

YORK UNIVERSITY
School of Administrative Studies
AP/ADMS 3351 Section P – Operations Management
Cross-listed as AP/ECON 3120
Winter 2022

Course Director: Yundi Chen

Course Email: ydchen@yorku.ca

Time: Tuesdays, 4:00 pm – 7:00 pm

Classroom: WC 118 (or on Zoom for virtual meetings)

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:

Management of operations in today's business environment usually involves mathematical and statistical modeling. This course provides a working understanding of the operations management models and techniques such as process analysis, quality management, aggregate planning, inventory control, and material requirements planning.

Prerequisite: AP/ADMS 2320 3.0 (or AP/ECON 2500 3.0)

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

Required Textbook:

F.R. Jacobs, R.B. Chase, *Operations and Supply Chain Management: The Core*, 5th Edition, McGraw-Hill Education, 2020.

Supporting/Additional material (if any) will be posted on the course website.

Grading Scheme:

Term Test I	30%
Term Test II	30%
Final Exam	<u>40%</u>
Total	<u>100%</u>

NOTE:

When class sessions are conducted in person, the use of electronic gadgets such as laptops/notebooks/tablets, smart phones, or cell phones is NOT allowed in the classroom.

- Please keep your electronic gadgets in your bag. They should not be on your desk.
- If there is anything urgent requiring your attention, you may leave the classroom quietly, without disturbing your classmates, and use your gadget outside.
- No excuses (e.g., use of e-book, use of slides or taking notes directly on the gadget) will be accepted.

Mode of Delivery

1. This class has been previously announced for in-person delivery (LECT). However, in view of the status of the ongoing pandemic, University administration has announced (on January 6) that all Winter 2022 courses will be delivered in remote format until January 31.
2. When class sessions are conducted remotely (via Zoom), video recordings will be posted on eClass.
3. When class sessions are eventually delivered in the classroom (in person), such in person sessions will NOT be recorded and posted on eClass.

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 Policy

1. **WARNING: Distribution or uploading of course content is STRICTLY PROHIBITED. All material is copyright protected.**
2. **You are NOT allowed to take pictures or record any content of lectures in the classroom.**
3. Please ensure you access and read all information/documentation on the course eClass site.
4. It is your responsibility to visit the course eClass site regularly.
5. If any lecture session is missed due to unavoidable circumstances (e.g., inclement weather), a date for a make-up lecture will be announced on the eClass site.
6. In case of a fire alarm during an in-person class session (in the classroom), students are to get up instantly, collect their personal belongings, and leave the building. (You should not wait for someone to tell you to do so.)
7. Students will not be allowed to write the term tests and final exam unless they are on the class list/sign-in sheet. There will be no exceptions. It is the responsibility of students to ensure that they are properly enrolled in the course.
8. Concerns regarding marks on term tests **will not be entertained after five days** following the release of the marks/results.
9. If you have a query about the problems/questions discussed in any tutorial session, please communicate directly with the tutor. If you are not satisfied with your tutor's reply, then contact your course director.

Term Tests/Final Exam

1. There will be two tests within the term (Term Test I and Term Test II) and a final exam. Both term tests and the final examination will consist of multiple-choice questions and questions/problems requiring full answers/solutions. A formula sheet will be provided, as may be required.
2. The format/mode of administration of each Term Test and the Final Exam will be announced prior to the test/exam.
3. If you miss any term test, the weight of **one and only one** missed test (30%) will be automatically transferred (no documents such as doctor's note needed) to the final examination. If you miss both term tests, your final examination will only weigh 70%.
4. If you have written **BOTH** Term Test I and Term Test II, the final exam will be non-cumulative. On the other hand, the 70% final exam will be comprehensive.
5. Do not write an exam if you do not feel well. Once you start to write an exam, the marks you receive will be used. (If no work is completed, a mark of zero will be assigned.) If students miss the Final Examination and request for deferred standing, the deferred exam will be a comprehensive examination.
6. If a student misses the Final Examination and is granted deferred standing, the deferred exam will be a comprehensive examination.
7. Due to concerns regarding copyright issues, any online tests (Term Tests/Final Exam) are treated as purely assessment tools. If you do not miss a regularly scheduled test, you will not be tested on the material covered in that test again. Hence, the feedback regarding tests will be given to students as explained in the next two points.
8. If a testing component is conducted online, then it will be marked online. Results will be posted on your course's eClass site. If you wish to receive markers' feedback, you will need to submit 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 site (common and individual for Sections O P and T) on a regular basis.
9. After receiving markers' feedback, if you are still not satisfied, you may submit a request to your professor for reappraisal. Your complete work on the test will be re-marked, and there will be three possible results: Marks may (1) remain the same, (2) increase, or (3) decrease. Reappraisal marks will accordingly replace your previously recorded marks.
10. Your solutions to problems will need to be hand-written even if the testing components are conducted online!
11. You are NOT allowed to use **ANY** software to solve and/or type your answers in any test/exam. Any submission based on/consisting of software output will not be considered part of your Test/Exam, and hence will not be marked.
12. Once you start any Testing Component (Test or Exam) online, you are digitally signed in for that testing component. If you quit after starting a test/exam, then whatever you attempted will be marked and will be in your records.
13. If you need religious accommodations, please follow the York University policy/procedure and once approved, update your professor at least 96 hours prior to the testing component.
14. ***For any testing component (term test and/or Final Exam) conducted online in view of the ongoing pandemic:*** You will need to upload on the eClass site a scan or photo of your work as required for each problem/question – with the exception of multiple-choice questions (MCQs). When the allotted time is over, eClass will automatically submit whatever work/files you have already **uploaded**. *Note that the files must have been already uploaded though, and this needs to be done before the last minute of the given time.* 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.)
15. Due to strict copyright rules, MCQs and worded problems, if included in the testing components, cannot be reviewed online.

Course Schedule:

Please note that this course schedule is subject to change as may be deemed necessary by the professor during the term.

Check the course website periodically for possible changes in coverage, if any.

Session	Date	Topic	Chapters
1	Jan 11	Operations & Supply Chain Management Operations & Supply Chain Strategy Projects	Ch 1 Ch 2 Ch 5
2	Jan 18	Projects (Cont'd) - OMIT : Earned Value Management	Ch 5
3	Jan 25	Manufacturing Processes	Ch 6
4	Feb 01	Service Processes	Ch 7
	Feb 06 SUNDAY	Term Test I at 10:00am	Chapters 1,2,5, and 6
5	Feb 08	Quality Management and Six-Sigma	Ch 10
6	Feb 15	Quality Management and Six-Sigma	Ch 10
	Feb 22	No-Class: Reading Week	
7	Mar 01	Forecasting	Ch 3
8	Mar 08	Sales & Operations Planning	Ch 8
	Mar 13 SUNDAY	Term Test II at 10:00am	Chapters 3, 7, 10
9	Mar 15	Inventory Management	Ch 11
10	Mar 22	Inventory Management (Cont'd)	Ch 11
11	Mar 29	Material Requirements Planning	Ch 9
Common Final Examination* (Apr 12-29) (Date and time to be announced on registrar's/university website)			

* If the student wrote both term tests, final exam coverage will be Chapters 8, 9 and 11. If a student misses a term test (or both term tests), his/her final exam will be a more balanced, comprehensive exam that covers all chapters.

RELEVANT UNIVERSITY REGULATIONS

Should there be any updates to these regulations, you can review the most recent Faculty of Liberal Arts and Professional Studies regulations, which are used by SAS (the School of Administrative Studies) at:

<https://www.yorku.ca/laps/sas/academic-resources/common-course-policies/>

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. 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. 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).

IMPORTANT NOTE: Any request for deferred standing on medical grounds must comply with University regulations. At the time of writing of this outline, the requirement for APS forms had been suspended due to COVID-19. If it resumes, the University will inform you of such resumption, and you would include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

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.

NOTE: The deferred examination will be cumulative/comprehensive and cover all material for the semester. This applies to all students writing a deferred Final Exam, including those who wrote both Test 1 and Test 2.

Academic Honesty/Integrity: 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.