

Supply Chain Management

AP/ADMS 4333 3.00 Section A
Fall 2025

Course Information

Course Instructor: Humayun Chaudhary
Course Days: Wednesday
Office Hours & Location:
After the lecture.

E-mail: hrc@yorku.ca
Course Time: 7:00 pm – 9:50 pm
Class Location: ACW 205

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

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.

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
Three Quizzes	See Course Schedule	24%	Assessment of knowledge pertaining to specific lectures.
Assignment	See Course Schedule	11%	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

Quizzes

- There will be **three in-person quizzes**. Quiz times are available on course schedule.
- All quizzes will be held in class during the beginning of the scheduled class 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 reason.**
- 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 **one individual assignment**. This will be explained further during the term.
- Assignments will be submitted **IN-PERSON** by the specific dates and time. This will be decided later during the term. Information will be provided later.
- No assignments will be accepted/graded after deadlines. No exceptions. It will be zero if students submit after the 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 any quizzes.
- 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. No reviews will be provided after the tests. 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.

Session	Date	Topic	Quiz/Chapters
1	Sep 3	Understanding the Supply Chain	Ch 1
2	Sep 10	Achieving Strategic Fit in a Supply Chain	Ch 2
3	Sep 17	Supply Chain Drivers & Metrics	Ch 3
4	Sep 24	Designing Distribution Networks & Applications to Omni-Channel Retailing	Ch 4
5	Oct 1	Designing Global Supply Chain Networks	Ch 6 Quiz 1 (Ch 1-4)
6	Oct 8	Demand Forecasting in a Supply Chain	Ch 7
	Oct 15	No-Class: Reading Week *	
	Oct 22	Mid-Term Exam **	Coverage Ch 1-7 (excluding Ch 5)
7	Oct 29	Network Design in the Supply Chain	Ch 5
8	Nov 5	Aggregate Planning in a Supply Chain	Ch 8 Quiz 2 (Ch 5-7)
9	Nov 12	Sales & Operations Planning in a Supply Chain	Ch 9
10	Nov 19	Coordination in a Supply Chain	Ch 10 Assignment due
11	Nov 26	Cycle Inventory (Selective Topics)	Ch 11 Quiz 3 (Ch 8-11)
Comprehensive Final Examination *** (Dec 6-20) (Date and time to be announced on registrar's/university website)			

Note:

* Fall Reading Week: October 11 – 17 (No Class on Wednesday, October 15, 2023)

** The Midterm exam will be held on Wednesday, October 22. (In-person, ACW 205)

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

Quiz 1 – October 01 (In-person, at start of class scheduled time 7pm)

Quiz 2 – November 05 (In-person, at start of class scheduled time 7pm)

Quiz 3 – November 26 (In-person, at start of class scheduled time 7pm)

Assignment – November 19 (In-person, paper copy at start of the class)

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.