

Supply Chain Management

AP/ADMS 4333 3.00 Section A
Fall 2023

Course Information

Course Instructor: Yundi Chen
E-mail: ydchen@yorku.ca
Office Hours & Location: after lectures
or by appointment (see details below)
Course Time & Days: W 19:00 – 22:00
Wednesdays

Class Location: DB 0014
Course eClass site:
<https://eclass.yorku.ca/course/view.php?id=93331>

Land Acknowledgment

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit, and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region ([LA&PS Land Acknowledgement](#)).

Course Overview

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.

Course Learning Objectives

By the end of this course, students will be able to:

- formulate effective supply chain strategy and solve any resulting supply chain problems using the available analytical tools.
- think strategically while supporting their decisions with robust quantitative analysis.
- develop an understanding of many key supply chain areas and their interrelationships.
- use Excel-based models to explain analytic methodologies and internalize the link between the analytic methodologies and strategic decision makings.

Course Format and Organization

All classes will be held on campus. During the lecture, material will be covered as described in the course schedule.

Technical Requirements

Students are required to have access to Microsoft Excel and a non-programmable calculator.

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.

Zoom will only be used when there is a one-on-one appointment.

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](#)
- [Student Guide to eLearning at York University](#)

To determine Internet connection and speed, there are online tests, such as [Speedtest](#), that can be run. If you need technical assistance, please consult the [University Information Technology \(UIT\) Student Services](#) web page. For more specific assistance, please write to askit@yorku.ca.

Course Communication Plan and Office Hours

Communication in the course will occur during lecture and through announcements and postings on the course website. If you have course related questions, you can use

email to send inquiries or ask during class sessions. Emails will be answered within 24-72 hours' time with the exception of weekends.

1. Please ensure you read all documentation on the course website.
2. It will be your responsibility to regularly check online posts and your email.

Office hours will be held after lecture or by appointment. In certain cases, a one-on-one zoom meeting may be arranged to address more complicated questions. Please note that emails from public email providers such as Gmail and Hotmail might be caught in spam. It is best to use your York email account for this course.

Course Evaluation

Assessment	Due Date	Weight %	Course Learning Outcome
Attendance	Random	5%	Assessment of participation.
Quizzes (2) + Assignments (2) [Best 3 of 4]	See Course Schedule	30%	Assessment of knowledge pertaining to specific lectures.
Midterm Exam	See Course Schedule	25%	Assessment of knowledge pertaining to specific lectures.
Final Exam	See Course Schedule	40%	Assessment of knowledge pertaining to specific lectures.
		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, Midterm and Final Exam will be posted on the eClass website in advance of each assessment.

Assessment Descriptions

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).

Six sessions will be randomly picked for attendance, but ***only five*** will be recorded. It means if you have signed five attendance records, you will get full 5% marks.

Quizzes

- There will be **two in-person quizzes**. Quiz times are available on course schedule.
- Both quizzes will be held in class during the beginning of the scheduled course time. Quizzes will be 20-30 minutes long. Format and Details will be posted before each quiz. **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 request to review your scantron sheet, and your professor will re-appraise it and update you on the outcome.

Assignments

- There will be **two assignments**. Assignments will be worked on either individually or in teams. This will be explained further during the term.
- Assignments will be submitted **in person** at the beginning of specific lectures. This will be decided later during the term. ONLY hard copies are accepted.
- No assignments will be accepted/graded beyond a 15-minute grace period after deadlines.

Exams

- There will be one midterm exam and one final exam (**both will be IN-PERSON**). The midterm and the final exam may consist of multiple-choice questions, short answers, and worded questions.
- Exams are closed book and closed 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.

Missed Quizzes, Assignments and Exams

- There will be ***no deferrals*** for quizzes or assignments. You get “Best 3 out of 4”.

- There are ***no alternative exam dates and times*** for the Midterm exam.
- If you miss the midterm, no make-up will be given. You must 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 much more comprehensive if you miss the midterm. That is, if you miss the midterm, 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 very comprehensive examination. (Check page 8 for details.)
- Due to concerns regarding copyright issues, the tests (Quizzes/Midterm/Final Exam) are treated as purely assessment tools. If you need to get 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 website 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.

Grading

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a full description of the York grading system, visit the York University [Academic Calendar](#).

GRADE	GRADE POINT	PERCENT RANGE	DESCRIPTION
A+	9	90-100	Exceptional
A	8	80-89	Excellent
B+	7	75-79	Very Good
B	6	70-74	Good

C+	5	65-69	Competent
C	4	60-64	Fairly Competent
D+	3	55-59	Passing
D	2	50-54	Marginally Passing
E	1	(marginally below 50%)	Marginally Failing
F	0	(below 50%)	Failing

Course Schedule: Weekly Readings and Activities

Required Course Materials

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

Optional Materials

Supporting/Additional material (if any) will be provided and posted on eClass.

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 06, 13, 20, 27, October 04, 18) *</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
Midterm Exam – Wednesday, October 25 **

<i>Topics (last 5 meetings: November 01, 08, 15, 22, 29)</i>
Chapter 7 – Demand Forecasting in a Supply Chain
Chapter 8 – Aggregate Planning in a Supply Chain
Chapter 9 – Sales & Operations Planning in a Supply Chain
Chapter 10 – Coordination in a Supply Chain
Chapter 14 – Transportation in a Supply Chain
In-Class Review / Practices (if possible)
Final Exam – TBA ***

Note:

* Fall Reading Week: October 7 – 13 (No Class on Wednesday October 11, 2023)

** The Midterm exam will be held on Wednesday, October 25. (In-person, DB 0014)

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

Quiz 1 – September 27 (In-person, at start of class scheduled time 7pm)

Quiz 2 – November 15 (In-person, at start of class scheduled time 7pm)

Assignment due dates are to be announced.

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](#)
- [University and School Policies](#)

Please also review the following course policies:

Generative Artificial Intelligence Usage Policy

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created through the use of generative AI tools will be considered a violation of York University's [Senate Policy on Academic Honesty](#). If you do not know whether an online resource or tool can be used in this course, please

contact your instructor for guidance. For more information, please review [AI Technology & Academic Integrity: Information for Students](#).

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 ADMS and DEMS courses should follow the [procedure and registration](#) outlined on the School's online registration system. The system will issue a ticket number.

Requests should be emailed to the main office of the School of Administrative Studies (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 this course will be much more comprehensive cumulative exams and will occur on campus.

Academic Integrity

In this course, we strive to maintain academic honesty 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 honesty 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](#).

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](#).

Student Notice of Recording for Online Teaching and Learning

Activities for this course involve recording, in partial fulfillment of the course learning outcomes. Images, audio, text/chat messaging that have been recorded may be used and/or made available by the University to students enrolled in the course and those supporting the course for the purpose of materials review, for assessment, etc. Recordings will be managed according to the University’s Common Record Schedule and will be securely destroyed when no longer needed by the University. Your personal information is protected in accordance with York University’s [Guidelines on Access of Information and Protection of Privacy](#) and the [Freedom of Information and Protection of Privacy Act](#). Access to online materials, including recordings or live meetings, is subject to York University’s [Senate Policy on Computing and Information Technology Facilities](#).

The University will use reasonable means to protect the security and confidentiality of the recorded information, but cannot provide a guarantee of such due to factors beyond the University’s control, such as recordings being forwarded, copied, intercepted, circulated, disclosed, or stored without the University’s knowledge or permission, or the introduction of malware into computer system which could potentially damage or disrupt the computer, networks, and security settings. The

University is not responsible for connectivity/technical difficulties or loss of data associated with your hardware, software, or Internet connection.

By engaging in course activities that involve recording, you are consenting to the use of your appearance, image, text/chat messaging, and voice and/or likeness in the manner and under the conditions specified herein. In the case of a live stream recording, if you choose not to have your image or audio recorded, you may disable the audio and video functionality. If you choose to participate using a pseudonym instead of your real name, you must disclose the pseudonym to your instructor in advance to facilitate class participation.

You are not permitted to disclose the link to/URL of an event or an event session recording or copies of recording to anyone, for any reason. Recordings are available only to authorized individuals who have been directly provided the above instructions/link for their use. Recordings for personal use, required to facilitate your learning and preparation of personal course/lecture notes, may not be shared with others without the permission of the instructor or event coordinator, and may not be published, posted, linked to, or otherwise made available online, including on social media feeds, even if those feeds are private.

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](#).