

## Operations Management

### AP/ADMS 3351 (cross-listed as AP/ECON 3120) Section S Winter 2024

#### Course Information

Instructor: Prof. Adriano O. Solis  
Class Time: 4:00-7:00 pm M  
Office Hours: 2:30-3:30 pm M, T  
or by appointment

Course e-mail: opsmgta@yorku.ca  
Class Location: DB 0005  
Office: 256 Atkinson

Common eClass site for ADMS 3351 sections S & P:

<https://eclass.yorku.ca/course/view.php?id=112696#section-1>

#### Prerequisite

*AP/ADMS 2320 3.0 (or AP/ECON 2500 3.0)*

#### Tutorials

Please refer to course eClass for schedule of tutorial sessions.

#### 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

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.

## Course Learning Objectives

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

- Effectively utilize a series of quantitative techniques in real world scenarios.
- Provide strategic direction using analytics and problem-solving skills.
- Be proficient in displaying quantitative outcomes both visually and numerically.
- Gain an in-depth understanding of process analysis, quality management, aggregate planning, inventory control, and material requirements planning.

## 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/Restrictions

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

## 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.

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 **at 256 Atkinson on Mondays and Tuesdays at 2:30-3:30 pm**, or by appointment.

## Course Evaluation

Assessment	Due Date	Weight %	Course Learning Outcome
Attendance	Random	5%	Assessment of participation.
Term Test 1	See Course Schedule	30%	Assessment of knowledge pertaining to specific lectures.
Term Test 2	See Course Schedule	30%	Assessment of knowledge pertaining to specific lectures.
Final Exam	See Course Schedule	35%	Assessment of knowledge pertaining to specific lectures.
		<b>100%</b>	

## Assessment Descriptions

1. There will be two tests within the term (Term Test I and Term Test II) and a final exam, which are all planned to 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. Concerns regarding marks on, and requests for reappraisal of, term tests **will only be entertained within five regular school days** following the class session in which the test results/marks are returned/released. 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.

**Missed Tests and Exams - See above.**

### **Attendance**

1. Attendance will be taken at random six out of the 11 scheduled class sessions throughout the semester. Students must be in attendance with no exceptions to count as present in the class. There is no alternative for the attendance.
2. Attendances can be taken any time during the selected lecture session. **During Attendance you are not allowed to leave the room even if you signed the sheet, unless it is completed.**
3. You might need to show your photo ID, if asked.

4. Once attendance is completed during the selected lecture session, no name will be added further.
5. There might be more than one attendance taken in one lecture. Your signature needs to be on both sheets for you to be counted as attended that class in full.
6. 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.

### 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. 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.

### 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](#).

### Course Schedule: Weekly Readings and Activities

#### Required Course Materials

F.R. Jacobs, R.B. Chase, *Operations and Supply Chain Management: The Core*, 6th Edition, McGraw-Hill Education, 2023. [ISBN: 978-1-265-07682-5]

## Optional Materials

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

## 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	Chapters
1	Jan 8	Introduction to OSCM Strategy and Sustainability Projects	Ch 1 Ch 2 Ch 5
2	Jan 15	Projects (cont'd) - <b>OMIT</b> : Earned Value Management	Ch 5
3	Jan 22	Manufacturing Processes	Ch 6
4	Jan 29	Service Processes	Ch 7
	<b>Feb 04 SUNDAY</b>	<b>Term Test I at 10:00am</b> <b>Location: TBA (at Keele Campus)</b>	<b>Chapters 1,2,5, and 6</b>
5	Feb 05	Quality Management and Six-Sigma	Ch 10
6	Feb 12	Quality Management and Six-Sigma	Ch 10
	Feb 19	<b>No-Class: Reading Week</b>	
7	Feb 26	Forecasting	Ch 3
8	Mar 04	Sales and Operations Planning	Ch 8
	<b>Mar 10 SUNDAY</b>	<b>Term Test II at 10:00am</b> <b>Location: TBA (at Keele Campus)</b>	<b>Chapters 3, 7, 10</b>
9	Mar 11	Inventory Management	Ch 11
10	Mar 18	Inventory Management (cont'd)	Ch 11
11	Mar 25	Material Requirements Planning	Ch 9

Common Final Examination\*

(April 10-25: Date and time to be announced on Registrar's/University website)

\* If a student has written both term tests, Final Exam 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.

## 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:

### Academic Integrity

As a student at York University, you have a responsibility to both understand and uphold the integrity of the academic experience. The Faculty of Liberal Arts & Professional Studies supports the International Center for Academic Integrity's [definition of academic integrity](#). That is, you will be committed to acting in all academic matters, even in the face of adversity, with honesty, trust, fairness, courage, respect and responsibility. Here is how you can demonstrate academic integrity in the completion of this course:

- **Respect the ideas of others:** Your course work should represent your own knowledge and ideas. [You should not falsely claim credit for ideas that are not your own, by presenting another's work as yours](#). If you are quoting, paraphrasing, or summarizing another person's work in order to support your own ideas, identify the work and the author through proper citation practices. For more information about how to cite properly, use the [Student Papers and Academic Research Kit](#) (SPARK). You can improve your writing, research, and personal learning abilities through the [Learning Commons](#), or by visiting the [Writing Centre](#) or [ESL Open Learning Centre](#).
- **Respect your peers:** [Know when you are allowed to collaborate](#). Ask your instructor about what group work entails when it comes to the [sharing of work](#). In test situations and assignments, don't steal or give answers to your peers, whether in-person or online (e.g., in group chats and/or on [third-party content-sharing websites](#), such as Chegg, Course Hero, etc.). Both cheating and aiding in a breach of academic honesty are violations of York University's academic honesty policy.
- **Respect your course instructor(s):** Understand what your instructors are asking of you in class, as well as on assignments, tests and/or exams. If you are unsure, ask your professor or teaching assistant. They are committed to making you feel supported and want to assess you fairly and with integrity. Please do not submit the same piece of work for more than one course without your instructor's permission. That can be considered an act of cheating.
- **Respect yourself:** When you act with integrity, you know that your work is yours and yours alone. You do not allow others to take tests for you. [You do not buy or otherwise obtain term papers or assignments](#). You do the work. As a result, you

know that you *earned* the grades that you receive, so you can be proud of your York degree. By acting with integrity in your course work, you are also practising a valuable professional skill that is important in all workplaces.

- **Take responsibility:** If you have acted in an academically dishonest way, you can demonstrate courage and take responsibility for your mistake. You can admit your mistake to your course instructor as soon as possible.

Students who engage in academic dishonesty can be subject to disciplinary action under the [Senate Policy on Academic Honesty](#). Your lack of familiarity with the Senate Policy does not constitute a defense against its application. Some academic offences can also constitute offences under the [Criminal Code of Canada](#), which means that you may also be subject to criminal charges.

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](#).

### **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](mailto: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).

**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.**

**To be clear, deferred exams in this course will be cumulative exams.**

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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](#).

### **Student Notice of Recording for Online Teaching and Learning**

Activities for this course may 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](#).