

LSC Use Only Proposal No: _____ UWUCC Use Only Proposal No: 13-218
 LSC Action-Date: _____ UWUCC Action-Date: AP-4/22/14 Senate Action Date: APP-4/29/14

Curriculum Proposal Cover Sheet - University-Wide Undergraduate Curriculum Committee

Contact Person(s) <p align="center">Jin Su</p>	Email Address <p align="center">jin.su@iup.edu</p>
Proposing Department/Unit <p align="center">Human Development and Environmental Studies</p>	Phone <p align="center">724-357-3848</p>

Check all appropriate lines and complete all information. Use a separate cover sheet for each course proposal and/or program proposal.

1. Course Proposals (check all that apply)

New Course Course Prefix Change Course Deletion
 Course Revision Course Number and/or Title Change Catalog Description Change

Current course prefix, number and full title: _____

Proposed course prefix, number and full title, if changing: **FSMR468 Supply Chain Management in Textiles and Apparel**

2. Liberal Studies Course Designations, as appropriate
 This course is also proposed as a Liberal Studies Course (please mark the appropriate categories below)

Learning Skills Knowledge Area Global and Multicultural Awareness Writing Across the Curriculum (W Course)
 Liberal Studies Elective (please mark the designation(s) that applies – must meet at least one)

Global Citizenship Information Literacy Oral Communication
 Quantitative Reasoning Scientific Literacy Technological Literacy

3. Other Designations, as appropriate

Honors College Course Other: (e.g. Women's Studies, Pan African)

4. Program Proposals

Catalog Description Change Program Revision Program Title Change New Track
 New Degree Program New Minor Program Liberal Studies Requirement Changes Other

Current program name: _____

Proposed program name, if changing: _____

5. Approvals	Signature	Date
Department Curriculum Committee Chair(s)	<i>Janet a Blood</i>	<i>2/18/14</i>
Department Chairperson(s)	<i>Judolene B Bowers</i>	<i>2/18/14</i>
College Curriculum Committee Chair	<i>Frank Wachter</i>	<i>4/7/2014</i>
College Dean	<i>M L</i>	<i>4.15.14</i>
Director of Liberal Studies (as needed)		
Director of Honors College (as needed)		
Provost (as needed)		
Additional signature (with title) as appropriate		
UWUCC Co-Chairs	<i>Gail Sedquist</i>	<i>4/23/14</i>

Received
APR 23 2014
Liberal Studies

Received
APR 17 2014
Liberal Studies

Part II. SYLLABUS OF RECORD

I. Catalog Description

FSMR 468: Supply Chain Management in Textiles and Apparel 3 class hours
0 lab hours
3 credits
(3c-0l-3cr)

Prerequisite: Junior standing

Examines supply chain management for textile and apparel products through the network of suppliers, manufacturers, distributors, retailers, and customers. Emphasis is placed on the dynamic nature of supply chain management in the global textile and apparel industry and the interrelationships among the segments of the textile-apparel-retail complex.

II. Course Outcomes

Upon completion of this course, students will be able to:

1. Explain the dynamic nature of supply chain management in the textile and apparel industry and the interrelationships among the segments of the textile-apparel-retail complex.
2. Demonstrate an understanding of key drivers of supply chain performance and their inter-relationships with strategy and other functions of a company such as marketing, manufacturing, information technology, and customer relationship management.
3. Analyze and discuss important sourcing issues in supply chain management in the textile and apparel industry, including strategic global sourcing, supply management, relationship management, and performance evaluation.
4. Evaluate the challenges and opportunities in managing the global textile and apparel supply chain.
5. Analyze sustainability issues in global textile and apparel supply chain management.
6. Evaluate how supply chain management can be used to increase or maintain a firm's competitiveness in the global textile and apparel industry.

III. Course Outline

- A. What is Strategy and the Strategic Management Process? (4 hours)
 1. Defining strategy
 2. The strategic management process
 3. Competitive advantage
 4. Measuring competitive advantage

- B. Understanding the Supply Chain (4 hours)**
1. What is a supply chain?
 2. The objectives of a supply chain
 3. The importance of supply chain decisions
 4. Decision phases in a supply chain
 5. Process view of a supply chain
- C. Evaluating a Firm's External Environment and Internal Capabilities (6 hours)**
1. Evaluating a firm's external environment
 - a. Understanding a firm's general environment
 - b. The structure-conduct-performance model of firm performance
 - c. The five forces model of environmental threats
 - d. Industry structure and environmental opportunities
 2. Evaluating a firm's internal capabilities
 - a. The VRIO (Value, Rarity, Imitability, and Organization) framework
 - b. Applying the VRIO framework
 - c. Competitive dynamics in an industry
- D. Theoretical Framework in Supply Chain Management (2 hours)**
1. The resource-based view
 2. The resource dependency theory
 3. Core competence view
 4. Relational view of strategic management
- E. Supply Chain Drivers (4 hours)**
1. Drivers of supply chain performance
 2. Framework for structuring drivers
 3. Facilities
 4. Inventory
 5. Transportation
 6. Information
 7. Sourcing
 8. Pricing
- F. Sourcing Decisions in the Textile and Apparel Supply Chain (6 hours)**
1. The role of sourcing in a supply chain
 2. Supplier selection and assessment
 3. Contracts and supply chain performance
 4. Design collaboration
 5. The procurement process
 6. Sourcing planning and analysis
 7. The role of information technology in sourcing
 8. Risk management in sourcing
 9. Making sourcing decisions in practice

- Exam I (1 hour)
- G. Coordination in the Textile and Apparel Supply Chain (5 hours)
1. Bullwhip effect
 2. The effect on performance due to lack of coordination
 3. Obstacles to coordination in a supply chain
 4. Managerial levers to achieve coordination
 5. Building strategic partnerships and trust within a supply chain
 6. Collaborative planning, forecasting, and replenishment
 7. Achieving coordination in practice
- H. Challenges in Managing the Global Textile and Apparel Supply Chain (4 hours)
1. Challenges in the global textile and apparel supply chain
 2. Managing the global textile and apparel supply chain
- I. Special Issues of Supply Chain Management in Textiles and Apparel (6 hours)
1. The characteristics of the textile and apparel supply chain
 2. Sustainability issues in the textile and apparel supply chain
 3. Fast fashion and its impact on textile and apparel supply chain management
 4. Textile and apparel supply chain management research
- Final Exam - During Final Exam Week (2 hours)

IV. Evaluation Methods

- | | |
|------------------|---|
| 20% Examinations | Two exams including one test during the semester and one final exam. Examinations could include multiple choices, matching, true/false, short answers, and essay questions, etc. Questions will be derived from the text, lecture notes, and class discussions, videos, and class handouts. |
| 50% Case Studies | Six case studies specifically related to the issues in global textiles and apparel supply chain management will be given during the semester. |
| 30% Assignments | Periodic in-class assignments and out-of-class assignments will be given. Assignments could include specific assignments related to course materials, individual or small group projects, papers, presentations, and/or readings. |

Evaluation Methods	Points
Midterm Exam	100
Final Exam	100
Case Study Reports (#1, #2, #3, #4, #5, #6)	500
Final Project	80
Readings	70
In-class Assignments	100
Class Presentations	50
Total	1000

V. Grading Scale

The grading scale will be based on the following:

Grade	Points	%
A	$895 \leq A \leq 1000$	$90 \leq A \leq 100$
B	$795 \leq B < 895$	$80 \leq B < 90$
C	$695 \leq C < 795$	$70 \leq C < 80$
D	$595 \leq D < 695$	$60 \leq D < 70$
F	$F < 595$	< 60

VI. Attendance Policy

Student learning is enhanced by regular attendance and participation in class discussion, therefore the instructor expects all students to attend class. The attendance policy for this class follows the Undergraduate Course Attendance Policy which is included in the Undergraduate Catalog.

VII. Required textbooks, supplemental books, and readings

Class materials are selected from the following books. All are available on reserve in the library.

Barney, J. B., & Hesterly, W. S. (2012). *Strategic Management and Competitive Advantage: Concepts and Cases*. (4th ed). Upper Saddle River, NJ: Pearson Education Inc.

Choi, T. M. (Ed.). (2012). *Fashion Supply Chain Management: Industry and Business Analysis*. Hershey, PA: IGI Global.

Chopra, S., & Meindl, P. (2010). *Supply Chain Management: Strategy, Planning, and Operation*. (4th ed). Upper Saddle River, NJ: Pearson Education Inc.

VIII. Special resource requirements

None.

IX. Bibliography

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Burgess, K., Singh, P. J., & Koroglu, R. (2006). Supply chain management: A structured literature review and implications for future research. *International Journal of Operations & Production Management*, 26(7), 703-729.

Bruce, M., & Daly, L. (2011). Adding value: Challenges for UK apparel supply chain management – a review. *Production Planning & Control*, 22(3), 210-220.

Chen, I. J., Paulraj, A., & Lado, A. A. (2004). Strategic purchasing, supply management, and firm performance. *Journal of Operations Management*, 22(5), 505-523.

Dickson, M. A., Loker, S., & Eckman, M. (2009). *Social responsibility in the global apparel industry*. New York: Fairchild Books.

Dickerson, K. G. (1999). *Textiles and apparel in the global economy* (3rd ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.

Jin, B. & Farr, C. A. (2010). Supplier selection criteria and perceived benefits and challenges of global sourcing apparel firms in the United States. *Family and Consumer Sciences Research Journal*, 39(1), 31-44.

Ha-Brookshire, J. (2013). *Sustainability in the global supply chain: Perspectives from the cotton product life cycle*. Upper Saddle River, NJ: Pearson Education, Inc.

Hugos, M., & Thomas, C. (2006). *Supply chain management in the retail industry*. Hoboken, NJ: John Wiley & Sons, Inc.

Kocabasoglu, C., & Suresh, N. C. (2006). Strategic sourcing: An empirical investigation of the concept and its practices in U.S. manufacturing firms. *Journal of Supply Chain Management*, 42(2), 4-16.

Kumar, S. & Arbi, A. S. (2008). Outsourcing strategies for apparel manufacture: A case study. *Journal of Manufacturing Technology Management*, 19(1), 73-91.

- Lambert, D. M. & Cooper, M. C. (2000). Issues in supply chain management. *Industrial Marketing Management*, 29, 65-83.
- Larson, P. D., & Halldorsson, A. (2002). What is SCM? And, Where is it? *The Journal of Supply Chain Management*, 38(4), 36-44.
- MacCarthy, B. L., & Jayarathne, P. G. S. A. (2010). Fast fashion: Achieving global quick response (GQR) in the internationally dispersed clothing industry. In T. C. E. Cheng & T.-M. Choi (Eds.), *Innovative quick response programs in logistics and supply chain management* (pp. 37-60). Springer: Berlin Heidelberg.
- MacCarthy, B. L., & Jayarathne, P. G. S. A. (2012). Sustainable collaborative supply networks in the international clothing industry: A comparative analysis of two retailers. *Production Planning & Control*, 23(4), 252-268.
- Mentzer, J. T., DeWitt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D., & Zacharia, Z. G. (2001). Defining supply chain management. *Journal of Business Logistics*, 22(2), 1-25.
- Ohmae, K. (2005). *The next global stage: Challenges and opportunities in our borderless world*. Upper Saddle River, NJ: Pearson Education Inc.

Course Analysis Questionnaire

Section A: Details of the Course

A1 How does this course fit into the programs of the department? For what students is the course designed? (majors, students in other majors, liberal studies). Explain why this content cannot be incorporated into an existing course.

This course will be a Major Controlled Elective offering for students in the B.S. in Fashion Merchandising Program. This course has been developed for Fashion Merchandising majors; however, it will be open to any students meeting the prerequisite. Pre-existing FSMR courses cannot accommodate the breadth and depth of additional course content, and therefore we feel that an additional course is necessary. The course content will complement already existing Fashion Merchandising courses and provide a strong framework for future courses used to further update the current Fashion Merchandising curriculum.

A2 Does this course require changes in the content of existing courses or requirements for a program? If catalog descriptions of other courses or department programs must be changed as a result of the adoption of this course, please submit as separate proposals all other changes in courses and/or program requirements.

This course does not require changes in any other course in the department.

A3 Has this course ever been offered at IUP on a trial basis (e.g. as a special topic) If so, explain the details of the offering (semester/year and number of students).

Yes, this course has been offered at IUP on a trial basis as a special topic class.

Semester	Enrollment
Fall, 2010 (August 31, 2010 - Dec 16, 2010)	16
Spring, 2012 (Jan 23, 2012 - May 9, 2012)	35
Spring, 2013 (Jan 28, 2013 - May 15, 2013)	35

A4 Is this course to be a dual-level course? If so, please note that the graduate approval occurs after the undergraduate.

This course is not intended to be dual-level.

A5 If this course may be taken for variable credit, what criteria will be used to relate the credits to the learning experience of each student? Who will make this determination and by what procedures?

This course is not to be taken for variable credit.

A6 Do other higher education institutions currently offer this course? If so, please list examples (institution, course title).

The following are three examples of other higher education institutions that offer similar courses.

University of Missouri

TAM 4130 – Supply Chain Management

This course examines how the supply chain management can be used to gain a competitive advantage in the softgoods industry.

North Carolina State University

FTM 220 – Principles of Retailing and Supply Chain Management in Textiles

Introduction to theories and principles in fashion and textiles retailing and supply chain management including: the framework of textile retailing, textile retail strategies, textile supply chains and investigation of the strategic planning process. Emphasis placed on conducting an environmental scan, identifying and targeting the consumer, analyzing the trade area, site selection and textile product merchandise planning.

North Carolina State University

FTM 486 – Supply Chain Management in the Textile Industry

Study of the operations necessary to produce and distribute a product, starting with the procurement of the raw material used in making the goods and ending with the delivery of the finished product. Topics covered include approaches to solving problems in manufacturing, sourcing, transportation logistics, and retail operations within the Integrated Textile Complex.

A7 Is the content, or are the skills, of the proposed course recommended or required by a professional society, accrediting authority, law or other external agency? If so, please provide documentation.

No professional society, accrediting authority, law or other external agency recommends or requires the content or skills of this proposed course.

Section B: Interdisciplinary Implications

B1 Will this course be taught by instructors from more than one department? If so, explain the teaching plan, its rationale, and how the team will adhere to the syllabus of record.

This course will be taught by instructors only from the Fashion Merchandising program and not by instructors from other departments.

B2 What is the relationship between the content of this course and the content of courses offered by other departments? Summarize your discussions (with other departments) concerning

the proposed changes and indicate how any conflicts have been resolved. Please attach relevant memoranda from these departments that clarify their attitudes toward the proposed change(s).

This course includes the relevant core theories and concepts of supply chain management, which are also included in the content of MGMT 437: Supply Chain Management, a class offered by the Management Department. However, this course focuses on the supply chain management issues as it pertains specifically to the textile and apparel industry. Supply chain management plays a vital role in textile and apparel firms' business operations, and Fashion Merchandising students will benefit from having this focused content. A letter of support has been obtained from the Management Department as stated below.

B3 Will this course be cross-listed with other departments? If so, please summarize the department representatives' discussions concerning the course and indicate how consistency will be maintained across departments.

This course will not be cross-listed.

Section C: Implementation

C1 Are faculty resources adequate? If you are not requesting or have not been authorized to hire additional faculty, demonstrate how this course will fit into the schedule(s) of current faculty. What will be taught less frequently or in fewer sections to make this possible? Please specify how preparation and equated workload will be assigned for this course.

No new faculty member is required to teach this course. No other major required courses will be taught less frequently or in fewer sections. This course (one section) will be offered every two to three semesters as a Major Controlled Elective. When this course is offered, another Major Controlled Elective course will not be taught. Therefore it will not affect the workload of the current Fashion Merchandising faculty or require additional resources. This course will be counted as one preparation and three hours of equated workload.

C2 What other resources will be needed to teach this course and how adequate are the current resources? If not adequate, what plans exist for achieving adequacy? Reply in terms of the following:

- Current space allocations are adequate to offer this course.
- No special equipment is needed for this course.
- No laboratory supplies are necessary for this course.
- Library holdings are adequate.
- The Department budget is sufficient for this course. No additional resources are required.

C3 Are any of the resources for this course funded by a grant? If so, what provisions have been made to continue support for this course once the grant has expired? (Attach letters of support from Dean, Provost, etc.)

No grant-funded resources are involved for this course.

C4 How frequently do you expect this course to be offered? Is this course particularly designed for or restricted to certain seasonal semesters?

This course will be offered every two to three semesters. This course is not particularly designed for or restricted to certain seasonal semester.

C5 How many sections of this course do you anticipate offering in any single semester?

One section will be offered at a time.

C6 How many students do you plan to accommodate in a section of this course? What is the justification for this planned number of students?

Up to 30 students can be accommodated in this class due to current classroom space and the considerable amount of writing assignments needing to be evaluated.

C7 Does any professional society recommend enrollment limits or parameters for a course of this nature? If they do, please quote from the appropriate documents.

No professional society recommends enrollment limits or parameters for this course.

C8 If this course is a distance education course, see the Implementation of Distance Education Agreement and the Undergraduate Distance Education Review Form in Appendix D and respond to the questions listed.

This course does not involve the use of distance education.

Section D: Miscellaneous

Include any additional information valuable to those reviewing this new course proposal.

No additional information is necessary.

Part III. Letter of Support or Acknowledgement

A letter of support/acknowledgement from IUP Management Department is attached.

Subject: RE: an inquiry about letter of support

From: Ramesh Soni <rgsoni@iup.edu>

Date: 02/06/14 02:12 PM

To: 'Jin Su' <jin.su@iup.edu>

I have heard back from my Department. Please treat this email as a support letter for your course. Best wishes,

Ramesh G. Soni, Ph.D., Chair & Professor,
Management Dept, 304A Eberly COBIT (IUP)
Indiana, PA 15705 USA
Ph. 724 357 7786; Fax 724 357 5743

Office Hours for Spring '14:

M: 1:30—3pm;

W: 9--10:30am;

Th: 10--2noon

From: Jin Su [mailto:jin.su@iup.edu]

Sent: Thursday, February 06, 2014 2:05 PM

To: Ramesh Soni

Subject: Re: an inquiry about letter of support

Dear Dr. Soni,

I would like to be in touch with you regarding my new course proposal "Supply Chain Management in Textiles and Apparel". I understand you are very very busy. If you hear from your faculty members, could you please let me know? I would also be very glad to meet with you and your faculty members to discuss this matter if you would like.

Your consideration and help is greatly appreciated. Thank you very much for your time in this matter.

Best regards,

Jin

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