



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 4330:900, Global Purchasing/Supply Management, F2026, CRN 10805
Department of Management and Marketing, College of Business

Course Syllabus

Class Meeting Time and Place: Face-to-Face/ Tues 6 p.m. – 7:15 p.m./ **Location:** Business Library Hall, Rm 266

Class Duration: 08/25/2026 - 12/11/2026

Instructor: Nonie C. Cabana

Virtual Office: Adjunct; By Appointment; Before/After

Class Tel: 808 277-3033

E-Mail: ncabana@tamusa.edu

Student emails and/or Blackboard messages will receive a reply within two (2) business days. For rapid reply: text me at 808 277-3033. Ensure your ID your name and class.

Course Website: <https://tamusa.blackboard.com/>

Office Hours: Adjunct Faculty: Available by appointment or before/after class.

Course Description

This course provides an in-depth exploration of global purchasing strategies, supplier management, negotiation, and risk management within the global supply chain context. Students will develop skills to analyze, plan, and execute purchasing strategies aligned with organizational goals, integrating sustainability, technology, and ethical considerations

Course Objectives:

By the end of this course, students will be able to:

- Explain key concepts and processes in global purchasing management.
- Evaluate and develop supplier relationships across cultures and markets.
- Apply negotiation, legal, and ethical principles in procurement decisions.
- Manage risks and costs effectively in global sourcing environments.
- Create comprehensive sourcing plans incorporating sustainability and technology.

Policies and Expectations

- **Attendance:** Regular attendance is expected to maximize learning and participation.
 - **Late Work:** Assignments submitted late will incur grade penalties unless excused in advance.
 - **Academic Integrity:** Students must adhere to TAMUSA's honor code. Plagiarism or cheating will not be tolerated.
 - **Participation:** Active participation in case discussions and peer reviews is required.
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Prerequisites: Successful completion of the business prerequisites. Students who do not meet the pre-requisites must contact the instructor immediately. MGMT 3320 Supply Chain & Operations Management completion is required.

Student Learning Outcomes:

After successful completion of this course, students will be able to:

1. Describe the procedures of the purchasing and supply chain management process,
2. Describe the best practices model of supplier management in a globalized context including supplier recruitment and evaluation and development,
3. Negotiate a purchase agreement, and
4. Describe the ethical environment of purchasing and supply chain management.

Required Materials:

Author Johnson

Format: Hybrid (In-Person + Blackboard)

Textbook: *Purchasing and Supply Management* by P. Fraser Johnson (Latest Edition)

Blackboard: Connect to <http://tamusa.blackboard.com>. You will have lecture notes, solutions to problems, multimedia materials and other supplementary materials in Blackboard. All class communications will be through Blackboard messages, and students should monitor this several times a day.

Hybrid Class Guidance and Practices: The class is intensive and challenging, and students are expected to master the assigned Chapter material and associated Chapter PowerPoint Slides. The nature and structure of this Hybrid class makes the student's individual study and preparation outside of class extremely important. Reading the assigned Chapter material and PowerPoint Slides as well as being familiar with their content before class will be very useful for understanding class lectures. Students are expected to ask questions concerning the assigned Chapter material and related PowerPoint Slides during class. The instructor will identify specific Chapter material and related PowerPoint Slide content that may appear in each of all quizzes and exams, and he will cover only the topical areas mentioned in the respective textbook chapters and associated PowerPoint Slides.

Time Expectation for coursework: In consideration of the nature of a Hybrid course and the content of this 16-week course, students are expected to spend 16-20 hours per week for this course. Based on individual backgrounds, some students may require more time. Time spent may be longer when assignment/exams are due.

Recommended / Reading Materials: Additional reading materials are available on specific websites, as may from time to time be recommended by the instructor. See the title of the book for Book Analysis and the Recommended Outside Reading as found in one of the following sections of this syllabus.

Course Requirements Every Student Must Fulfill in Order to Succeed in This Course:

1. Students should check the Course Calendar, Announcements, and Messages (email) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments and examinations.
3. If the course uses remote proctoring for exams, students must schedule their exam early in the semester.
4. Students should ask questions and communicate with the instructor either in class, online, offline, or by appointment before or after class.
5. For all classwork, exams, quizzes, etc., if students are completing them off campus, then they are responsible for availability of Internet connectivity. Extensions will not be granted for lack of availability of Internet connections.
6. Students should remember that an identified Hybrid course assumes greater student responsibility for the application of independent learning skills for their own learning outcomes.

Grading Policy: The final course grade will be based on the student's performance on the attendance and class participation, examinations, book analysis, and outside reading using the following weights:

Grading Breakdown

Component	Weight Description	
Attendance/Participation 30%		
Weekly Connect Assignments	15%	Weekly problem sets via McGraw-Hill Connect
Weekly Case Study Analyses	15%	Written analysis and discussion of real-world cases
Weekly Quizzes (Weeks 1–14)	20%	Online quizzes covering weekly readings and cases
Team Project & Presentations (Starts Wk 13, 15 & 16)	20%	Group project developing a global sourcing plan and presentations

Attendance & Class Participation: Students are expected to attend and be on time for all class sessions, consistent with the usual and customary practice for Hybrid classes. **If a student arrives at class after the roll is called, this is considered an unexcused absence.** Failure to attend and be on time for all class sessions will negatively impact the grade for the Attendance & Class Participation part of the class. Students will be allowed a MAXIMUM of one (1) unexcused class absence and two (2) Excused class absence during this term. **Any student will have more than 3 absences (in total) that student will be dropped from this class.** A vital part of every student's education is regular attendance at all class sessions. All absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. Students are responsible for the materials covered in class as well as reading before class the Chapter material and related Chapter PowerPoint Slides. This class covers a lot of material, and some students may find at least some parts of it difficult. **It is the student's responsibility to ask pertinent questions in class and ask the instructor**

for clarification of Chapter material and related Chapter PowerPoint Slides. Class participation is highly encouraged, as it makes the class more interesting and enhances the student's learning experience. Students are strongly urged to ask probing questions and enthusiastically participate in class discussions. Good attendance and participation will strengthen the student's learning experience.

This course is intensive and challenging, and students are expected to master the materials presented in class as well as those who read and studied outside of the classroom. As already mentioned, the nature and structure of the Hybrid class make the student's individual study and preparation outside of class extremely important, and such preparation may vary considerably based on each student's background. However, a MINIMUM of two (2) hours of work outside the class is expected for everyone (1) hour of class. Time spent may be longer when assignment/exams are due. Reading the assigned Chapter material and associated Chapter PowerPoint Slides before class will offer students familiarity with the materials that will be used in the lecture part of each class.

Examinations: In lieu of Mid Term Exam and Final Exam, each student must complete the connect weekly quiz from Week 1 through Week 16 each Sunday, midnight, **except the last quiz due Dec 8, 2026.** Each exam will consist of multiple-choice AND/OR true & false, and problem questions.

Students are expected to notify the instructor within twenty-four (24) hours prior to the exam time if they are going to miss any exam.

As a rule, **NO** make-ups will be offered for any missed exams. Make-up may be administered only in unusual circumstances, such as an excused official university activity, a severe illness, or a dire emergency. **However, students must provide comprehensive documentation within a few days of the missed exam.** (See Class Policies) After discussing the opportunity for a make-up examination with the instructor, an alternate date and time may be identified for taking the exam at an approved Proctoring location (i.e., Testing Center). **Exams not taken at the scheduled class time may be penalized due to lateness.**

Quizzes: There will be weekly Connect quizzes during the semester from week 1 through week 16. Ensure you study the respective assignments to do well on the quiz.

Recommended Outside Reading: The following are some recommended outside reading sources. These will give the student a better understanding of Supply Chain and Operations Management, its principles and practices. These are:

Supply Chain Management Review (<http://www.scmr.com>) ,

Supply Chain Digest (<http://www.scdigest.com/>) ,

Supply Chain Quarterly (<http://www.supplychainquarterly.com>) ,

Journal of Operations Management (<https://www.journals.elsevier.com/journal-of-operations-management/>) ,

Industry Week (<http://www.industryweek.com/operations>) , and

Business Week (<https://www.bloomberg.com/businessweek>).

Class Expectations:

The instructor's expectations for this class are as follows:

- Students are expected to attend all class sessions. Possible exceptions are stated in the Attendance & Class Participation and Specific Class Policies sections of this syllabus.
- Students should read the assigned Chapter material and related PowerPoint Slides before class. Moreover, students should ask the instructor any questions concerning this material during class.
- Students should, as adult learners, engage in active listening and interactive learning to strengthen their critical thinking, analytical, and problem-solving skills.

Specific Class Policies:

Class Absences and Late Submittal of assignments:

All students should recognize that it is unfair to their fellow students not to fully participate in class activities and to submit assignments on time. **Therefore, all assignments are expected to be completed and submitted by the due dates set for this class.**

In addition, the following also will apply.

- Except for a personal medical emergency without any prior indication, the student is expected to work ahead and complete all assignments and anticipate or accommodate possible/potential crisis.
- Personal Medical Emergency or Serious Acute Illness: All medical emergencies and illnesses must be verified by note on letterhead by an M.D., D.O., P.A., or R.N. The instructor usually will not accept a note from other health professionals (e.g., Ph.D., MSW, D.C., Physical Therapist) because their professional functions rarely involve medical emergencies or acute illnesses.
- A personal Accident or Police Emergency: The Instructor will require an accident report or note on letterhead from an appropriate law enforcement officer to accept late work due to accidents or police emergencies (e.g., assault on student, student taken hostage, detained witness of a crime).
- A personal Unforeseen Jury or Witness Duty: The Instructor will require a note on letterhead from a judge or attorney stating you had no advance notice of duty to accept late work due to jury or witness duty.
- A personal Unforeseen Military Deployment or Activation: The Instructor will require a note on official letterhead from the student's commanding officer stating he/she had no advance notice of deployment or activation.
- Funerals for Immediate Family Member (e.g., parents, siblings, children, grandparents): The Instructor will require a copy of the obituary or a note from a minister or funeral director.

Please note even the above is acceptable only at the discretion of the Instructor.

Class Conduct and Civility Code:

Everyone in class is expected to follow all rules in the Student Handbook, as well as common courtesy during classroom lectures and discussions, including the following:

- Attendance will be taken at the beginning of the class. Students are expected to be in class on time and to remain until the end of the class.
- It is the students' responsibility to obtain and be able to use the required materials and software for this class.

- Students must retain submitted copies of all assignments and graded work, if provided by the instructor, for verification purposes, and they should provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails till final grade is received.
- Talking while the Instructor is lecturing or a student is speaking is extremely disruptive and discourteous to the instructor and other students.
- Using computers or cell phones (except for a valid or urgent need) during class for a purpose not related to class is disruptive. All such phones and other electronic devices should be turned OFF and headphones removed.
- For any questions about the exams and assignments, a student should contact the instructor well in advance of the day they are due, so the instructor may have enough time to provide feedback.
- All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within two (2) business days (Monday–Friday).
- All assignment submissions must be uploaded to Blackboard by the due date and time. The submission window may close or mark late, even if it is late by one second.

Anyone violating these policies may be subject to disciplinary actions.

Attendance & Class Participation: Students are expected to attend and be on time for all class sessions, consistent with the usual and customary practice for Hybrid classes. **If a student arrives to class after the roll is called, this is considered an unexcused absence.** Failure to attend and be on time for all class sessions will negatively impact the grade for the Attendance & Class Participation part of the class. Because of the relatively short duration of this class, students will be allowed a MAXIMUM of one (1) unexcused class absence. A vital part of every student's education is regular attendance at all class sessions. All absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. Students are responsible for the materials covered in class as well as reading before class the Chapter material and related Chapter PowerPoint Slides. This class covers a lot of material, and some students may find at least some parts of it difficult. **It is the student's responsibility to ask pertinent questions in class and ask the instructor for clarification of Chapter material and related Chapter PowerPoint Slides.** Class participation is highly encouraged, as it makes the class more interesting and enhances the student's learning experience. Students are strongly urged to ask probing questions and enthusiastically participate in class discussions. Good attendance and participation will strengthen the student's learning experience.

This course is intensive and challenging, and students are expected to master the materials presented in class as well as those who read and studied outside of the classroom. As already mentioned, the nature and structure of the Hybrid class makes the student's individual study and preparation outside of class extremely important, and such preparation may vary considerably based on each student's background. However, a MINIMUM of two (2) hours of work outside the class is expected for everyone (1) hour of class. Time spent may be longer when assignment/exams are due. Reading the assigned Chapter material and associated Chapter PowerPoint Slides before class will offer students familiarity with the materials that will be used in the lecture part of each class.

University Policies:

Drop Policy

You may drop the course with an automatic grade of W on or before the date listed in the academic calendar at www.tamusa.edu. The last date to drop a course or withdraw from the University is also indicated in the academic calendar on the university website (www.tamusa.edu). If you wish to drop the class, you must submit the necessary paperwork to the proper authority. Students dropping a course are subject to all conditions listed in the university catalog.

Financial Aid and Verification of Attendance

According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which includes class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving Federal financial aid who does not attend the first week of class will have his/her aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of his/her federal aid.

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us <https://www.tamusa.edu/Disability-Support-Services/index.html> or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services as soon as possible.

Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the Tools section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202.

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit <http://tamusa.edu/studentcounseling>.

Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com> More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/emergency-management/> Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (the first week of class) will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://www.tamusa.edu/academics>.

University Email Policy and Course Communications

All correspondence between professors and students must occur via university email accounts. You must have Jaguar email account ready and working. If it is not working, contact the help desk at 210-784-4357. **However, for this class students will communicate with the Instructor via the Blackboard platform. Students should post their messages in the Course Messages portion of the What's New Section under Course Messages.**

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live and believes this may affect their performance in the course, is urged to submit a CARE referral

([https://www.tamusa.edu/university-policies/Student Rights-and-Responsibilities/file-a-report.html](https://www.tamusa.edu/university-policies/Student-Rights-and-Responsibilities/file-a-report.html)) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

Office Hours: All faculty with teaching assignments should include regularly scheduled office hours on each syllabus in addition to "by appointment." Please review your appointment letter for the number of weekly office hours you are expected to set. Regularly scheduled office hours should also be posted outside your office door (where applicable).

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such

as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related sex-based misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable modifications to pregnant students as would be provided to a student with temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K). Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources. Young Jaguars: can support parenting students with daycare who meet this criteria: Must be enrolled in classes at TAMUSA in the current semester. Must be Pell eligible or a single parent. They serve children ages 3 to 12-years-old. Children must be enrolled in Pre-K-3 through 6th grade. youngjaguars@tamusa.edu (210) 784-2636.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.

4. Each student subject to disciplinary action arising from violations of University Student Rules shall be assured of a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty and University officials.
2. A student has the responsibility to be fully acquainted with the published University Student Rules and to comply with them, as well as federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to maintain a level of behavior that is consistent in supporting the learning environment of the institution and to recognize the University's obligation to provide an environment for learning.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Conduct that infringes on the rights of another individual will not be tolerated. Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the Student Code of Conduct (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2022-23.pdf>) or visit the resources available in the OSRR website ([https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academic integrity.html](https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academic%20integrity.html)).

Broader Use of Generative AI Permitted Within Guidelines Use of artificial intelligence (AI) tools, including ChatGPT, is permitted in this course for students who wish to use them. To adhere to our scholarly values, students must cite any AI-generated material that informed their work (this includes in-text citations and/or use of quotations, and in your reference list). Using an AI tool to generate content without proper attribution qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Violations of Academic Conduct (Section 14.5 Student Handbook): As a member in an academic community, students at Texas A&M University-San Antonio are expected to exhibit a high level of honesty and integrity in their pursuit of higher education, be mature, be self-directed and be able to manage their own affairs. Students who are unwilling to abide by these basic expectations will find themselves facing academic and/or disciplinary sanctions. Students are expected to share in the responsibility and authority with faculty and staff to challenge and make known acts that violate the Texas A&M University-San Antonio Code of Conduct. For more information please visit the Office of Student Rights & Responsibilities website <http://bit.ly/TAMUSASStudentRR>.

Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically

prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. Academic misconduct includes, but is not limited to, cheating, plagiarism, multiple submissions, collusion, lying and bribery. For more information, refer to the Student Code of Conduct, Article III: Conduct Rules and Regulations. Texas A&M University-San Antonio faculty has the discretion to impose grade penalties as deemed necessary. Faculty members are required to report such serious breaches of academic honesty to their chair, their dean and the Office of Student Rights and Responsibilities. In cases of academic misconduct, students may be subject not only to grade sanctions in courses but to disciplinary action. Grade sanctions may be imposed only by faculty members, but suspension or expulsion may be imposed only by the Vice President for Student Affairs. If a student wishes to appeal the decision of suspension or expulsion due to violations of academic misconduct, they must initiate their appeal as outlined within the Student Code of Conduct. Extenuating circumstances may cause the University to deviate from the defined time frames.

All student term papers and other written assignments are subject to analysis by anti-plagiarism software. Posting of any class work given to students, or solutions, or discussion, on publicly accessible forums or on social media is not permissible.

Considering the potential consequences of academic misconduct, it is obviously in students' best interests to avoid even the appearance of such behavior. If a student is unclear whether a specific act might constitute academic misconduct, please she/he should contact the instructor for an assessment of the situation.

The complete academic calendar is available online.

[Academic Calendar \(tamusa.edu\)](http://tamusa.edu)

Academic Misconduct Policy

Students at Texas A&M University-San Antonio are expected to adhere to the highest standards of academic honesty and integrity. Academic misconduct for which a student is subject to penalty includes cheating, plagiarism, fabrication, multiple submissions, misrepresentation of academic records, facilitating academic dishonesty, unfair advantage, violating known safety requirements and ethical misconduct. Students are expected to do their own course work. Simple cases of first offense cheating or plagiarism by an individual student may be handled by the instructor after consultation with the department chair. The student is usually confronted with evidence in private and advised of the penalty to be assessed. The evidence will be retained for at least one full year. For more serious cases, such as those involving repeated offenses, conspiracy with other students or the theft and selling of examination questions, a report should be made by the instructor via the department chair and college dean to the Office of Student Rights and Responsibilities. Academic dishonesty is a violation of the Student Code of Conduct; therefore, the instructor WILL report any form of academic dishonesty to the Office of Student Rights and Responsibilities. Please review the Student Handbook for a complete description of the process. Penalties for academic dishonesty may range from a grade of F on the particular paper or in the course to expulsion from the University.

Considering the potential consequences of academic misconduct, it is obviously in the students' best interests to avoid even the appearance of such behavior. If a student is unclear whether a specific act might constitute academic misconduct, she/he should contact the Instructor for an assessment of the situation.

All student papers and other written assignments are subject to analysis by anti-plagiarism software like Turnitin.com.

Academic Accommodations for Persons with Disabilities

The Americans with Disabilities Act of 1990, as amended, and the Rehabilitation Act of 1973 are federal anti-discrimination statutes that provide comprehensive civil rights protection for individuals with disabilities. Title II of the ADA and Section 504 of the Rehabilitation Act require that students with disabilities be guaranteed equal access to the learning environment through the provision of reasonable and appropriate accommodations of their disability. If you have a disability that may require accommodation, please contact Disability Support Services (DSS) for the coordination of services. The phone number for DSS is (210) 784-1335 and email is dss@tamusa.edu.

The provisions and information set forth in the class schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete, or modify the provisions and information in this schedule. All the changes to this syllabus and the following Class Schedule will be announced in class and noted in Announcements, and students are responsible for all announcements made in class or via the Blackboard for this class.

Week	Dates	Chapter and Topic	Assignments/Assessments
1	8/25/2026	Introduction to Purchasing and Supply Management (Ch. 1) Administration—Syllabus/Expectations Ice Breaker Mystery Issues: Risk Mngt, Sustainability, Growth and Influence (Rising Toyota surpassing GM) Choose Team Project Presentation's Topic Break class into five teams Team Huddle	Connect Assignment: Chap 1 Smart Book Chap 1 Assignment Chap 1 Quiz Complete: Aug 30
2	9/1/2026	Supply Strategy (Ch. 2) Mystery Define strategy. Issue: Operational Risk (Cyber Attack and Strait of Hormuz Blockade, USMCA—threats from Cartel) Finalize your Topic's thesis. Team Huddle	Connect Assignment: Chap 2 Smart Book Chap 2 Assignment Chap 2 Mini Book Chap 2 Quiz Complete: Sept 6
3	9/8/2026	Supply Organization (Ch. 3) Mystery Issues: Centralized Vs Decentralize (Walmart and Amazon), Chief Purchasing Officer—reporting relationship Team Huddle	Connect Assignment: Chap 3 Smart Book Chap 3 Quiz Complete: Sept 13
4	9/15/2026	Supply Processes and Technology (Ch. 4) Mystery Issues: Receipt and Inspection, ID of potential Sources: RFx-RFI, RFQ, and RFP through e-procurement process	Connect Assignment: Chap 4 Assignment Chap 4 Mini Case Chap 4 Quiz Complete: Sept 20
5	9/22/2026	Make or Buy Decisions & Outsourcing (Ch. 5) Issues: Gray Zone—Make or Buy, Insourcing, outsourcing, reshoring, and offshoring. Should you outsource your core competency—Wal-Mart Team Huddle	Connect Assignment: Chap 5 Assignment Chap 5 Mini Case Chap 5 Quiz Complete: Sept 27
6	09/29/2026	Need Identification and Specification (Ch. 6)	Connect Assignment:

		Mystery Issues: Maintenance, Repair and Operating Supplies; Standardization and simplification ISO 9000 Team Huddle	Chap 6 Smart Book Chap 6 Mini Case Chap 6 Quiz Complete: Oct 4
7	10/06/2026	Quality (Ch. 7) Mystery Issues: Total Quality Management, Six Sigma, Continuous Improvement (Kaizen); Quality Assurance and Quality Control Groups. Does quality cost? Deming founder of quality movement in Japan.	Connect Assignment: Chap 7 Smart Book Chap 6 Mini Case Chap 6 Quiz Complete: Oct 11
8	10/13/2026	Quantity and Inventory (Ch. 8) Mystery Issues: Enterprise Resource Planning (ERP); Material Requirement Planning; Just-In-Time inventory, ABC Classification Team Huddle	Connect Assignment: Chap 8 Assignment Chap 8 Mini Case Chap 8 Quiz Complete: Oct 18
9	10/20/2026	Delivery (Ch. 9) Mystery Issues: Role of logistics (reduced footprint), last mile delivery. Role of Supply in Logistics—Push or Pull (military vs civilian practice). Types of transportation. Team Huddle	Connect Assignment: Chap 9 Smart Book Chap 9 Assignment Chap 9 Quiz Complete: Oct 25
10	10/27/2026	Price (Ch. 10) Mystery Issues: Discounts—Cash/Trade/Qty; contract options: Fixed-Fixed Price; Cost Plus Fixed Price Contract Comparison of prices: Liquor/Beer from 1 one star hotel to a five-star hotel. HEB at the South Side and North Side.	Connect Assignment: Chap 10 Assignment Chap 10 Mini Case Chap 10 Quiz Complete: Nov 1
11	11/03/2026	Cost Management (Ch. 11) Mystery Issues: Total Cost of Ownership (bottled water); Relationship between CPO, CFO and CEO. Reallocating the funds to other profitable areas such as new product development Apple as an example.	Connect Assignment: Chap 11 Smart Book Chap 11 Mini Case Chap 11 Quiz Complete: Nov 8
12	11/10/2026	Supplier Selection (Ch. 12) Mystery Issues: Beware of ethical issues—Bangladesh Factory shutting all exit doors; Single Sourcing and multiple sourcing—pros and cons.	Connect Assignment: Chap 12 Smart Book Chap 12 Assignment Chap 12 Quiz Complete: Nov 15

		Geographical locations: Laredo, Nuevo Laredo under USMCA (former NAFTA). INTEL is expanding its supplier selection. Team Huddle	
13	11/17/2026	Supplier Evaluation and Supplier Relationship (Chap 13) Mystery Team Project Presentation Starts (2 teams) 12 minutes allowed	Connect Assignment: Chap 13 Smart Book Chap 13 Assignment Chap 13 Quiz Complete: Nov 22
14	11/24/2026	Study Day, Nov 25 and Thanksgiving Nov 26, NO CLASS but do your homework	No Homework
15	12/03/2025	Global Supply Management (Ch. 14) Mystery Issues: USMCA, EU, OPEC, Foreign Trade Zone (not subject to custom duty—European economic areas and Mercosur—Mercado Comun del Sur, Southern Common Market—Argentina, Brazil, Paraguay, Uruguay, and Bolivia. Team Project Presentations Continue (2Teams) Vote for the Individual Bragging Right Awards.	Connect Assignment: Chap 14 Smart Book Chap 14 Mini Case Complete: Dec 6
16	12/10/2025	Complete Team Project Presentations Take away from the class. Announcement of the Individual Bragging Rights Awardees.	Connect Assignment: Chap 14 Quiz Complete: Dec 8

Texas A&M University—San Antonio
MNGT 4330 – Global Purchasing Management
Instructor:

Sample grading rubrics for the Team Project and Weekly Case Study Analyses, plus a **template outline** for weekly Connect assignments and quizzes aligned with Johnson's textbook.

1.Team Project Grading Rubric (Total 100 points)

Criteria	Excellent (90–100)	Good (75–89)	Fair (60–74)	Poor (<60)	Points
Content & Research (30 pts)	Comprehensive, well-researched, insightful analysis, fully	Good research and analysis,	Some important areas underdeveloped, partial coverage	Incomplete, lacks research or off-topic	

Criteria	Excellent (90–100)	Good (75–89)	Fair (60–74)	Poor (<60)	Points
Strategy & Recommendations (25 pts)	addresses requirements Clear, innovative, actionable sourcing strategy with strong justification	minor gaps or lack of depth Clear strategy but less innovative or partially justified	Strategy present but vague or poorly justified	Strategy unclear or missing	
Organization & Clarity (15 pts)	Well-organized, logical flow, professional language and formatting	Mostly clear and organized, some minor issues	Some disorganization or clarity issues	Poorly organized, hard to follow	
Team Collaboration (10 pts)	Evidence of strong collaboration, balanced contributions from all members	Good collaboration, some imbalance	Uneven participation or collaboration issues	Little collaboration, uneven contributions	
Presentation Quality (10 pts)	Engaging, professional delivery, effective visuals	Clear delivery, good visuals but less engaging	Some clarity or engagement issues	Poor delivery or visuals	
Timeliness (10 pts)	Submitted on time	Minor delays, no impact	Late submission with impact	Very late or missing	

IMPORTANT POLICIES AND RESOURCES

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us <https://www.tamusa.edu/>

Disability Support-Services/index.html or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services as soon as possible. Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the Tools section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room

202. **Counseling/Mental Health Resources:** As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120. All mental health services provided by the SCC are free and confidential (as the law allows).

The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit <http://tamusa.edu/studentcounseling> Crisis support is available 24/7 by calling the SCC at 210-784-1331. Additionally, the TELUS Student Support App provides a variety of mental health resources to including support for in the moment distress, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.

Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com> More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/emergency-management/> Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended by the published Census Date (the first week of class).

Any student receiving federal financial aid who does not attend prior to the published Census Date (the first week of class) will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid. Writing, Language, and Digital Composing Center:

The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://www.tamusa.edu/academics>.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a CARE referral (<https://www.tamusa.edu/university-policies/Student-Rights-and-Responsibilities/file-a-report.html>) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources. Office Hours: All faculty with teaching assignments should include regularly scheduled office hours on each syllabus in addition to "by appointment." Please review your appointment letter for the number of weekly office hours you are expected to set. Regularly scheduled office hours should also be posted outside your office door (where applicable). Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided with an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable modifications to pregnant students as would be provided to a student with temporary medical condition that are

related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence.

Broader Use of Generative AI Permitted Within Guidelines Use of artificial intelligence (AI) tools, including ChatGPT, is permitted in this course for students who wish to use them. To adhere to our scholarly values, students must cite any AI-generated material that informed their work (this includes in-text citations and/or use of quotations, and in your reference list). Using an AI tool to generate content without proper attribution qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

