be utilized to share class assignments and submissions and possibly quizzes. Recommended browsers are Google Chrome or Firefox. Any technology-related issues or problems should be handled through Student Technology Services at:
https://www.utep.edu/technologysupport/ServiceCatalog/Student_Services.html

How will we communicate?



- Here are the ways we can keep the communication channels open:
- Office Hours: I will have office hours for your questions and comments about the course. My office hours are in-person. However, you can request a virtual meeting, and I will send you a Zoom link. Please see the days and times at the top of this syllabus.
- Email: UTEP e-mail is the best way to contact me. I will attempt to respond to your e-mail within 24 hours of receipt. When emailing me, please email from your UTEP student e-mail account, and please **put the course number in the subject line**. In the body of your e-mail, clearly state your question. At the end of your e-mail, **be sure to put your first and last name and your university identification number**.
- Announcements: Check the Blackboard announcements frequently for updates, deadlines, or other important messages.

TECHNOLOGY REQUIREMENTS



Some course content will be delivered via the Internet through the Blackboard learning management system (LMS). Ensure your UTEP e-mail account is working and that you have access to the Web and a stable web browser. Mozilla Firefox and Google Chrome are the most supported browsers for Blackboard; other browsers may cause complications with the LMS. When having technical difficulties, update your browser, clear your cache, or try switching to another browser.

You will need to have or have access to a computer/laptop. You will need to download or update the following software: Microsoft Office, Zoom, Adobe, Flashplayer, Windows Media Player, QuickTime, and Java. Check that your computer hardware and software are up-to-date and able to access all parts of the course.

If you encounter technical difficulties beyond your scope of troubleshooting, please contact the [Help Desk](#) as they are trained specifically in assisting with technological needs of students.

How am I going to learn?



Students are responsible for the text material. Supplemental material to enhance, make relevant, or clarify text material will be provided by the instructor.

Small individual/team exercises will be utilized to help with subject matter understanding as well as application of creative thinking in addressing case-related issues.

Quizzes will be used to monitor student progress as well.

A semester-long project will allow students to utilize course learnings, demonstrate understanding and application of those learnings, and present the outcome in a professional manner.

How am I going to be graded?



- **1. Subjective:** Individual and/or team engagement in case discussions, class discussions, and overall participation in the learning process to benefit the individual student and their classmates.
- **2. Quizzes:** *In-class* quizzes on reading material, videos, and class discussion items will be utilized to measure and reinforce understanding of key course concepts and learning objectives.
- **No extra credit is offered in this course.**

Summary of criterion-based (no curve) grading scheme: Total Points: 1,000

Quizzes (15 at 60 points each, 1 at 100 points)

1,000 Points

**Total
Weight
Points**

1,000

Grading scale based on percentages of criterion-based (no curve) grading scheme:

- A 90-100%
- B 80-89%
- C 70-79%
- D 60-69%
- F 0-59%

Other Important Announcements



Disability accommodation. The University is committed to providing reasonable accommodations and auxiliary services to students, staff, faculty, job applicants, applicants for admissions, and other beneficiaries of University programs, services, and activities with documented disabilities in order to provide them with equal opportunities to participate in programs, services, and activities in compliance with sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990 and the Americans with Disabilities Act Amendments Act (ADAAA) of 2008. Reasonable accommodations will be made unless it is determined that doing so would cause undue hardship on the University. Students requesting an accommodation based on a disability must register with the UTEP Center for Accommodations and Support Services (CASS). Contact the Center for Accommodations and Support Services at 915-747-5148, email them at cass@utep.edu, or apply for accommodations online via the CASS portal.

UTEP Policy on Academic Integrity:

Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, and collusion. Cheating may involve copying from or providing information to another student, possessing unauthorized materials during a test, or falsifying research data on laboratory reports. Plagiarism occurs when someone intentionally or knowingly represents the words or ideas of another as ones' own. Collusion involves collaborating with another person to commit any

academically dishonest act. Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. All suspected violations of academic integrity at The University of Texas at El Paso must be reported to the [Office of Student Conduct and Conflict Resolution \(OSCCR\)](#) for possible disciplinary action. To learn more, please visit [HOOP: Student Conduct and Discipline](#).

Copyright Compliance:

All materials used in this course are protected by copyright law. The course materials are only for the use of students currently enrolled in this course and only for the purpose of this course. They may not be further disseminated.

Professional Demeanor:

- This course may require online communication between students as well as between the students and faculty. The expectation is that all parties will interact in a professional manner. If you have questions regarding online interaction in a professional manner, please reference the guidelines at <https://www.utep.edu/extendeduniversity/utepconnect/blog/october-2017/10-rules-of-netiquette-for-students.html>. The expectation is that you will comply with these guidelines throughout the course – and, hopefully, beyond.

GUIDANCE ON ARTIFICIAL INTELLIGENCE

- The use of generative AI tools such as Chat GPT would appear to be contrary to this course's intent of developing student creativity and innovation skills. If, however, there is a circumstance where the student chooses the use of generative AI tools, the following applies.

Students must cite any borrowed content sources to comply with all applicable citation guidelines and copyright law and avoid plagiarism. Instances that violate these guidelines will be referred to the Office of Student Conduct and Conflict Resolution.

Spring 2025 Course Syllabus Content OSCM 4315

Subject to change.

Session	Chapters Covered	Focus/Assignments/Activities
1 1/21/2025 T	Course Intro	<p>INTRODUCTION TO OSCM 4315</p> <ul style="list-style-type: none"> • LO: Students will understand the course process and expectations. • Review the syllabus, expectations, process, & norms. • Class Introductions. • Read Chapter 1, pages 1 to 13 of the text before Session 2.
2 1/23/2025 R	Chapter 1 Purchasing and Supply Management	<ul style="list-style-type: none"> • LO: Students will be introduced, at a high level, to the roles and responsibilities of the supply function within an organization. • Discuss: • THREE THINGS TO TAKE FROM THIS COURSE. • Purchasing and supply management as a strategic tool. • The total cost of ownership. • Purchasing and supply management personnel cannot be isolated from business products and processes. • Read Chapter 1, pages 13 to 22, and Case 1-2, Brennan Bank, page 25, before Session 3
3 1/28/2025 T	Chapter 1 Purchasing and Supply Management	<ul style="list-style-type: none"> • LO: Students will be introduced, at a high level, to the roles and responsibilities of the supply function within an organization. • Read Chapter 2 of the text before Session 4
4 1/30/2025 R	Chapter 2 Supply Strategy	<ul style="list-style-type: none"> • LO: Students understand and can explain how supply management and the supply chain can contribute effectively to organizational objectives and strategy. • QUIZ (1 of 16), 60 points, on Chapter 1 • Read and be ready to discuss Case 2-2, Steadman Technologies, pages 43 to 45, before Session 5.
5 2/4/2025 T	Chapter 2 Supply Strategy	<ul style="list-style-type: none"> • LO: Students will gain an appreciation and understanding that decision-making involves many moving parts and is not always black and white. • Talk about strategic components (pages 36 to 39) and the importance of strategic planning and the strategic planning <u>process</u>. • Was strategy at play in the Steadman Technologies case? • Read Chapter 3, pages 49 to 62, before Session 6.

Session	Chapters Covered	Focus/Assignments/Activities
6 2/6/2025 R	Chapter 3 Supply Organization	<ul style="list-style-type: none"> • LO: Students will become aware of the supply function's roles and responsibilities within an organization and where they might best fit in the organizational structure. • QUIZ (2 of 16), 60 points, on Chapter 2 • Read Chapter 3, pages 62 to 72, and Case 3-3, pages 81 to 82, before Session 7.
7 2/11/2025 T	Chapter 3 Supply Organization	<ul style="list-style-type: none"> • LO: Students will understand the concept of "structure follows strategy". • Discuss structure follows strategy. • BGE: Discuss Case 3-3. (Ref. Ch. 3 Instructors Manual) • Read Chapter 4, pages 83 to 100, before Session 8
8 2/13/2025 R	Chapter 4 Supply Processes and Technology	<ul style="list-style-type: none"> • LO: Awareness of the processes utilized in the management of supply, their value, and the technology utilized to support them. • QUIZ (3 of 16), 60 points, on Chapter 3. • Discuss: • Definition of process, page 85. • The importance of process versus project or program. • Read Chapter 4, pages 100 to 117, and Case 4-1, pages 119 and 120, before Session 9
9 2/18/2025 T	Chapter 4 Supply Processes and Technology	<ul style="list-style-type: none"> • LO: The power is in the process. • Discuss: • Process discipline, efficiency, and technology. • The variation in types of purchases required and the ability of the process to address them. • Value-add versus cost versus control – P cards. • Technology, particularly blockchain, and GIGO. • Read Chapter 5 (all of it) and Case 5-1, pages 138 to 140, before Session 10
10 2/20/2025 R	Chapter 5 Make or Buy, Insourcing, and Outsourcing	<ul style="list-style-type: none"> • LO: The reasoning, rationale, and process(es) involved when making decisions regarding sourcing internally or externally. • QUIZ (4 of 16), 60 points, on Chapter 4. • Read Chapter 6, pages 145 to 157, before Session 11.

Session	Chapters Covered	Focus/Assignments/Activities
<p style="text-align: center;">11 2/25/2025 T Zoom Session</p>	<p style="text-align: center;">Chapter 6 Need Identification and Specification</p>	<ul style="list-style-type: none"> • LO: Awareness of how organizational needs are determined and how they are translated and communicated to suppliers. • A unique value proposition focuses on three main things: what you do well, how that meets your customers' needs, and how your product or service is better. • Three takeaways from this portion of chapter 6: • “No supply manager (purchasing agent) is an island – you need to work with the organization”. • All purchases are not equal and require different skills and knowledge (reference categories of needs). • The concept of “TCO” (total cost of ownership) extends beyond just capital equipment expenditures. • QUIZ (5 of 16), 60 points, on Chapter 5. • Read Chapter 6, pages 157 to 166, and Case 6-3, before Session 12.
<p style="text-align: center;">12 2/27/2025 R</p>	<p style="text-align: center;">Chapter 6 Need Identification and Specification</p>	<ul style="list-style-type: none"> • LO: Awareness of how organizational needs are determined and how they are translated and communicated to suppliers. • Read Chapter 7, pages 177 to 205, before Session 13
<p style="text-align: center;">13 3/4/2025 T</p>	<p style="text-align: center;">Chapter 7 Quality</p>	<ul style="list-style-type: none"> • LO: Gain a perspective on the role of supply in ensuring the quality of goods and services and how that role works within the organization to achieve its strategic and performance goals. • QUIZ (6 of 16), 60 points, on Chapter 6. • Discuss: • Is it starting to become apparent that purchasing & supply management requires skills & knowledge beyond just issuing purchase orders to suppliers? Why? • Why this chapter? • How can you evaluate the quality of suppliers if you do not understand it yourself? • “Quality is conformance to specifications” – would you agree? Why, or why not? • Is it the responsibility of supply to define quality? • Read Chapter 8, pages 215 to 229, before Session 14.

Session	Chapters Covered	Focus/Assignments/Activities
14 3/6/2025 R	Chapter 8 Quantity and Inventory	<ul style="list-style-type: none"> • LO: Awareness of options, trade-offs, and systems to aid in the management of inventory to the benefit of the supply organization, its suppliers, and its customers. • QUIZ (7 of 16), 60 points, on Chapter 7. • Discuss: • Push versus pull versus forecasting order systems. • Consider all these order quantity and inventory concerns relative to overall organizational performance. • Customer satisfaction • Quality • Financial – CASH FLOW • What else? • Read Chapter 8, pages 229 to 245, and Case 8-1, pages 246 to 248, before Session 15
Spring Break, 3/10 to 3/14		
15 3/18/2025 T	Chapter 8 Quantity and Inventory	<ul style="list-style-type: none"> • LO: Awareness of options, trade-offs, and systems to aid in the management of inventory to the benefit of the supply organization, its suppliers, and its customers. • Read Chapter 9, pages 254 to 271, and Case 9-1, pages 272 to 273, before Session 16.
16 3/20/2025 R	Chapter 9 Delivery	<ul style="list-style-type: none"> • LO: Understanding the importance of “inventory velocity” and the ways, means, and options available to supply management to achieve it. • QUIZ (8 of 16), 60 points, on Chapter 8. • Discuss: • Logistics is the management of inventory in motion <u>and</u> at rest (page 255). • Consideration of mode and supplier. • Key selection criteria, pages 262 and 263. • FOB terms and Incoterms, Table 9.1. • Read Chapter 10, pages 276 to 287, and Case 10-1 pages 308 and 309, before Session 17.
17 3/25/2025 T	Chapter 10 Price	<ul style="list-style-type: none"> • LO: To understand the components which establish price, what makes a “fair price”, and ways and means to achieve the best price for the supply manager’s organization. • QUIZ (9 of 16), 60 points, on Chapter 9. • Discuss: • Costs drive price. Can you evaluate a supplier’s price without understanding their cost drivers? • Total cost of ownership (from Chapter 6). • Read Chapter 10, pages 287 to 307, before Session 18

Session	Chapters Covered	Focus/Assignments/Activities
18 3/27/2025 R	Chapter 10 Price	<ul style="list-style-type: none"> • LO: To understand the components which establish price, what makes a “fair price”, and ways and means to achieve the best price for the supply manager’s organization. • Discuss: • Bid pricing expectations from OEMs. • Bidding and quotation process(?) described in the text, but exceptions, go-arounds, etc., seem to exist everywhere. • Did students get the same impression? • Is it different in the public versus private sector? Why? • Price quantity discounts and inventory costs. • Read Chapter 11 before Session 19
19 4/1/2025 T	Chapter 11 Cost Management	<ul style="list-style-type: none"> • LO: Students should understand that before seeking the lowest price, they must fully understand the cost drivers behind a supplier's price offering. • QUIZ (10 of 16), 60 points, on Chapter 10. • Discuss: • “Leveraging the potential of supply requires fully exploiting all opportunities to reduce, contain, or avoid costs, resulting in the lowest total cost of ownership and, hopefully, leading the organization to becoming the lowcost producer of high-quality goods and services”. Page 317. • “The party in the strongest position in a negotiation session is the one with the best data”. Page 319. • Read Case 11-2, pages 340 and 341 before Session 20.
20 4/3/2025 R	Chapter 11 Cost Management	<ul style="list-style-type: none"> • LO: Students should understand that before seeking the lowest price, they must fully understand the cost drivers behind a supplier's price offering. • Read Chapter 12, pages 344 to360 before Session 21
4/4 – Spring Drop/Withdrawal Date		
21 4/8/2025 T	Chapter 12 Supplier Selection	<ul style="list-style-type: none"> • LO: Awareness of the process and parameters involved in making the optimal decision for a product or service provider. • QUIZ (11 of 16), 60 points, on Chapter 11. • The more knowledge you, the purchaser, have regarding the product(s) or service(s) you are responsible for, the technology, the supply industry, and individual suppliers, the more effective you will be and the more value you will bring to your organization. Be a SME. • Read Chapter 12, pages 360 to 373, and Case 12-3, pages 380 to 382, before Session 22.

Session	Chapters Covered	Focus/Assignments/Activities
<p style="text-align: center;">22 4/10/2025 R</p>	<p style="text-align: center;">Chapter 12 Supplier Selection</p>	<ul style="list-style-type: none"> • LO: Awareness of the process and parameters involved in making the optimal decision for a product or service provider. • Discuss: • Evaluation of potential suppliers • When considering current (or expanded supply) or potential (for new supply) suppliers, the purchaser needs to consider the entire supply chain – both sides (to and from) the supplier, for risk, capacity, capability, costs, etc. • Read Chapter 13, pages 383 to 396, before Session 23.
<p style="text-align: center;">23 4/15/2025 T</p>	<p style="text-align: center;">Chapter 13 Supplier Evaluation and Supplier Relationships</p>	<ul style="list-style-type: none"> • LO: Students understanding of the need and means to evaluate supplier performance and value to the organization • QUIZ (12 of 16), 60 points, on Chapter 12. • Discuss: Supplier evaluation • <i>Who should be responsible for it and who should be involved in an evaluation?</i> • <i>What should be evaluated?</i> • <i>When (how often) should evaluations take place?</i> • <i>Where should evaluations take place?</i> • <i>Why should evaluations take place (value add versus cost)?</i> • <i>How would evaluations be different for a product supplier versus a service supplier, or would they?</i> • Read Chapter 13, pages 396 to 402, and Case 13-1, pages 403 to 407, before Session 24.
<p style="text-align: center;">24 4/17/2025 R</p>	<p style="text-align: center;">Chapter 13 Supplier Evaluation and Supplier Relationships</p>	<ul style="list-style-type: none"> • LO: Gain an awareness of the various types of relationships that can, and do, exist between supplier and buyer organizations and the rationale behind them. • Discuss: • Why develop relationships with suppliers? Consider strategic as well as operational reasons/advantages/disadvantages. • Consider cost(s) and impact of supplier switches. • Consider buyer/supplier relationship management within various levels/functional areas of both. Who might be writing checks that someone (who doesn't know) might need to cash? • Partnerships and alliances. • Read Chapter 14, pages 415 to 435 before Session 25.

Session	Chapters Covered	Focus/Assignments/Activities
<p style="text-align: center;">25 4/22/2025 T</p>	<p style="text-align: center;">Chapter 14 Global Supply Management</p>	<ul style="list-style-type: none"> • LO: Students understand that sources and sourcing opportunities are now global and how the activity is changing to adapt to a potential global supply base. • QUIZ (13 of 16), 60 points, on Chapter 13. • Discuss: • Style versus substance regarding global sourcing. • Value should be the driver for selecting any source, anywhere. • Reasons for looking at global sources, pages 417 to 421. • Potential risks in global sourcing, pages 421 to 428. • PESTEL as a tool in the selection of offshore suppliers. • Resources to assist in identifying potential global sources. • Read Chapter 14, pages 435 to 443, and Case 14-1, pages 444 to 447, before Session 26.
<p style="text-align: center;">26 4/24/2025 R</p>	<p style="text-align: center;">Chapter 14 Global Supply Management</p>	<ul style="list-style-type: none"> • LO: Students understand that sources and sourcing opportunities are now global and how the activity is changing to adapt to a potential global supply base. • Discuss: Tools for global supply. • The grade level of your supply organization just went up – or it had better. • Consider the impact/issues affecting the entire supply chain (players, legal, documentation, etc.) from dock to dock when contemplating/evaluating offshore sourcing. • Read Chapter 15, pages 450 to 473, and Case 15-1, pages 491 to 493, before Session 27.
<p style="text-align: center;">27 4/29/2025 T</p>	<p style="text-align: center;">Chapter 15 Legal and Ethics</p>	<ul style="list-style-type: none"> • LO: Students will understand and appreciate the legal aspects of purchasing and supply management's duties and functions and the need for ethical behavior. • QUIZ (14 of 16), 60 points, on Chapter 14. • Read Chapter 15, pages 473 to 489, and Case 15-2, pages 493 & 494, before Session 28.
<p style="text-align: center;">28 5/1/2025 R</p>	<p style="text-align: center;">Chapter 15 Legal and Ethics</p>	<ul style="list-style-type: none"> • LO: Students will understand and appreciate the legal aspects of purchasing and supply management's duties and functions and the need for ethical behavior. • Discuss: • Ethics and organizational (even departmental) culture. • Separation of powers and authority, division of responsibilities as a deterrent, or impediment, to unethical (or illegal) activity? • Global purchasing – whose ethics? • Read Chapter 16 and Case 15-3, pages 494 to 498, Session 29.

Session	Chapters Covered	Focus/Assignments/Activities
<p>29 5/6/2025 T</p>	<p>Chapter 16 Other Supply Responsibilities</p>	<ul style="list-style-type: none"> • LO: Students gain awareness of other supply management responsibilities that are now always evident. • QUIZ (15 of 16), 60 points, on Chapter 15. • Discuss: • Should disposal and disposition be considered as a part of the total cost of ownership? • What about accounts payable? Part of supply management? • Consider various factors affecting the purchasing and supply management department roles, responsibilities, size, and role in the overall organization. • Structure follows strategy. • Read PowerPoint slides for Chapter 17, posted in the Blackboard module for Class Session 30.
<p>30 5/8/2025 R</p>	<p>Chapter 17 Other Supply Responsibilities</p>	<ul style="list-style-type: none"> • LO: You can't manage what you don't measure. • QUIZ (16 of 16), 100 points. on Chapters 16 and 17. • Discuss: • Purchasing and supply management as a strategic tool. • The total cost of ownership. • Purchasing and supply management personnel cannot be isolated from business products and processes.