

Operations Management

AP/ADMS 3351 Section G (ONLINE)

Cross-listed as AP/ECON 3120

Fall 2025

Course Information

Course Instructor:

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Office Hours & Location: See below

Course Time & Days: Asynchronous

Class Location: ONLINE

Course eClass site:

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

Prerequisite

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

Course Website

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

Tutorials

Tutorial video sessions will be posted on the course eClass site. Further information will be posted on the course eClass site.

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 modelling. 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

This course is delivered asynchronously. Pre-recorded PowerPoints will be made available, covering the material in a format similar to the in-class environment. Students are expected to review lecture material each week and practice questions from the textbook. There will be NO synchronous ZOOM classes, except that the professor might schedule office hours before the Term Tests and the Final Exam.

Technical Requirements

Students who are enrolled in this course must have access to the internet, a laptop or desktop computer with a camera and microphone, and/or a smart device with these features. Students enrolled in this course are expected to use ZOOM software for occasional meetings, if any are announced.

Students must have a stable Internet connection, or they will face significant challenges throughout the course.

During the test/exam, students may be asked to turn on the camera for confirmation of identity. Here are some useful links for student computing information, resources, and help:

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/TA, as well as with one another.

It is your decision to enrol in this online section. If you believe that it is highly likely that you might face one or more of the following: internet connection problem(s); laptop/computer crashing/freezing issues; fire alarm going off while you are taking a test; power outages happening in your residence; health issues or any other related problem(s), then it might be best for you to enrol in an in-class section.

For online courses, we apply the following policy strictly: Once you click on the "Attempt the Testing Component" link, it means that you are signed in, and whatever work you provide will be marked. Even if you click and quickly log out, you are still considered as having written that testing component. We do not accept any requests of asking us to assume that you have not attempted that testing component.

Using Zoom

Students shall note the following:

- Zoom is hosted on servers in the United States and Canada. Recordings done since May 1, 2022, are stored in Canada. For more information, please refer to the notes on [Zoom Privacy and Security](#) provided by Information Security at York.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

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](#)
- [University Information Technology \(UIT\) Student Services](#)
- [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 through announcements and postings on the course website.

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

Please send your questions via email. All questions will be answered within 24 to 72 hours, excluding weekends. A one-on-one Zoom meeting may be set up depending on the nature of the question and the availability of logistics to the instructor. 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.

There are no live/scheduled Zoom classes for this course. All material will be made available so you can view it at the most convenient time for your schedule.

Course Evaluation

Assessment	Due Date	Weight %	Course Learning Outcome
Term Test 1 - ONLINE	See Course Schedule	30%	Assessment of knowledge pertaining to specific lectures.
Term Test 2 - ONLINE	See Course Schedule	30%	Assessment of knowledge pertaining to specific lectures.
Final Exam - ONLINE	See Course Schedule	40%	Assessment of knowledge pertaining to specific lectures.
		100%	

General Course Policy

1. **WARNING: Distribution or uploading of course content is STRICTLY PROHIBITIVE. 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 term tests or the final Exam unless they are enrolled in the course and have access to the eClass.
4. Please ensure you read all documentation on the course eClass site.
5. It is your responsibility to visit the course eClass site regularly.
6. If you have a query about the questions solved in any tutorial session, communicate directly with the tutor. If you are not satisfied with your tutor's reply, then contact your professor.
7. Due to the high volume of emails in online courses, 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 an online course. The entire course, including lectures, participation/discussion, and tests/exams, will take place on the course website on eClass.
 - The recordings should be used for educational purposes only and as a means for enhancing accessibility.
 - students **do not** have permission to duplicate, copy and/or distribute the recordings outside of the class (these acts can violate not only copyright laws but also [FIPPA](#)).
 - Recordings will not be available after the end of classes.
9. For some common language about academic integrity and the online tools used to promote it, please read the section below.

Assessment Descriptions

1. There will be two tests within the term (Term Test I and Term Test II) and a Final Exam, which will be held online at the same time for all students. Both Term Tests and the Final Examination are to be completed by students individually. Students must not receive assistance or coaching from other individuals or AI (Artificial Intelligence) tools while writing any test or the Exam. Students found engaging in these practices will be subject to an academic dishonesty case.

2. Information concerning the Term Tests and Final Exams will be posted on the course eClass site. It is your responsibility to understand the protocols of the testing components, and if you have questions, ask before the Test or Exam.
3. Both term tests and the final examination consist of multiple-choice questions and worded questions.
4. Each of the two Term Tests is worth 30% of your overall grade.
5. If you miss any term test, the weight of **one and only one** missed test (30%) will be transferred to the final examination. In this connection, the appropriate documents, as outlined in the Policy on Academic Consideration for Missed Course Work will need to be submitted.
6. 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 (with the transfer of 30% weight of one term test) will be comprehensive.
7. The comprehensive final examination will include material from the entire semester. The duration of the Comprehensive Final Exam might differ from that of the Regular Final Exam.
8. A Cumulative Formula Sheet will be posted on your course's eClass website. You can use this formula sheet for all of your tests/Exams.
9. **There are no alternative exam dates and times for the Term Tests.**
10. If students miss the Final Examination and have to defer the Exam, the deferred Exam will be a **comprehensive** examination.
11. Due to concerns regarding copyright issues, 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 following two points.
12. Online tests will be marked online, and the results will be posted on your course's eClass site. If you need to get the markers' feedback, you must submit a request by emailing your professor **within five days of the marks being posted**. Any query after five days will not be entertained. It is your responsibility to visit the eClass regularly.
13. After getting the markers' feedback, you can request your professor to re-appraise the test if you are still unsatisfied. However, note that the whole test, not the part you like, will be re-assessed. There are three possible outcomes: your marks might stay the same, increase, or decrease.

14. The solutions to problems other than MCQs must be handwritten and solved on paper. Then, take the picture (s) and upload the file (s). Make sure that the uploaded file (s) are viewable. It cannot be marked if it is not viewable; hence, no marks will be awarded. (Typed work is unacceptable; thus, it will not be marked.)
15. You cannot use **ANY** software to solve and/or type your answers in your Tests/Exams. If used, that will not be considered part of your Tests/Exams and will not be marked. You are also not allowed to use any gadget (electronic pencil) / or software to solve the Tests/Exams. Any part/s of the problem-solving question/s in the Tests/Exams completed electronically, for example, by electronic pencil, even though handwritten, will not be accepted as part of the Tests/Exams and hence will not be marked.
16. Once you start any Testing Component (Tests or Exams), you are digitally signed for that testing component. If you quit yourself or quit for any reason after starting a test, then whatever you attempted will be marked, and your records will be updated accordingly.
17. If you need religious accommodations, please follow the York University policy/procedure, and once approved, update your professor **at least** 96 hours before the start of the testing component.
18. Tests and the Final Exam will all be online. For the Tests and Final Exam, you must upload a scan or photo of your work as required for each question on the eClass site. (Note: When the allotted time ends, eClass will automatically submit whatever work/files you have **uploaded**. *Note that the files must have already been uploaded, though, and this needs to be done before the last minute (literally) 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. You are responsible for ensuring they are correctly uploaded within the time provided, and the files are executable. Such email inquiries will not be answered.)
19. Due to strict copyright rules, MCQs cannot be reviewed online. If you wish, you can apply for re-appraisal, and your professor will re-evaluate it and update you on the outcome.
20. The problem-solving questions will be sequentially provided while taking your Tests/Final Exam. You will be asked to answer a question, submit your answer, and then move on to the next question. After you submit your answer to a question, there will be no further access to that question in the test. If this protocol changes for any testing components, it will be updated in the Tests/Exam Information announcements.

Missed Tests and Exams

Read point number 5 under "Assessment Description."

Grading

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a complete 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*, 2025 Release, McGraw-Hill Education, 2025. [ISBN: 978-1-264-90029-9]

The cost of the textbook is \$139.95 plus applicable taxes. There are options available to access the online version of the textbook for a reduced price of \$69 plus applicable taxes for 180 days.

Optional Materials

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

Course Schedule

**Virtual day [Monday] is selected for your planning purposes only. You can view the digital (Audio recorded) lectures at ANY time during the week as your schedule permits.*

Session	Date	Topic	Quiz/Chapters
1	Sep 8	Introduction To Operations & Supply Chain Management Strategy And Sustainability Projects	Ch 1 Ch 2 Ch 5
2	Sep 15	Projects (Cont'd) - OMIT : Earned Value Management	Ch 5
3	Sep 22	Manufacturing Processes	Ch 6
4	Sep 29	Service Processes	Ch 7
5	Oct 6	Quality Management and Six-Sigma	Ch 10
	Oct 13	No Class – Reading Week	
	October 19 SUNDAY	Term Test I at 6:00 pm – 8:00 pm Location: TBA, Details: TBA	Chapters 1,2,5, and 6
6	Oct 20	Quality Management and Six-Sigma	Ch 10
7	Oct 27	Forecasting	Ch 3
8	Nov 3	Sales & Operations Planning	Ch 8
	November 9 SUNDAY	Term Test II at 10:00 am - 12:00 pm Location: TBA, Details: TBA	Chapters 3, 7, 10
9	Nov 10	Inventory Management	Ch 11
10	Nov 17	Inventory Management (Cont'd)	Ch 11
11	Nov 24	Material Requirements Planning	Ch 9

Common Final Examination**

(December 4-19) (Date and time to be announced on registrar's/university website)

* If the student wrote both term tests, 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.

Latest Academic Conduct Policy and Procedures

<https://www.yorku.ca/secretariat/policies/policies/academic-conduct-policy-and-procedures/>

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 and Conduct

Academic integrity is a fundamental and important value of York University. To maintain a fair and honest learning environment, you are responsible for understanding and upholding academic integrity in all courses and academic activities. You are encouraged to connect with reliable [on-campus resources](#) that support your coursework and academic honesty. To better understand the serious consequences of breaching academic honesty policies, familiarize yourself with the [Senate Policy on Academic Conduct](#). You can learn more about upholding academic integrity in your courses by exploring [SPARK: Academic Integrity Module](#), [LA&PS Academic Honesty](#) and [Academic Integrity for Students](#).

Generative Artificial Intelligence (GenAI)

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created (in whole or part) through the use of generative AI tools will be considered a violation of York University's [Senate Policy on Academic Conduct](#). Using AI apps such as Microsoft Copilot, ChatGPT, DALL-E, translation software among others to complete academic work **without your instructor's knowledge or permission**, is considered a breach under York's Academic Conduct Policy. For more information, please review [AI Technology & Academic Integrity: Information for Students](#).

If you're not sure whether using an AI app for your academic work is acceptable, it is recommended that you:

- Carefully review the guidelines for your assessments
- Check for any messages from your instructor on eClass
- Ask your instructor or TA if they are permitting the use of these tools

Turnitin

To promote academic integrity in this course, you will normally be required to submit your written assignments to Turnitin (on the course's eClass site) for a review of textual similarities and the detection of possible plagiarism. In doing so, you are allowing your material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the [Turnitin.com website](#). York students may opt out of using Turnitin. If you wish to opt out, you should contact your instructor as soon as possible.

Accessibility

York University is committed to creating a learning environment which provides equal opportunity to all members of its community. If you anticipate or experience any barriers to learning in this course, please discuss your concerns with your instructor as early as possible. For students with disabilities, contact [Student Accessibility Services](#) to coordinate academic accommodations and services. Accommodations will be communicated to Course Directors through a Letter of Accommodation (LOA). Accommodations for tests/exams normally require three (3) weeks (or 21 days) before the scheduled test/exam to arrange. To learn more, please visit [Accommodated Exam/Test Scheduling](#).

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 days of religious significance](#). Should any of the dates specified in this syllabus for course assignments, tests, or deadlines conflict with a date of religious significance, please contact the instructor not less than two (2) weeks (or 14 days) prior to the date for which accommodation is sought. If the requested accommodation is for an exam or falls within the formal examination periods, you must complete and submit a [Religious Accommodation Agreement \(PDF\)](#) at least three (3) weeks (or 21 days) before the start of the exam period.

Academic Consideration for Missed Course Work

This policy applies to course assessments worth 20% or less of your overall course grade and does not apply to exams held during the final examination period. Students may self-declare two (2) 7-day consideration periods each 12-week term and one (1) 7-day consideration period per six-week term. An Attending Physician's Statement (APS) is not required for these self-declared absences. However, an instructor may request a signed APS for the final examination period, coursework worth more than 20% of the course grade and missed work outside of the self-declared academic consideration period(s).

Students can submit their self-declaration(s) for academic consideration [using eClass](#). Students are then responsible for contacting the instructor no later than two (2) business days after the end of the consideration period(s) to arrange details of any accommodation for missed coursework. If you do not do this, you may get a zero (0) on the missed work. Where courses have built-in accommodations already established, the instructor may decline providing additional accommodations under this policy. For further details, please review the [Policy on Academic Consideration for Missed Course Work](#).

Final Examination Identification Policy

For final exams in this course, you must present a valid York University official photo identification card ([YU-card](#)) to verify your identity. Also, you will need to sign the exam's attendance roster. Learn more about preparing for your exams by reviewing York's Policies on [Conduct of Examinations](#) as well as the Registrar's Office [Examination Tip Sheet](#).

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 Conduct](#), and/or legal consequences for copyright violations.

Student Support and Resources

York University offers a wide range of student supports resources and services, including everything from writing workshops and peer mentorship to wellness support and career guidance. 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 personal wellness and academic success.

- [Peer-Assisted Study Sessions \(PASS\) Program](#) provides free study sessions where students collaborate and enhance their understanding of course content in select courses.
- [Student Numeracy Assistance Centre at Keele \(SNACK\)](#) supports students in courses involving math, statistics, coding 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.
- [Centre for Indigenous Student Services](#) offers a community space with academic, spiritual, cultural and physical support, including writing and learning skills programs.
- [ESL Open Learning Centre \(OLC\)](#) supports students with building proficiency in reading, writing and speaking English.
- [Learning Skills Services](#) offers workshops, resources and tips on learning-related topics like time management, note-taking, studying and exam prep.
- [Learning Commons](#) links to supports for writing, learning skills, career development, exam preparation and other learning-related resources.
- [Roadmap to Student Success](#) is a collection of timely and targeted resources to help students achieve academic, personal and professional success at different stages of their university journey.
- [Office of Student Community Relations \(OSCR\)](#) is responsible for administering the [Code of Student Rights & Responsibilities](#) and provides critical incident and conflict resolution support.
- [Peer Mentorship](#) helps students transition through their first year by connecting them with upper-year students. The mentors can help students find supports and resources. They also lead a community hub on campus.
- [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](#).

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.

<https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/>

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.

If you are unable to write a final exam at the scheduled time - due to illness, a personal or family emergency, or religious commitment - you can ask to write the final exam at a later date, as arranged by the main office for ADMS and DEMS courses. Depending on the circumstances, you may be asked to provide supporting documentation.

Your request must be received by the office within 7 days of the date of the final examination for which you are asking for a deferred standing.

Please note that a new system has been implemented to facilitate the processing of Deferred Standing Agreement Forms.

To request a deferral of your final exam in ADMS or DEMS, follow the steps below. If you do not see your course code listed, please contact the department where your course is offered.

1. Download and complete the [Final Exam / Assignment Deferred Standing Agreement \(DSA\) form](#).
2. Gather any relevant supporting documentation, scan them, and keep the paper copies for your records. Health issues will require an Attending Physician's Statement ([APS Form](#)).
3. Log in to the [Deferred Exam Request system](#) using your Passport York and complete the online form.
4. Upon completion of the online form, the system will issue a ticket number. Record the number at the TOP RIGHT corner of your DSA Form you've completed in Step 1.;
5. Submit the completed form and scanned supporting documentation to the School of Administrative Studies by emailing apsas@yorku.ca to request approval for deferred standing. Please ensure to keep a copy for yourself.
6. Log in to the [online system](#) to check the status of your request as well as the location, date and time of the exam.
7. 48 hours before the scheduled exam check the [School of Administrative Studies DSA system](#) to confirm the location, time and date of your deferred exam. We also encourage you to check the DSA system again on the day of your exam for any last-minute changes.