MANAGING SUPPLY CHAINS
MBA 779, Section 001, Spring 2014

Instructor: Dr. Keong Leong
Class Meeting Dates and Times: TR, 5:30 - 6:45 pm
Class Location: BEH 106
Phone: (702) 895-3960 (Office), (702) 717-6616 (cell)
E-Mail: Keong.Leong@unlv.edu
Website: http://faculty.unlv.edu/kleong/
Office Hours: MW 4:30-5:15 pm, immediately after class, and by appointment
Office: BEH 209D

TEACHING PHILOSOPHY

I believe that students learn to the degree to which they actively ask questions, relate general ideas to specific events in their experience, and participate in knowledge construction. The effective way for students to learn is to engage, with other students and with the teacher, in a process of inquiry, critical disclosure, and problem solving. I see my role not only as a teacher teaching and communicating the knowledge, but also as a facilitator fostering conditions in which students are encouraged to ask questions and to think.

Learning is a life-long process that requires both individuals’ initiatives: your desire to learn and my willingness to teach. It takes effort from both parties to accomplish this difficult task. As a teacher, I promise you my willingness to help you inside and outside the classroom as long as you seek help.

PURPOSE

This course presents an overview of supply chain management: the management of sourcing, operations, and distribution processes that occur along a supply chain. The primary objective of this class is to ensure that students understand the intricate relationships among these processes and the potential benefits and problems of working with supply chain members.

Topics include the relationships between profitability and customer service, customer satisfaction and productivity; management of incoming supplies and services; managing quality and inventories within the firm; storage and delivery of products and services to customers; managing service capacity and wait times, and finally discussions of internal and external customer service, one of the primary objectives of supply chain management. The course is designed to examine a firm as an integrated, cross boundary business entity, operating within a coordinated network of both internal and external suppliers and customers.

APPROACH

Learning will take place through multiple media including lecture, discussions of theory, in-class exercises, case discussions, homework assignments, invited industry speakers, and a group project.

TEXT

LEARNING OUTCOMES

The learning outcomes of this course are as follows:

- Describe a supply chain and define supply chain management.
- Understand and appreciate the value-added of supply chain management.
- Describe the role of supply chain management and its impact on an organization’s competitive advantage.
- Understand how globalization impacts purchasing and the opportunities and challenges of globalization.
- Explain the importance of supplier partnerships.
- Describe how strategic sourcing plans are developed and implemented.
- Understand how to forecast demand.
- Understand the logic of Enterprise Resource Planning (ERP) systems.
- Describe why JIT and TQM are integral parts of supply chain management.
- Define service response logistics.
- Discuss why supply chains are becoming more environmentally responsible.

LEARNING EXPERIENCES

This course involves 4 basic types of learning experiences:

- **Knowing**: coming prepared to class
- **Thinking**: applying the concepts and techniques you learn in novel and challenging way
- **Participating**: listening, questioning, responding, and discussing
- **Doing**: assignment, homework

EXAMINATION

- There will be one in-class exam.
- **Students must bring their own calculators. Sharing of calculators on examination days is not allowed.**
- No makeup exams will be given unless there is an unavoidable emergency or prior consent from the instructor. If you do not take the scheduled examination without prior consent and/or a valid excuse, you will receive a grade of zero.
- Students who represent UNLV at any official extracurricular activity will be given the opportunity to make up assignments and exams, but the student must provide official written notification to the professor at least a week prior to the missed class or classes.
- Exams are closed book and based on homework assignments, in-class discussion, supplementary readings, videos, and PowerPoint slides and materials presented in class. You may write any useful formula and/or information on both sides of a 3”x5” note card for the exam.
- Students are strongly encouraged to obtain class notes from their classmates if they missed a class. Disrupting class by engaging in conversations with other classmates on topics unrelated to the course, coming to class late, or walking out during the class (for any reason other than an emergency) is inconsiderate to others and unacceptable. Please turn off your cell phone in class. **If you must arrive late or leave early, please make prior arrangement with the professor.**

HOMEWORK

Homework will be assigned periodically during the semester in order to practice concepts after they are presented in class. Homework will involve quantitative analyses. Homework assignments will not be collected or graded but they will be reviewed before the exam. You can expect to see similar problems/questions in the exam.
GRADING

The grade for the course is based on the following:

- Class participation 10%
- 2 group case reports 10%
- Final Exam 30%
- Group Research Project 35%
- Group Research Presentation 15%

Total 100%

- The breakdown of the grades is shown below:

<table>
<thead>
<tr>
<th>Grade</th>
<th>% of Total Points</th>
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<tbody>
<tr>
<td>A</td>
<td>&gt;93</td>
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<tr>
<td>A-</td>
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<td>&gt;60 and &lt;63</td>
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<tr>
<td>F</td>
<td>&lt;60</td>
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</tbody>
</table>

- Grades will be posted on MyUNLV at the end of the semester.

GROUP CASE REPORTS

Students can form groups of up to 3 to compete this assignment. The typed report should have a cover sheet listing the case and the group members. This is followed by a two-page single-spaced response to the case questions provided. Please list each question in your report with your answers immediately following this. There are 2 cases to be discussed. Please use New Times Roman 12 font or equivalent with a one-inch margin all around and number your pages. Submit one hard copy in class and one electronic copy of your report via email before the scheduled case discussion listed in the syllabus. Late case reports will not receive any credit.

CLASS PARTICIPATION

The keys to success in class participation (and business meetings) are (1) preparation, (2) a willingness to take risks, and (3) communication skills.

Preparation involves coming to class ready to discuss the material for that day. You also need to be willing to speak up, even though some people (including me) may disagree with your statements or challenge them. Your objective should not be to avoid being wrong, but to make substantial positive contributions. If you are never wrong, you are not attempting enough. Moreover, disagreement by others does not necessarily mean your ideas are wrong; innovative ideas and good unique insights are usually met with resistance from others. If people (including me) disagree, use the opportunity to better explain or refine your ideas.

GROUP RESEARCH PROJECT: Optimizing Target’s Guest-Focused Supply Chain

A written group research project is required. This project must be presented towards the end of the semester. Students must work in teams of six students to identify, analyze, and report on recommendations on how Target can drive better in-stocks in their stores while reducing inventory levels at the distribution centers. A Target representative will brief the class on the specifics of the case. Appended is the description of the project on “Optimizing Target’s Guest-Focused Supply Chain.”
This report must be typed in 12-point Times New Roman font or equivalent, double-spaced, 1” margin on all sides. The report should follow the rules of a scholarly paper with appropriate headings, subheadings, and references. Be sure to cite and reference all sources of information used in the report. Please use the APA referencing method or other acceptable formats. When grading your work, random checks of original sources will be carried out to verify the accuracy of your referencing. Proper referencing is a serious matter. Read the section below on “Plagiarism: How to recognize it and how to avoid it” by William King. The project grade will be evaluated based on the quality of recommendations and writing skill of the report and presentation impact.

One of the important management skills in modern organizations is to work effectively in a team. With students coming from different cultures, educational backgrounds, working habits, personalities, and writing styles, a group project poses a challenge for every student. You can learn to appreciate the dynamics of working in a team, to put aside personal differences, to solve disagreements among team members, to bring the most out of everyone, and to produce the best outcome.

Students are required to evaluate the overall contribution each team member made to the research project. This team evaluation must be turned in together with the written report on the due date. If it is determined that one or more individuals in a group contributed less or not at all, their grades for the project will be reduced accordingly. If a student does not contribute at all to the project, he/she will receive a zero. There is no exception to this rule!

Awards

Based on the judges’ recommendation after the group presentations, the winning group of the case competition will receive $1,000. There will be two runner-up group awards of $500 each.

OTHER GROUP RESEARCH PROJECT REQUIREMENTS:

1. Submit one hard copy and one electronic copy of your report and PowerPoint presentation via email no later than the due date listed in the syllabus. Be sure to number all pages. Failure to satisfy the aforementioned requirements will result in a penalty of 10% per day of overall grade for the project.

2. At the time the project is due, you are required to complete and turn in a confidential Group Project Peer Evaluation Form found in the last page of the syllabus. These evaluations may affect each student’s grade. Failure to turn in the evaluation form at the time the project is due will result in a 10% reduction of your project grade.

3. Please do not put the papers in any kind of binder. Print the paper on ordinary copy paper and staple the report in the upper left corner.

RESEARCH PROJECT PRESENTATION

Each team member must orally present a portion of the key findings and recommendations of the project to the class. Presentations will be evaluated and judged on content, style, timing, and quality of recommendations. Please dress professionally for the presentation since we will have industry executives serving as judges. It is imperative that your group’s presentation fit into the 12 minutes time requirements for the presentation. If the presentation goes too long, your team will be told to stop. The team presentation style is limited by your imagination and the dictates of good taste. Since you have limited time, please focus on the issues that are critical.

CHALLENGES OF WORKING IN TEAMS

Team work can be frustrating, but also very rewarding. Since groups are used extensively in businesses today, this is an opportunity for you to work on your “group” skills. Problems (e.g., schedule conflicts, personalities, etc.) will arise—unless they are serious, work on solving them within your group.
Take responsibility and be professional. **MAKE SURE YOU PULL YOUR WEIGHT.** Please note that we have set aside several classes for the project groups to meet to reduce the burden of finding a common meeting time.

**ACADEMIC MISCONDUCT**

Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism.

By choosing to join the UNLV community, students accept the expectations of the Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV’s function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: [http://studentconduct.unlv.edu/misconduct/policy.html](http://studentconduct.unlv.edu/misconduct/policy.html).

**COPYRIGHT**

The University requires all members of the University Community to familiarize themselves and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws.** Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: [http://www.unlv.edu/committees/copyright/](http://www.unlv.edu/committees/copyright/).

**DISABILITY RESOURCE CENTER (DRC)**

The Disability Resource Center (DRC) determines accommodations that are “reasonable” in promoting the equal access of a student reporting a disability to the general UNLV learning experience. In so doing, the DRC also balances instructor and departmental interests in maintaining curricular standards so as to best achieve a fair evaluation standard amongst students being assisted. In order for the DRC to be effective it must be considered in the dialog between the faculty and the student who is requesting accommodations. For this reason faculty should only provide students course adjustment after having received an “Academic Accommodation Plan.”

UNLV complies with the provisions set forth in Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. The DRC is located in the Student Services Complex (SSC-A), Room 143, phone (702) 895-0866, fax (702) 895-0651. For additional information, please visit: [http://drc.unlv.edu/](http://drc.unlv.edu/).

**RELIGIOUS HOLIDAYS POLICY**

Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor no later than the end of the first two weeks of classes. **February 1, 2013,** of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. This policy shall not apply in the event that administering the test or examination at an alternate time would impose an undue hardship on the instructor or the university that could not reasonably been avoided. For additional information, please visit: [http://catalog.unlv.edu/content.php?catoid=4&navoid=164](http://catalog.unlv.edu/content.php?catoid=4&navoid=164).
INCOMPLETE GRADES

The grade of I – Incomplete – can be granted when a student has satisfactorily completed all course work up to the withdrawal date of that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. A student who receives an I is responsible for making up whatever work was lacking at the end of the semester. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

TUTORING

The Academic Success Center (ASC) provides tutoring and academic assistance for all UNLV students taking UNLV courses. Students are encouraged to stop by the ASC to learn more about subjects offered, tutoring times and other academic resources. The ASC is located across from the Student Services Complex (SSC). Students may learn more about tutoring services by calling (702) 895-3177 or visiting the tutoring web site at: http://academicsuccess.unlv.edu/tutoring/.

UNLV WRITING CENTER

One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 895-3908. The student’s Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: http://writingcenter.unlv.edu/

REBELMAIL

By policy, faculty and staff should e-mail students’ Rebelmail accounts only. Rebelmail is UNLV’s official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students’ e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu.
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<tr>
<th>Session</th>
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<th>Topic</th>
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<tr>
<td>1 T</td>
<td>T</td>
<td>1/21</td>
<td>Syllabus and Course Expectations</td>
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<td>Form teams of 6 students each</td>
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<td>2 R</td>
<td>R</td>
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<td>3 T</td>
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<td>Purchasing Management &amp; Supplier Relationship</td>
<td>2, 3</td>
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<td>4 R</td>
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<td>5 T</td>
<td>T</td>
<td>2/4</td>
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<tr>
<td>6 R</td>
<td>R</td>
<td>2/6</td>
<td>Ethical and Sustainable Sourcing</td>
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<tr>
<td>7 T</td>
<td>T</td>
<td>2/11</td>
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<td>8 R</td>
<td>R</td>
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<td>Case: General Motors Brazil – Service Parts Business</td>
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<td>9 T</td>
<td>T</td>
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<tr>
<td>11 T</td>
<td>T</td>
<td>2/25</td>
<td>Speaker: Greg Kiempisty, Purchasing Director, Southern Wine &amp; Spirits of Nevada</td>
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<td>12 R</td>
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<td>Inventory Management</td>
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<td>Problem 1,8,11 (p. 243-5)</td>
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<td>Inventory Management</td>
<td>6</td>
<td>SP 5 (p. 204-5)</td>
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<td>14 R</td>
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<td>15 T</td>
<td>T</td>
<td>3/11</td>
<td>Resource Planning Systems</td>
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<td>3/17-22</td>
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<td>17 T</td>
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<td>Process Management</td>
<td>8</td>
<td>Problems 4,5,6,7 (p. 296)</td>
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<td>19 T</td>
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<td>Case: The Chinese-Made Toy Recalls at Mattel</td>
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<td>R</td>
<td>4/3</td>
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<td>21 T</td>
<td>T</td>
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<td>22 R</td>
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<td>Global Location Decisions</td>
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<td>4/15</td>
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<td>24 R</td>
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<td>4/17</td>
<td>Service Response Logistics</td>
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<td>25 T</td>
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<td>Managing Supply Chain Risk, Security, and Performance</td>
<td>13,14</td>
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<td>26 R</td>
<td>R</td>
<td>4/24</td>
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<td>27 T</td>
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<td>4/29</td>
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<td>28 R</td>
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<td>Review Homework</td>
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<td>29 T</td>
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<td>5/6</td>
<td>Group Project Presentation (5 groups)</td>
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<td>5/15</td>
<td>Final exam</td>
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Notes:
SP = Spreadsheet Problem
Well, here you sit, writing that very important term paper. The paper is due tomorrow and you are only halfway through the 15 required pages needed to get you through this final project. Your ideas are not flowing as quickly as you might like them to. Your mind goes blank and you panic. So, you decide to pick up that last important article you read and decide to copy just a few of the lines you saw in the article. After all, how could that one professor know where, or if, that information was taken from another source? You decide to disguise some of the material by adding a few of your own words. You vaguely remember that someone told you once, not long ago, that you could simply take what you saw in print, change a little bit of it, and voila, it becomes yours. There will be no penalty, no questions asked and nobody will know. Right?

Nothing could be further from the truth. You are putting your reputation and your academic standing on the line every time you choose to "borrow" something that someone else has written and lead your readers to believe that the material is yours. Whenever you use something that someone else has written, you must, under all circumstances, give the written credit for what he or she has written. There are no exceptions, and the rules and the penalties for not doing so are severe. So, in the short article below, I will try to dispel some of the myths about "plagiarism" and provide for you some guidance about how you might avoid it in the future.

"Plagiarism," as defined by The American Heritage Dictionary, 3rd edition, Houghton Mifflin, 1997, page 1044, is "to use and pass off as one's own passages or ideas from another; to appropriate for use as one's own passages or ideas from another." By definition, you become a plagiarizer each time you take even the smallest passage from someone else and do not cite your source. While ideas do not belong to any one person, the ways in which those ideas are written do. Copyright law covers audiovisual materials, many forms of artistic expression, computer programs, maps, mailing lists, and answering machine messages. Such law does not cover:

a. Titles, names, short phrases or slogan
b. Familiar symbols or designs
c. Listing of ingredients or contents
d. Ideas, procedures methods, systems, processes, concepts, principles, discoveries, or devices (although it does cover their description, explanation or illustration).

All writers today must recognize that all work is considered copyrighted as soon as it appears in fixed form of any kind, whether it is officially registered or not. Intellectual property belongs to the person who creates it. So, be respectful and give credit where credit is due.

So, as you sit there tapping out those last few pages on your laptop, how do you avoid taking the one step that could trap you in a legal suit and cause you embarrassment or worse? How do you avoid plagiarism? Very simply, be sure that you:

a. Quote another person's work (remember that you are required to quote and cite all work which you use, whether that work is published or not);
b. Always explain where you found the work (books, articles, tables, charts, diagrams, song lyrics, scripted dialogue, letters, speeches, anything that you take for work from someone else);
c. Give credit to the person who wrote the idea even if your paraphrase (Remember that "paraphrasing" means that you simply change the wording somewhat from that of the original document. In order to avoid plagiarism, a majority of the work must be original.)

If work is considered "public domain," that is, if it is general knowledge, or specialized knowledge which is generally known among readers, then the materials does not need to be quoted or cited.

As a writer, you must also be aware that citing material is not, in and of itself, enough in all cases. If you use someone else's material, and if that usage would prevent someone else from earning a living or receiving compensation for the work (royalties, for example), then you must first ask for permission to use "fair use doctrine." While there are few hard and fast rules as to what constitutes fair use, you should generally obtain permission to use the following:
a. More than 250 words quoted from a book
b. More than 50 words from a magazine or journal article
c. Any reproduction of a piece of artwork or excerpt from commercially produced audiovisual material
d. Any dialogue from a play or line from a poem or song
e. An portion of consumable materials, such as workbooks
f. Multiple copies of copyrighted works that you intend to distribute widely or repeatedly, especially for non-educational purposes.

Plagiarism is unethical and dishonest. It is an inexcusable act, an unacceptable practice that often results in suspension or dismissal from academic institutions, endangers grades, causes loss of trust and, in most cultures, loss of face.

So, as you reread your paper, collect your thoughts, check for misspelled words and add material to support your premise, be sure that you act responsibly and professionally: Check to be sure that all sources you have used are quoted and cited.

*****************************************************************************************

FOOD FOR THOUGHT

10. Learning is entirely up to you. Nobody can make you learn; likewise, nobody can prevent you from learning.
9. Every student teaches and every teacher learns.
8. It is not your aptitude but your attitude that determines your altitude.
7. The only people who never fail are those who never try. Mistakes are opportunities to learn.
6. It always hurts a bit when you strike your funny bone, that’s the essence of humor.
5. A short cut is the longest distance between two points.
4. If more than one person is responsible for a miscalculation, no one will be at fault.
3. Cramming does not work well in this class because the materials are too much and too difficult for anyone to digest within a day or two.
2. During my class, I don’t object to people looking at their watches when I am speaking. But I strongly object when students start shaking their watches to make certain they are still working.
1. The secrets of being happy in my class are: (a) having a sense of humor; (b) working hard; (c) viewing things in perspectives and being open-minded; and (d) attributing your success in this class to your brightness and hard work and blaming unsatisfactory grades to the instructor.
CONFIDENTIAL GROUP RESEARCH PROJECT PEER EVALUATION

Project Topic: ________________________________________________________________

Name: ________________________________________________________________

Use this form to evaluate the performance of your fellow group members with respect to each person’s contribution to and involvement with the case project and presentation. Please note that you do not evaluate yourself. You have a total of 40 x (N-1) points to allocate to your group members, where N is the number of members in the group. The scores of your group members should add up to 40 x (N-1). You should score each person on his/her combined paper/presentation effort. Your ratings will be averaged with the others of your group in order to arrive at the average rating to be assigned to the individual team member. In addition, please write on the bottom/back of this page your contribution to the group research project.

List the team members, other than yourself:
Team Member #1__________________________________ Team Member #2__________________________________
Team Member #3__________________________________ Team Member #4__________________________________
Team Member #5__________________________________

Allocate points to each person on the criteria indicated below.

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<td></td>
<td>a. Quality of contribution</td>
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<td>b. Creativity</td>
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<td>c. Knowledge of topic</td>
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<td>d. Team leadership</td>
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<td>e. Attitude towards group (Cooperation &amp; Dependability)</td>
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<td>f. Attendance at/preparation for group meetings</td>
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<td>g. Willingness to accept and complete tasks</td>
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<td>h. Completion of tasks on time</td>
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<td><strong>Total Score = 40 x (N-1)</strong></td>
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</table>

Please list your contributions to the research project below.