

**YORK UNIVERSITY**  
**School of Administrative Studies**  
**AP/ADMS 4333 A – Supply Chain Management**

**Fall 2020**

2:30–5:30 pm Mondays

**Course Description:**

Supply chain management is about planning, implementing, and controlling the efficient flow of material and information in multi-stage production-distribution networks. This course provides the knowledge and the tools necessary to develop, implement, and sustain strategies for managing supply chains to increase responsiveness and profitability.

*Prerequisite: AP/ADMS 3330 3.00; or permission of the instructor.*

*Note: The course prerequisite will be strictly applied. Any student who does not meet the prerequisite will be de-enrolled/dropped from the course.*

**Course Director:** Professor Adriano O. Solis

**Location:** Remote delivery, Virtual Classroom using ZOOM

**Office Hours:** Please send your questions via email; they will be answered within 24-48 hours. In certain cases, Zoom meetings may be arranged to address more complicated questions.

**Course E-mail:** [adms4333@yorku.ca](mailto:adms4333@yorku.ca)

**Course eClass site:** <https://eclass.yorku.ca/eclass/course/view.php?id=891>

**Textbook:** S. Chopra, *Supply Chain Management: Strategy, Planning and Operation*, 7<sup>th</sup> ed., Pearson, ©2019 [ISBN-10: 0-13-473188-3]

**References:** D. Simchi-Levi, P. Kaminsky and E. Simchi-Levi, *Designing and Managing the Supply Chain*, 3<sup>rd</sup> ed., Irwin McGraw Hill, ©2008.

Supporting material will be provided from time to time.

**Evaluation:**

Quizzes (2) + Assignments (2) [Best 3 of 4]	33%
Midterm exam	30%
Final exam	37%

**All course materials, including this course outline, PowerPoint files, recordings, examinations, etc. are copyright protected and should only be used by students enrolled in this course. As a student in this course, you may not publish, post on an Internet site, sell, or otherwise distribute any of this work. Commercial use of these materials is strictly prohibited.**

### **Technical requirements for taking the course:**

- Students who are enrolled in this course must have access to a laptop or desktop computer with a camera and microphone and/or a smart device with these features. Students who are enrolled in this course will be expected to use ZOOM software to attend lectures.
- **Students must also have a stable Internet connection, or they will be facing significant challenges throughout the course.**
- During quizzes/exams, students may be asked to turn on camera for confirmation of identity.
- Here are some useful links for student computing information, resources and help:
  - [Student Guide to eClass](#)
  - [Zoom@YorkU Best Practices](#)
  - [Zoom@YorkU User Reference Guide](#)
  - [Computing for Students Website](#)
  - [Student Guide to eLearning at York University](#)

### **Academic honesty and integrity**

In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's [Academic Integrity module](#) at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the [Senate Policy on Academic Honesty](#).

### **General policies applicable to Fall 2020 courses of the Decision Sciences Area in the School of Administrative Studies**

1. **WARNING: Distribution or uploading of course content is STRICTLY PROHIBITED. All material is copyright protected.**
2. Please note that, in view of the ongoing COVID-19 crisis, this is now a remote teaching/learning online course. The entire course, including lectures, participation/discussion, and quiz/exam-taking, will take place on the course website on Moodle.
  - the recordings of virtual class meetings should be used for educational purposes only and as a means for enhancing accessibility;
  - students **do not** have permission to duplicate, copy and/or distribute the recordings outside of the class (these acts can violate not only copyright laws but also [FIPPA](#), the *Freedom of Information and Protection of Privacy Act*);
  - all recordings will be destroyed after the end of classes.
3. Several platforms will be used in this course (e.g., eClass, Zoom, etc.) through which students will interact with the course materials, the course director, as well as with one another. Please review the syllabus to determine how the class meets (in whole or in part), and how office hours and presentations will be conducted.
4. If a scheduled virtual class meeting is missed due to some technical reason, the date for a make-up session will be announced on the course web site.
5. Please ensure you read all documentation on the course Moodle site. It is your responsibility to visit the course Moodle site on a regular basis.
6. Students will not be allowed to write the quizzes, midterm exam, or final exam unless they are on the class list.
7. Concerns regarding marks **will not be entertained beyond a week** from the release of the marks/result.
8. Due to high volume of emails arising from remote teaching/learning, replies to your email queries may take longer than usual. *Please expect no (or limited) response to your e-mails at nighttime or during the weekends.*

9. For some common language about academic integrity, and the online tools used to promote it, please see the text in blue font above.
10. This course may require the use of online proctoring for examinations. The instructor may use an online proctoring service to deliver the exam(s), which would be administered through the Learning Management System (e.g., eClass). Students are required to have access to minimum technology requirements to complete examinations. If an online proctoring service is used, students will need to become familiar with it at least five days before exam(s). For technology requirements, Frequently Asked Questions (FAQs) and details about the online proctoring service will be made available if used. Students are required to share any IT accommodation needs with the instructor as soon as they are able.

Students shall note the following:

- Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

Technology requirements and FAQs for Moodle can be found here – <http://www.yorku.ca/moodle/students/faq/index.html>.

*While all individuals are expected to satisfy the requirements of their program of study and to aspire to achieve excellence, the university recognizes that persons with disabilities may require reasonable accommodation to enable them to perform at their best. The university encourages students with disabilities to register with **Student Accessibility Services** to discuss their accommodation needs as early as possible in the term to establish the recommended academic accommodations that will be communicated to Course Directors as necessary. **Please let me know as early as possible in the term if you anticipate requiring academic accommodation so that we can discuss how to consider your accommodation needs within the context of this course.***

***Students registered with Student Accessibility Services are instructed to deliver the letter of accommodation to each of their course directors via email within the first two weeks of class.***

### **Quizzes and Midterm/Final Exam Policies**

1. The quizzes, midterm exam, and final exam will be **online**. However, either exam may have one or more components that students may be asked to work on and submit separately.
2. Information concerning the Quizzes, Midterm Exam, and Final Exam will be posted on the course eClass site.
3. There will be **two** Quizzes: Quiz 1 on October 19 and Quiz 2 on November 30 (see schedule below). Quizzes will be taken online using eClass, and will be at the beginning of the class session on the specified date. Quizzes will be 20-30 minutes long. No makeups will be available for any Quiz.
4. The Midterm Exam, scheduled on Monday, November 2<sup>nd</sup>, will count 30% towards the overall grade.

5. Both the midterm exam and the final exam may consist of multiple-choice questions and worded questions.
6. **There are no alternative exam dates and times for the Midterm Exam.**
7. A student who misses the midterm exam does not need to submit an APS or any other documentation. The 30% weight of the missed midterm exam will be automatically transferred to the final exam, and the final exam (with a resulting 67% weight) will be comprehensive, requiring students to write a complement to the regular final exam. That is, with the missed midterm exam, a student will be required to write a more balanced comprehensive final than the rest of the class, with a duration that may be different than the Regular Final Exam.
8. If a student misses, and has to defer, the Final Exam, the deferred exam will be a **comprehensive** examination.
9. Due to concerns regarding copyright issues, online tests (Quizzes and Midterm/Final Exam) are treated as purely **assessment tools**. Feedback regarding quizzes/exams will be given to students as explained in the three succeeding points.
10. Due to the same copyright issues, a Quiz cannot be reviewed online. If you wish, you may apply for reappraisal, and your professor will reappraise it and update you of the outcome.
11. Online exams will be marked online, and the results will be posted on your course's Moodle site. If you need to get markers' feedback, you will need to put in a request by emailing your professor within a week from the date the marks are posted. Any query after one week will not be entertained.
12. After getting markers' feedback, if you are still not satisfied then you may request your professor to re-appraise the test. However, note that the whole test – not only the part you like – will be reassessed.
13. You are not allowed to use any software to solve any part of the quizzes or exams. If full written work is required but not submitted, no marks will be assigned for answers provided.
14. Once you start any Testing Component (Quizzes or Midterm/Final Exam) you are digitally signed in for that testing component. If you quit after starting a test, then whatever you attempted will be marked and will be in your record.
15. If you require religious accommodations, please follow the York University policy/procedure and once approved, update your professor at least 72 hours prior to the testing component.
16. For the Midterm and Final Exam, you will need to upload on the eClass site a scan or photo of your work as required for each question. (**Note:** When the allotted time is over, Moodle will automatically submit whatever work/files you have uploaded. You do not have to send an email to your professor asking to check whether or not your work/files have been uploaded. It is your responsibility to ensure they are uploaded properly within the time provided. Such email inquiries will not be answered.)
17. While taking your Quizzes/Exams, the questions will be provided to you in a sequential manner. You will be asked to answer a question and submit your answer, and then move on to the next question. After you submit your answer to a question, there will be no further access to that question in the quiz/exam.

### **If You Write It... It Counts**

Under no circumstances is the result of an examination to be changed once it has been written. If you don't feel well, go to the doctor and do not open the online examination.

**Note 1:** A student who misses the midterm exam does not need to submit an APS or any other documentation. The weight of the missed midterm exam is automatically transferred to the final

and the final exam will be comprehensive requiring students to write a complement to the regular exam.

**Note 2:** No student can miss the final exam and receive a passing grade in the course. Deferred status is available for authorized absence in the final exam. Students missing the final exam must satisfy all requirements of the Deferred Exam policy of the School of Administrative Studies (Deferred Standing Agreement).

### **Course Schedule:**

Note that this course schedule is subject to change as may be deemed necessary by the professor during the semester.

***Check the course website periodically for changes in coverage.***

<b>Topics (first 6 meetings: September 14, 21, 28, October 05, 19, 23 ) *</b>
Chapter 1 - Understanding the Supply Chain
Chapter 2 - Achieving Strategic Fit in a Supply Chain
Chapter 3 - Supply Chain Drivers & Metrics
Chapter 4 - Designing Distribution Networks & Applications to Omni-Channel Retailing
Chapter 5 - Network Design in the Supply Chain
Chapter 6 - Designing Global Supply Chain Networks
Chapter 7 - Demand Forecasting in a Supply Chain
<b>Midterm Exam – Monday, November 02 **</b>
<b>Topics (last 5 meetings: November 09, 16, 23, 30, December 7 )</b>
Chapter 8 - Aggregate Planning in a Supply Chain
Chapter 9 - Sales & Operations Planning in a Supply Chain
Chapter 10 - Coordination in a Supply Chain
Chapters 11 & 12 - Cycle Inventory & Safety Inventory in a Supply Chain
Chapter 13 - Linking Product Availability to Profits
Chapter 15 - Sourcing Decisions in a Supply Chain
<b>Final Exam – TBA ***</b>
<b>* Fall Reading Week: October 10 - 16.</b>
<b>** The Midterm exam will be held on Monday, November 02 (starting at 2:30 pm during the scheduled class session).</b>
<b>*** Final exam schedule to be set by the Registrar's Office.</b>
Quiz 1 - October 19 (at start of class session)
Quiz 2 - November 30 (at start of class session)
Assignment due dates to be announced.

### **Class Sessions:**

There will be a virtual class meeting (lecture/discussion), conducted using Zoom, during all or part of a scheduled class session. These virtual meetings will be recorded. During these virtual class meetings, the professor **will** discuss topics that are not covered in the textbook. Please note that you are responsible for subject matter taken up in class, whether covered in the textbook or not.

It is important to ensure you keep on top of the announcements posted on eClass with respect to the virtual class meetings.

### **Assignments:**

- Assignments will be worked on either individually or in teams. This will be explained further during the term.
- An assignment is due at the beginning of the class session in which it is to be submitted, but may be submitted *earlier*.
- No assignment will be accepted/graded beyond a 15-minute grace period.
- Please refer to the course website for instructions on assignment submission.

### **Missed Quizzes/Assignments:**

There will be **no deferrals** for quizzes or assignments. However, there will be two quizzes and two assignments, and only the three best marks will count. This will accordingly result in up to one missed quiz or assignment not counting towards the course grade.

## **RELEVANT UNIVERSITY/LA&PS/SCHOOL REGULATIONS**

### ***Applicable to all ADMS courses***

**Deferred Final Exams:** Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. In order to apply for deferred standing, students must register at <http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>. Write your ticket number from the online registration system directly onto the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam and emailed to [apsas@yorku.ca](mailto:apsas@yorku.ca).

These requests will be considered on their merit and decisions will be made on a case by case basis. Decisions will be made available by logging into the following link: <http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>. No individualized communication will be sent by the School to the student (no letter or e-mail).

Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. **Deferred exams might take place during the regular exams period or in subsequent weeks depending on the course**; precise dates are known when the Office of the Registrar publishes the final exam schedule of the term. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive, and may include all subjects/topics of the textbook whether they have been covered in class or not.

**Academic Honesty:** The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at:

<http://www.yorku.ca/secretariat/policies/document.php?document=69>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

**Grading Scheme and Feedback Policy:** The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for 'full year' courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

*Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.* For more information on the Grading Scheme and Feedback Policy, please visit: <http://www.yorku.ca/univsec/policies/document.php?document=86>

**In-Class Tests and Exams - the 20% Rule:** For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

**Reappraisals:** Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

**Accommodation Procedures:** LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for

information. For further information, please visit: <http://ds.info.yorku.ca/academic-support-accomodations/>

**Religious Accommodation:** York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit:

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

### **Academic Accommodation for Students with Disabilities (Senate Policy)**

The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Student Accessibility Services (formerly known as Counselling and Disability Services) website at <https://accessibility.students.yorku.ca>

York's disabilities offices and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/>

Please alert the Course Director as soon as possible should you require special accommodations.

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