

YORK UNIVERSITY
School of Administrative Studies
AP/ADMS 3351 K, Operations Management, LECT, Fall 2022,
Cross-listed as **AP/ECON 3120 K**

Course Director: Dr. Adriano O. Solis

Class Time: 1:00 – 4:00 pm Tuesdays

Location: LMP C101 [IBM Markham]

Office: 256 Atkinson, Keele campus

Office Hours: 1:00 – 3:00 pm Mondays [at 256 Atkinson, Keele campus]; starting at 4:00 pm Tuesdays [after class as may be required, at IBM Markham]; or by appointment

Course Email (sections A & K): opsmgta@yorku.ca

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 eClass.

Grading Scheme:

Term Test I	30%
Term Test II	30%
Participation/Attendance	5%
Final Exam	35 %
Total	100 %

Mode of Delivery

1. This class has been announced for **in-person delivery (LECT)**.
2. In-person sessions will **NOT** be recorded and posted on eClass.

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.

Attendance

Attendance will be taken during six out of the 11 scheduled class sessions (refer to Course Schedule). Those six sessions will be selected at random, and attendance may be taken at any time within the session. Attendance may be taken twice in one session as well. Once attendance has been taken, no name may be added to the attendance record. Every instance of unrecorded attendance beyond the first will lead to a one percentage point reduction to the Participation/Attendance component (5%) of the grade.

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 return/release of the test results/marks.
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, which are all planned be conducted in person – in examination rooms to be designated by the Registrar's Office – on dates/times as specified in the Course Schedule.
2. 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.
3. The format/mode of administration of each Term Test and the Final Exam will be announced prior to the test/exam.
4. 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 65%.
5. If you have written BOTH Term Test I and Term Test II, the final exam will be non-cumulative. On the other hand, the 65% final exam will be comprehensive.
6. 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.)

7. If a student misses the Final Examination and applies for and is granted deferred standing, the deferred exam will be a comprehensive examination.
8. Feedback regarding term tests will be given to students as explained in the next two points.
9. Due to strict copyright rules, MCQs, if included in the testing components, will not be reviewed.
10. After receiving Term Test results/marks, 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.
11. 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.
12. Due to strict copyright rules, MCQs, if included in the testing components, will not be reviewed.
13. Should any Term Test/Final Exam components need to be conducted online (e.g., in view of future pandemic developments):
 - a. 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.
 - b. Once you start any Term Test/Final Exam component online, you are digitally signed in for that testing component. If you quit after starting a test/exam, then whatever you have attempted and submitted online will be marked and will be in your records.

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 (on eClass) periodically for possible changes in coverage, if any.

Session	Date	Topic	Quiz/Chapters
1	Sep 13	Operations & Supply Chain Management Operations & Supply Chain Strategy Projects	Ch 1 Ch 2 Ch 5
2	Sep 20	Projects (Cont'd) - OMIT : Earned Value Management	Ch 5
3	Sep 27	Manufacturing Processes	Ch 6
4	Oct 4	Service Processes	Ch 7
	Oct 11	No-Class: Reading Week	
	Oct 16 SUNDAY	Term Test I at 6:00 pm – 8:00 pm Location: In person at Keele campus (TBA)	Chapters 1,2,5, and 6
5	Oct 18	Quality Management and Six-Sigma	Ch 10
6	Oct 25	Quality Management and Six-Sigma	Ch 10
7	Nov 1	Forecasting	Ch 3
8	Nov 8	Sales & Operations Planning	Ch 8
	Nov 13 SUNDAY	Term Test II at 10:00 am – 12:00 pm Location: In person at Keele campus (TBA)	Chapters 3, 7, 10
9	Nov 15	Inventory Management	Ch 11
10	Nov 22	Inventory Management (Cont'd)	Ch 11
11	Nov 29	Material Requirements Planning	Ch 9
Common Final Examination* (Dec 8-23) (Date, time and Keele campus location to be announced on registrar's/university website)			

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

RELEVANT UNIVERSITY & SCHOOL OF ADMINISTRATIVE STUDIES POLICIES/REGULATIONS

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

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

All students are expected to familiarize themselves with the following information:

- [Common University and Course Policies](#) (deferred exams, 20% rule, etc)
- [Student Rights & Responsibilities](#)
- [Academic Accommodation for Students with Disabilities](#)

Please also review the following course policies:

Deferred Standing

Deferred standing may be granted to students who are unable to write their FINAL examination at the scheduled time (due to illness or other extenuating circumstances) or who are unable to submit their outstanding course work by the end of the term.

Deferred standing requests for courses of the School of Administrative Studies (SAS) should follow the [procedure and registration](#) outlined on the SAS online registration system. The system will issue a ticket number.

Requests should be emailed to the SAS main office (apsas@yorku.ca) no later than seven (7) days from date of the final exam (or from the last date to submit term course work, for any request to defer a component other than the final exam). Requests should include your **ticket number** as issued by the online registration system, a completed **Deferred Standing Agreement form** (DSA) and relevant supporting documentation. *Note: As communicated on March 13, 2020, Senate Executive has waived until further notice the requirement for students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions.*

Requests will be considered on their merit and decisions will be made on a case-by-case basis. Decisions will be made available on the online portal. No individualized communication will be sent by the School to students (no letter or e-mails).

To be clear, deferred exams in ADMS 3351 will be cumulative exams.

Academic Integrity

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Accessibility

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 through their Letter of Accommodation (LOA).

Please let your instructor 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. Sufficient notice is needed so that reasonable steps for accommodation can be discussed. Accommodations for tests/exams normally require three (3) weeks (or 21 days) before the scheduled test/exam to arrange.

Religious Observance Accommodation

York University is committed to respecting the religious beliefs and practices of all members of the community, and making reasonable and appropriate [accommodations to adherents for observances of special significance](#). Should any of the dates specified in this syllabus for course examinations, tests, or deadlines conflict with a date of religious significance, please contact the instructor within the first three (3) weeks of class. If the date falls within the formal examination periods, you must complete and submit a [Religious Accommodation for Examination Form](#) at least three (3) weeks before the start of the exam period.

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's [Code of Student Rights and Responsibilities](#), the [Senate Policy on Academic Honesty](#), and/or legal consequences for copyright violations.

Student Conduct in the Learning Environment

York University is committed to fostering teaching and learning environments that are free of disruptive and/or harassing behaviour, are physically safe, and conducive to effective teaching and learning. Students and instructors are expected to maintain a professional relationship characterized by courtesy, civility, and mutual respect and to refrain from actions disruptive to such a relationship. Individuals who fail to adhere to such standards and who violate University or public law may be subject to disciplinary action by the University.

For more information, see the policies on [Disruptive and/or Harassing Behaviour in Academic Situations](#), the [Student Conduct and Responsibilities](#), and the [Code of Student Rights & Responsibilities](#).

Netiquette for eClass and Online Learning

Students and instructors have a joint responsibility to create and maintain a welcoming and inclusive learning environment. All students are expected to conduct themselves in accordance with the [Code of Student Rights and Responsibilities](#). Please review and familiarize yourself with behaviours that support "netiquette" in virtual classrooms by consulting the [Guide to Netiquette](#) and [Student Guide to eLearning](#).

Health and Safety

All York students and instructors share responsibility for the safety and well-being of the community while on York's campuses. Please continue to check [YUBetter Together](#) for the latest information on health and safety.

Student Support and Resources

To help you succeed academically, York University offers a wide range of resources and services. Everything from writing workshops and peer mentorship to wellness support and career guidance is available to fulfill our LA&PS students' needs. Explore the links below to access these on-campus resources:

- [Academic Advising](#) is available to provide students support and guidance in making academic decisions and goals.
- [Student Accessibility Services](#) are available for support and accessibility accommodation when required.
- [Student Counselling, Health & Wellbeing](#) offers workshops, resources, and counselling to support your academic success.
- [Peer-Assisted Study Sessions \(PASS\) Program](#) provides student study sessions for students to collaborate and enhance their understanding of course content in certain courses.
- [Student Numeracy Assistance Centre at Keele \(SNACK\)](#) supports students in courses involving math, stats, and Excel.

- [The Writing Centre](#) provides multiple avenues of writing-based support including drop-in sessions, one-to-one appointments, a Multilingual Studio, and an Accessibility Specialist.
- [ESL Open Learning Centre \(OLC\)](#) supports students with building proficiency in reading, writing, and speaking English.
- [Learning Skills Services](#) provides tips for time management, effective study and learning habits, keeping up with coursework, and other learning-related supports.
- [Learning Commons](#) provides links to supports for time management, writing, study skills, preparing for exams, and other learning-related resources.
- [Roadmap to Student Success](#) provides students with timely and targeted resources to help them achieve academic, personal, and professional success.
- [Office of Student Community Relations \(OSCR\)](#) is responsible for administering the [Code of Student Rights & Responsibilities](#) and provides critical incident support.
- [goSAFE](#) is staffed by York students and can accompany York community members to and from any on-campus location, such as the Village Shuttle pick-up hub, parking lots, bus stops, or residences.

For a full list of academic, wellness, and campus resources visit [Student Support & Resources](#).