



SCM320-01W Strategic Sourcing, Leveraging and Supply Chain Laws and Regulations Spring 2026

January 12-May 8, 2026

Professor Information

Instructor: Kevin Mosher

Office Hours: By Appointment (or send me an email anytime!)

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Course Information

Materials – Textbooks, Readings, Supplementary Readings:

- Textbook(s): Purchasing and Supply Management, 17th Edition by Johnson, ISBN: 978-1-265-32249-6 (<https://connect.mheducation.com/class/k-mosher-scm-320-01w>)
- Software Required: MSEXcel, MSPower Point, MSWord
- Optional Texts and/or Materials: None

Course Description

MGT 320 - Strategic Sourcing, Leveraging and Supply Chain Laws and Regulations

The supply chain management function continues to evolve as technology and the global competitive market requires innovative approaches. Effective procurement and supply management contributes significantly to organizational success. This course - Strategic sourcing, leveraging and supply chain laws and regulations is a course in which students learn proper sourcing and procurement leveraging philosophies and methodologies. This course also delves into the appropriate global procurement and supply chain laws and regulations. This course focuses on the processes, relationships, products and services associated with supply chain management. Students completing this course will have obtained advanced knowledge relative to supply chain process baselines in educational institutions, engineering and manufacturing organizations, health care facilities, financial institutions, governmental agencies, and service organizations.

Course Objectives and Measurements

1. Students will demonstrate proficiency in spoken communications by delivering clear and well-structured business presentations.
2. Students will demonstrate proficiency in written communications by creating clear and well-structured business documents.
3. Students will identify and evaluate potential ethical business issues.
4. Students will identify and evaluate global business challenges.
5. Students will be analytical problem solvers in business environments.

Student Learning Outcomes (SLOs)	Objectives - After successfully completing this course, students will be able to:	Measurements (Outcome Assessments) Objectives will be measured as follows:
1, 2, 3 and 5	Understand and be able to apply Supply Chain Sourcing and Leveraging concepts, methods, models, and tools	Evaluation of: (1) Analytical Discussion Posts (2) Chapter Case Reviews (3) Mid-Term Exam (4) Final Exam
1, 2, 3 and 5	Understand how to ensure that supply chain decisions and actions add value for customers and other stakeholders.	Evaluation of: (1) Analytical Discussion Posts (2) Chapter Case Reviews (3) Ethics Case Study (4) Mid Term Exam (5) Final Exam
1, 2, 3, 4 and 5	Understand Procurement Sourcing and Leveraging from a strategic, systems viewpoint and integrate innovative methodologies as a part of the strategic supply management process for their respective organizations.	Evaluation of: (1) Analytical Discussion Posts (2) Chapter Case Reviews (3) Mid-Term Exam (4) Final Exam
2, 3, 4 and 5	Understand and be able to design a sourcing and a leveraged supply chain management system, with elements that include: <ul style="list-style-type: none"> ▪ The culture needed to successfully implement a sound Supply Chain Management process and organization. ▪ Remove barriers to effectively manage the firm's supply chain management organization ▪ Identify internal and external customers, suppliers and their respective requirements. ▪ Understand what is a process metric (Key Performance Indicators-KPI's) per customer requirements (safety, 	Evaluation of: (1) Analytical Discussion Posts (2) Chapter Review Assignments (3) Ethics Case Study (4) Mid-Term Exam (5) Final Exam

	<p>quality, on-time delivery, yields, equipment downtime, etc.)</p> <ul style="list-style-type: none"> ▪ Use improvement tools to identify areas within the supply chain organization that would provide overall benefit to the organization's bottom line. ▪ Understand and be able to manage supply chain internal and external relationships 	
2, 4 and 5	Be able to apply qualitative and quantitative methods in supply chain decision making and problem solving.	Evaluation of: (1) Analytical Discussion Posts (2) Final Exam
1, 2, 3, 4 and 5	Understand and assure that supply chain personnel deal ethically and in conformance with regulatory requirements and organizational values.	Evaluation of: (1) Analytical Discussion Posts (2) Ethics Case Study (3) Final Exam

COURSE FORMAT:

Section 01W – Online:

This course is delivered in an online format. You will find the majority of the information and materials that you will need to successfully complete the course in this syllabus and on the D2L course management website. Live lessons may be held periodically to allow students to OPTIONALLY log in and be involved in live discussion. These sessions will be recorded and available to all students.

COURSE SCHEDULE:

A course schedule is included at the end of this syllabus

SYLLABUS SUBJECT TO CHANGE STATEMENT:

I anticipate that we will follow the schedule I've outlined in this syllabus, but I may make adjustments based on what actually happens in class. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

ACADEMIC INTEGRITY:

Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromises the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F).

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course.

Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

References:

13.99.99. R0.03 Undergraduate Academic Dishonesty
13.99.99.R0.10 Graduate Student Academic Dishonesty

An academic honesty policy has been posted under the Assignments Tab in D2L. You should read this document, sign it and submit by the due date in the syllabus.

SPECIAL NEEDS/REASONABLE ACCOMMODATIONS:

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Student Disability Resources & Services Texas A&M University Commerce
University Library Room 162

Phone (903) 886-5150 or (903) 886-5835 Fax (903) 468-8148

StudentdisabilityServices@ETAMU.edu

Website: Office of Student Disability Resources and Services

<http://www.ETAMU.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

CAMPUS CONCEALED CARRY STATEMENT:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University- Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M- Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to:

((http://www.ETAMU.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAnd_Students/34.06.02.R1.pdf) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M- Commerce campuses. Report violations to the University Police Department at 903- 886-5868 or 9-1-1

TENETS OF COMMON BEHAVIOR STATEMENT:

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Handbook).

UNIVERSITY NONDISCRIMINATION STATEMENT:

A&M-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

ETAMU Attendance:

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.ETAMU.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.ETAMU.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below:

Professional Behavior: It is important that you maintain a professional demeanor at all times, including during “electronic communication”. Texas A&M-Commerce expects this from you, as do current and future employers. Since so much communication in the workplace is “electronic” nowadays, this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding to discussion board questions:

▪**Regular and Timely Attendance and Participation:** You are expected to log onto MyLeoOnline regularly. It is the responsibility of each student to keep up with the scheduled readings, discussions, and assignments/exams.

▪**Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced via the university D2L system and e-mail. It is your responsibility to become aware of any such changes.

▪**E-mail:** Routinely check your **Texas A&M University-Commerce** email account. This is my primary mechanism for communicating outside of the class and D2L. Additionally, I check my e- mail several times a day, so this is the best way to reach me. I strive to respond to any email within 24 hours (even if it just to acknowledge receipt of the email while I continue to work on the request

ASSIGNMENTS:

Format & Naming Convention: Put your “LastnameFirstname” in the file name of all submitted documents. Example: “MoshierKevin_Assignment_1.docx”. All assignments should be submitted in D2L in MS Word, Excel, or PowerPoint or PDF format. Any assignment submitted in other formats will not be accepted.

Due Dates & Times: Assignments are due at and the **date** and **time** listed in D2L. You will have until **11:59 PM CST on the due date** to submit assignments.

Assignments must be complete. You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don’t turn in work that is incomplete. While the syllabus designates specific dates for which work is assigned, you do not have to wait until the “assigned” date to start working on it (or to turn it in). In other words, you can work at your own pace as long as you meet the due dates. I suggest you set a calendar of when to work on assignments based upon your schedule, how long it takes you to complete assignments, and the assignment due dates. Start working on each assignment as soon

as you possibly can and make sure that you have the all assignments submitted by the specified due dates. I have outlined a “suggested” schedule that I think would help you maintain a good pace, but you don’t have to follow it. However, you **MUST** turn in all written assignments **ON TIME**. You will have until **11:59 PM Central Time** to submit the work.

Submitted assignments must be correctly formatted, written in English and free of grammatical and stylistic errors. Students should have at least some skills with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors will detract from your grade!

Late Policy: This is a fast-paced course. Therefore, I will not accept late assignments. If you do not meet the deadline, you will receive a 0 for that assignment. I am strict on this policy because you are preparing to enter into either a corporate role or one of entrepreneurship, where you will be responsible for completing tasks on time for your manager and stakeholders. There are consequences when efforts are late. However, please communicate in advance if you have an illness or issue prohibiting your ability to execute your assignment on time and we can collaborate on a solution to allow you to complete the task. Communication is key.

Make-up Exams or Late Assignments are only accepted if you obtain university approved documentation for your excuse. There are no make-up assignments for poor performance.

Grading & Assignments Chart

Assignments	Value
Chapter Question Assignments	10%
Case Reviews	10%
Discussion Threads	25%
Mid-Term Exam	15%
Final Exam	40%
<u>Total</u>	<u>100%</u>

Chapter Questions, Case Reviews and Discussion Threads

These assignments are designed to give you practice working with Supply Chain Management skills in the areas of sourcing, leveraging and Supply Chain Laws and Regulations and then assessing your mastery of those skills.

Mid-Term and Final Exams

The mid-term and final exams will be a cumulative review of your knowledge regarding supply chain sourcing, leveraging, legal and regulatory requirements in a commercial or governmental product or services environment.

Technology Requirements

Browser Support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers. Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products. Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Browser Support (Continued)

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

Mobile and Tablet Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS*	Safari, Chrome	version) and the previous major version of iOS (the latest minor or point release of that major version). For example, as of June 7, 2017, D2L supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version. Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome , Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
 - 512 MB of RAM, 1 GB or more preferred
 - Broadband connection required courses are heavily video intensive
 - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution •
- You must have a:
 - Sound card, which is usually integrated into your desktop or laptop computer
 - Speakers or headphones.
 - *For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: JAVA web site <http://www.java.com/en/download/manual.jsp>
- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
 - Adobe Reader <https://get.adobe.com/reader/>
 - Adobe Flash Player (version 17 or later) <https://get.adobe.com/flashplayer/>
 - Adobe Shockwave Player <https://get.adobe.com/shockwave/>
 - Apple Quick Time <http://www.apple.com/quicktime/download/>
- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment

submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@ETAMU.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a ETAMU campus open computer lab, etc.

COMMUNICATION AND SUPPORT

- **Brightspace Support Need Help?:** Technical Support If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the Live Chat or click on the words “click here” to submit an issue via email.
- **System Maintenance:** Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.
- **Student Support:** If you have any questions or are having difficulties with the course material, please email me and I will respond at my earliest convenience. Although I try to respond fairly quickly, within an hour or 2 there may be instances where I am unable to respond for 24-48 hours if requests are made outside of the core hours of 8am-5pm Monday through Friday.

SCM320 COURSE ASSIGNMENTS / OUTLINE / CALENDAR

Week	Topic/Readings	Home work Due 11:59 PM	Knowledge Assessment
1/12	<p><i>Class Introduction</i> <i>Academic Honesty Statement</i></p> <p>Module 1 – Purchasing and Supply Management Read: Chapter 1 Purchasing and Supply Management Read: <u>Case 1-1 Denniston Spices</u> Read: <u>Case 1-3 Hansen Equipment</u></p> <p>Comprehensively Answer Each Case Review Question</p>	Due 1/16	Read Case Studies / Academic Honest Statement due this week
1/19	<p>Module 2 – Supply Strategy Read: Chapter 2 Supply Strategy Read and Complete: <u>Case 2-1 Suman Corp.</u> Read and Complete: <u>Case 2-2 Stedmann Technologies</u></p> <p>Module 3 – Supply Organization Read: Chapter 3 Supply Organization Read and Complete: <u>Case 3-1 Donovan Valley Purchasing Consortium</u> Read and Complete: <u>Case 3-3 Lambert-Martin Automotive Systems, Inc.</u></p> <p>Comprehensively Answer Each Case Review Question</p>	Due 1/23	Module 2 Case 2-1 & 2-3 Review Module 3 Case 3-1 & 3-3 Review
1/26	<p>Module 4 – Supply Processes and Technology Read: Chapter 4 Supply Processes and Technology Read and Complete: <u>Case 4-2 Eastern Pharmaceuticals, Ltd.</u> Read and Complete: <u>Case 4-3 Portland Bus Company</u></p> <p>Discuss your agreement or disagreement with the next steps.</p>	Due 1/30	Module 4 Case Assessment
2/2	<p>Module 5 – Make or Buy, to Insource or Outsource Read: Chapter 5 Make or buy, insourcing or Outsourcing Read and Complete: <u>Case 5-1 Garland Chocolates</u> Read and Complete: <u>Case 5-2 Marshall Insurance Company</u></p> <p>Comprehensively Answer Each Case Review Question</p>	Due 2/6	Modules 5 Chapter Questions
2/9	<p>Module 6 – Need Identification and Specification Read: Chapter 6 Need Identification and Specification Read and Complete: <u>Case 6-1 Northwest Gas and Electric Company</u> Read and Complete: <u>Case 6-2 Granton Shores</u> Comprehensively Answer Each Case Review Question</p>	Due 2/13	Modules 6 Chapter Questions

2/16	Module 7 – Quality Read: Chapter 7 Quality Read and Complete: <u>Case 7-1 RAS Technologies</u> Comprehensively Answer Each Case Review Question	Due 2/20	Modules 7 Chapter Questions
2/23	Module 8 – Quantity and Inventory Read: Chapter 8 Quantity and Inventory Read and Complete: <u>Case 8-1 Lisa Caruso</u> Read and Complete: <u>Case 8-3 Sondra Fox</u> Comprehensively Answer Each Case Review Question	Due 2/27	Module 8 Chapter Questions
3/2	Mid Term Exam	Due 3/6	Exam Opens Monday, March 2nd at 8 AM and Closes Friday, March 7th at 11:59 PM
3/9	Spring Break March 9 - 13, 2026		
3/16	Module 9 – Delivery Read: Chapter 9 Delivery Read and Complete: <u>Case 9-1 Cameron Power Equipment</u> Comprehensively Answer Each Case Review Question	Due 3/20	Module 9 Chapter Questions
3/23	Module 10 – Price Read: Chapter 10 Price Read: <u>Case 10-1 Wedlock Engineered Products</u> <i>Discussion Thread: Do you agree or disagree with Robert or Cynthia and why?</i> Module 11 –Cost Management Read: Chapter 11 Cost Management Read: <u>Case 11-3 Carmichael Corporation</u> Comprehensively Answer Each Case Review Question	Due 3/27	Module 10 Discussion Thread Module 11 Questions
3/30	Module 12 – Supplier Selection Read: Chapter 12 Supplier Selection Read and Complete: <u>Case 12-3 Bid Assessment</u> Comprehensively Answer Each Case Review Question	Due 4/3	Module 12 Discussion Thread
4/6	Module 13 – Supplier Evaluation and Supplier Relationships Read: Chapter 13 Supplier Evaluation and Supplier Relationships Read and Complete: <u>Case 13-2 Stern Aerospace</u> Read and Complete: <u>Case 13-3 Masterson Inc</u> Module 14 – Global Supply Management Read: Chapter 14 Global Supply Management Read and Complete: <u>Case 14-1 Outsourcing Proposal</u> Read and Complete: <u>Case 14-2 Sarin Pharmaceuticals Ltd.</u> Comprehensively Answer Each Case Review Question	Due 4/10	Module 13 Case 13-2 & 13-3 Review Module 14 Case 14-1 & 14-2 Review

4/13	Module 15 – Legal and Ethics Read: Chapter 15 Legal and Ethics Read and Complete: <u>Case 15-1 Kerry Volcko</u> Comprehensively Answer Each Case Review Question	Due 4/17	Module 15 Case 15-1 Review
4/20	Module 16 – Other Supply Responsibilities Read: Chapter 16 Other Supply Responsibilities Read and Complete: <u>Case 16-3 Durham Cabinets</u> <i>Discussion Thread: What are the advantages and disadvantages for giving the accounts payable function to supply chain?</i>	Due 4/24	Discussion Thread regarding Accounts Payable and Supply Chain
4/27	Module 17 - Supply Function Evaluation and Trends Read: Chapter 17 Supply Function Evaluation and Trends Read and Complete: <u>Case 17-3 QBL Products</u> <i>Discussion Thread: Regarding QBL Products - What would you do if you were in Arnold's shoes?</i> FINAL EXAM OPENS FRIDAY, MAY 1 @ 8AM	Due 5/1	Module 17 Discussion Thread
5/1	FINAL EXAM CLOSSES TUESDAY, MAY 7th @ 11:59PM	Due 5/6	Exam Opens Friday, May 1st at 8 AM and Closes Tuesday, May 7th at 11:59 PM