

YORK UNIVERSITY
School of Administrative Studies
Fall 2021, AP/ADMS 4333 3.00 Section A
Supply Chain Management

Course Director: Yundi Chen

Email: ydchen@yorku.ca

Time: Wednesday, 2:30pm – 5:30pm

Location: ACW 109

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 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 Website: <https://eClass.yorku.ca/>

Required Textbook:

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

Reference/Optional:

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

Supporting/Additional material (if any) will be provided from time to time.

Marking Scheme:

Quizzes (2) + Assignments (2) [Best 3 of 4]	30%
Attendance	5%
Midterm Exam	25%
Final Exam	40 %
Total	100 %

All course materials, including this course outline, PowerPoint files, recordings (if any), 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.

Information concerning the Quizzes/Assignments, Mid-Term Test and Final Exam will be posted on the eClass website.

Quizzes:

- There will be **TWO Quizzes**, Quiz 1 on September 29, and Quiz 2 on November 24 (see schedule below). All Quizzes will be held in class during the beginning of the scheduled course time. Quizzes will be 20-30 minutes long. **No makeups will be available for any Quiz for any reasons.**
- Due to strict copyright rules, Quizzes cannot be reviewed. If you want to, you can apply for re-appraisal, and your professor will re-appraise it and update you on the outcome.

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.
- No assignment will be accepted/graded beyond a 15-minute grace period.
- Please refer to the eClass website for instructions on assignment submission.

Exams:

- There will be one midterm exam and one final exam. The midterm and the final exam may consist of multiple-choice questions, short answers, and worded questions.
- Exams are **closed** book and notes. However, a formula sheet (if needed) will be provided by the professor for each exam.
- The format/details of the midterm and the final exam will be explained further during the term.

Attendance:

Regular attendance is expected. If you must miss a class, it is suggested that you try to obtain any missed notes from a classmate. The professor *will* discuss topics that are not covered in the textbook. However, NOT all class material will be available on the eClass website. Please note that you are responsible for everything taken up in class (whether covered in the textbook or not). Five sessions will be randomly picked for attendance (no alternative).

Missed Quizzes/Assignments:

There will be *no deferrals* for quizzes or assignments.

Missed Midterm Exam:

- There are *no alternative exam dates and times* for the Mid-Term exam.
- If you miss the midterm, no make-up will be given. You have to write the Cumulative Final Exam that is worth 65% of your overall grade. Students who wrote the midterm are not allowed to write the Cumulative Final Exam.
- The Final examination will be **more comprehensive** if you miss the Mid-Term. That is, if you miss the Mid-Term, you will be writing a final exam that includes material from the **entire semester** (i.e., the Cumulative Final Exam). The duration of the Comprehensive Final Exam might be different than the Regular Final Exam. Also, please do not ask the professor coverages of the Cumulative Final Exam. It will be equally distributed.

Others:

- If students miss the Final Examination and must defer the exam, the deferred exam will be a comprehensive examination.
- Due to concerns regarding copyright issues, the tests (Quizzes/Mid-Term Test/Final Exam) are treated as purely assessment tools. If you need to get test feedback, you will need to put a request by emailing your professor **within five days from the date the marks are posted**. Any query after five days will not be entertained. It is your responsibility to visit the eClass (common and your section) on regular basis.
- After getting the feedback, if you are still not satisfied then you can request your professor to re-appraise the test. However, note that the whole test, not the part you like will be re-assessed, three outcomes are possible, your marks might stay the same; increase; or decrease.
- If you need religious accommodations, please follow the York University policy/procedure, and once approved, update your professor at least 96 hours before the testing component.

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 2021 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. Concerns regarding marks **will not be entertained after a week** from the release of the marks/result.
3. Students will not be allowed to write the quizzes/assignments, term tests, or the final exam, unless they are on the class list.
4. Due to unavoidable circumstances if any lecture is missed due to technical reason, date for make-up lecture will be announced on course web site.
5. Please ensure you read all documentation on the course eClass site.
6. It is your responsibility to visit course eClass site on a regular basis.
7. Due to high volume of emails during remote learning, it might be possible that replies to your email queries might take longer than usual. Please expect no (or limited) response to your e-mails during the weekends.
8. **Please note that this is now an in-person/in-class teaching course.**
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. Several platforms will be used in this course (e.g., eClass, Canvas, Zoom, etc.) through which students will interact with the course materials.

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 an office hour.

Technology requirements/Information for eClass can be found here:

<https://www.yorku.ca/eclass/>

*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.

Course Schedule:

Note that the course schedule below is subject to change as deemed appropriate/necessary by the Professor during the semester.

Check the course website periodically for changes in coverage.

<i>Topics (first 6 meetings: September 08, 15, 22, 29 October 06, 20) *</i>
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
Midterm Exam – Wednesday, October 27 **
<i>Topics (last 5 meetings: November 03, 10, 17, 24, December 01)</i>
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 14 – Transportation in a Supply Chain
Chapter 15 – Sourcing Decisions in a Supply Chain
Final Exam – TBA ***

*** Fall Reading Week: October 9 – 16**

**** The Midterm exam will be held on Wednesday, October 27 (starting at 2:30pm during the scheduled class session).**

***** Final Exam schedule is to be set by the Register's Office.**

Quiz 1 – September 29 (at start of class session)

Quiz 2 – November 24 (at start of class session)

Assignment due dates to be announced.

Important Note:

According to university recent announcement, our first class will now need to be delivered remotely on September 8. Please check the ZOOM link on our eClass site. If you have any questions, please email me.

No in-person teaching on September 8, 9, 10, 11 and 12

Please be advised that students should ***NOT*** be coming to campus for classes and that all in-person courses will resume on campus beginning the week of September 13. For full details, please review the President's message about [important changes to return to campus dates](#).

Course syllabi messaging for in-person courses

For courses that will be taught in-person from September 13 onwards, the following health and safety guidance have been enclosed, which was previously shared in the University's [Resources and Pathways to Support Conflict Resolution](#):

As part of York's Community of Care Commitment, all members of the York community share in the responsibility of keeping others safe on campuses. In this class, as elsewhere on campus, students must comply with all University health and safety protocols, including:

- *Self-screening using the YU Screen tool prior to coming to campus for any in-person activities*
- *Not attending in-person activities at any of York University's campuses/locations where you are feeling unwell or if you answer YES to any of the screening questions.*
- *Wearing masks or face coverings that completely cover the mouth, nose and chin while on campus*
- *Avoiding eating and drinking in classrooms, research and in shared spaces, where eating is explicitly not permitted (e.g., Libraries)*
- *Engaging in good hand hygiene*
- *Following instructions in designated spaces, as they pertain to giving space to one another and/or protocols for entry to and exit from classrooms, instructional and other shared spaces (e.g., Libraries), when applicable.*

Information about COVID-19 health and safety measures can be found on the Better Together website.

RELEVANT UNIVERSITY/LA&PS/SCHOOL REGULATIONS

Applicable to all ADMS and DEMS 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.

Students are not required to submit a doctor's note or an Attending Physician's Statement in support of requests for deferred standing for courses impacted by the COVID-19 situation. Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing>

DSA Form: http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf

In order to apply for deferred standing, students must register at:

<http://sas-app.laps.yorku.ca>

Followed by handing in a completed original Deferred Standing Agreement (DSA) form and supporting documentation directly to the main office of the School of Administrative Studies (282 Atkinson) and add your ticket number to the DSA form. **During this time of remote learning, you will be required to submit the forms via email to apsas@yorku.ca.** The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the above-mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails).

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-accommodations/>

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.