

YORK UNIVERSITY
School of Administrative Studies
Master of Science in Management Practice
GS/MSMG 6560, 3.0 – Supply Chain Risk Management

Winter 2025

Wednesday, 4:00 pm – 7:00 pm

Location: MK 6015

Instructor: Dr. Fuminori Toyasaki

Email: toyasaki@yorku.ca

Office Hours: by appointment

Course Description:

This course explores risks that would impede supply chain operations and management in private and non-profit sectors. This course also explores the potential applicability of concepts in private sector supply chains to supply chains of non-profit sectors, vice versa, under disaster and emergencies. The course focusses on developing quantitative and qualitative models in supply chain risk management.

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

Required Textbook:

Sodhi, M.S. and Tang, C.S. 2012. Managing Supply Chain Risk. Springer, New York, USA.

(Students can obtain electronic copies from York University Library:
<https://www.library.yorku.ca/web/>)

Chopra, S. 2019. Supply Chain Management: Strategy, Planning and Operation, 7th ed., Pearson. (Note: 12-month access eText Pearson eText for Supply Chain Management: Strategy, Planning, and Operation – Instant Access ISBN13: 9780137502844)

Supporting material will be posted on the web or provided in class.

Case Studies

Some course materials will be posted on the eClass. You will also be required to purchase materials on-line from Harvard Business Publishing at <https://hbsp.harvard.edu/import/1240742>. Make sure you have the right case by using the links for each class in the Class-by-Class Syllabus.

Prerequisite: GS/MSMG 6510 and GS/MSMG 6550

Marking Scheme:

Two Class Presentations 30% (15% each)

Final Report 30%

Midterm Exam 20%

Final Exam 20%

Total 100%

Case presentations

Each student will present one case (i.e., qualitative or quantitative academic paper). Also, each student will serve as a discussant for one case. Each student is expected to find a case using Google or a database (<http://researchguides.library.yorku.ca/business?hs=a&gid=949>). Each student must inform me of which case he/she will present on the presentation date. Each student will present twice during the semester about his/her case presentation project: one presentation is for reporting research questions, research approach, and related previous research, and the second presentation is for a final report of the research project. The case presentation will briefly summarize the facts of the case, state the decision situation, summarize the analysis, and conclude with recommendations. A copy of your slides must be submitted to eClass prior to the presentation: Wednesday presentation slides are due at 9:00 am on (the preceding) Monday. These slides will be made available to the discussant student via the eClass. Case presentation should not exceed 15 minutes. At the end of each presentation, the discussant student will take the floor with their comments and questions. Naturally, all students are encouraged to eventually engage in the discussion. The discussion time should not exceed 5 minutes.

Example: Students can find topics from academic papers, case studies, news articles, or any other sources. For example, students can compare two different papers or different companies' strategies and analyze why different strategies lead to the results (e.g., both succeeded, one succeeded, and one failed).

Final report

Each student will write a final report that he/she presents in class and submits it (due date, TBA) via eClass.

1. The report must include a cover sheet signed by the student. Final reports that do not include the signed cover sheet will not be accepted. The cover sheet will be provided. Cheating will result in zero for all involved students and necessary disciplinary measures outlined in the Senate Policy on Academic Honesty will be applied.

2. The maximum page number of the case report is 10 pages, excluding the cover page.
3. Please be advised that case reports are due on the day (TBA). Late Assignments will NOT be accepted and no extensions will be granted.
4. Case reports must be TYPED (except for graphs). NON-TYPED part of Assignments will NOT be considered for marking. You will need MS WORD and EXCEL. Any other software will be discussed in class as needed.
5. EMAIL HAND-IN WILL NOT BE ACCEPTED. LATE or NON-TYPED reports will NOT be accepted under any circumstance.
6. Make sure to sign the list after submission of Case reports. Submit your final report via eClass.

Course Schedule:

Note that the course schedule below is subject to change as deemed appropriate/necessary by the Professor during the semester.

Lecture	Date	Topic	Textbook chapters/case studies
1	1-8	Introduction What is supply chain risk management? and why we need it?	Sodhi, Tang: Ch.1
2	1-15	Risk Identification: causes and effects of risks; and risks from the point of views of different groups facing in SCM Questions for the case study: see eClass.	Sodhi, Tang: Ch.2 Chopra: Ch.13.1-13.2 (Ex. 13.1-13.3) Case study 1: "Waffle House Restaurants hurricane response: A case study" by Ergun et. al., International Journal of Production Economics, 126 (2010) pp.111–120 (can obtain electronic copies from York University Library: https://www.library.yorku.ca/web/)
3	1-22	Risk Assessment	Sodhi, Tang: Ch.3 Chopra: Chopra Ch.11-1, 11-2; Ch.12-1 (Example 12-1, 12-2, and 12-3)
4	1-29	Mitigating Risks (Due date: inform the instructor your discussant via email)	Sodhi, Tang: Ch.4 Chopra: Ch 12.5 (Ex.12.8-12.11)
5	2-5	Response as a Mitigation Approach Questions for the case study: TBA	Sodhi, Tang: Ch.5 Chopra: Ch 12.3-12.4 (Ex. 12.6 – 12.7); Ch.13.3-13.4

			<p>Case study 2: Enterprise Risk Management at Hydro One (A) HBP#: 9-109-001; Jet Propulsion Laboratory HBP#: 9-110-031.</p> <p>Reference (not required): Zara: Fast Fashion HBP#: 5-703-496</p>
6	2-12	Strategic Approaches for Mitigating Supply Chain Risks	<p>Sodhi, Tang: Ch.7</p> <p>Chopra: Ch 12 (Ex. 12.12); Ch. 13.5</p>
	2-19	Reading Week (No class)	
7	2-26	1 st Presentation	
8	3-5	Midterm Exam (eClass)	Detailed information is distributed later.
9	3-12	Tactical Approaches for Mitigating Supply Chain Risks: Financial and Operational Hedging	<p>Sodhi, Tang: Ch.8</p> <p>Chopra: Ch 15 (Ex. 15.1 – 15.4)</p>
10	3-19	Application—Mitigating Outsourcing-Related Risks	<p>Sodhi, Tang: Ch.10</p> <p>Chopra: Ch 6</p>
11	3-26	<p>Guest Lecturer, Mr. Yundi Chen: Supply Chain Analyst, Macro-Universe Enterprises Ltd. o/a Fuzion Flooring</p> <p>Presentation Title: Practical Risk Management in Supply Chains</p>	
12	4-2	2 nd Presentation	
	TBA	Final Exam (eClass)	Detailed information is distributed later.
	TBA	Final Report due date (due at 6:00 pm , submit it at eClass)	Detailed information is distributed later.

****Outline subject to changes by coordinator.**

Midterm Exam/ Final Exam

1. Information concerning the Mid-Term Test and Final Exam will be posted on the course eClass site.
2. The Mid-Term Test and the Final Examination may consist of multiple-choice questions and worded questions.

3. If you miss the Mid-Term Test, you have to write the Cumulative Final Exam which is worth **40%** of your overall grade. Students who write the Mid-Term Test are not allowed to write the Cumulative Final Exam.
7. The duration of the Comprehensive Final Exam might be different from the Regular Final Exam.
8. **There are no alternative exam dates and times for the Mid-Term Test.**
9. If students miss the Final Examination and have to defer the exam, the deferred exam will be a comprehensive examination.
11. If you need to get markers' 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.
13. After getting the markers' 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.
16. Once you start any Testing Component (Exam) you are digitally signed for that testing component. If you quit after starting a test, then whatever you attempted will be marked and will be in your records.
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 testing component.

General Policy

1. **WARNING: Distribution or uploading of course content is STRICTLY PROHIBITED. 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 midterm tests or the final exam unless they are on the class list.
4. Due to unavoidable circumstances, if any lecture is missed due to technical reasons, the date for the make-up lecture will be announced on the course website.
5. Please ensure you read all documentation on the course eClass site.
6. It is your responsibility to visit the course eClass site on a regular basis.
7. Due to the high volume of emails during remote learning, 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. For some common language about academic integrity and the online tools used to promote it, please see the text in blue font above.
9. Several platforms will be used in this course (e.g., eClass, Canvas, Zoom, etc.) through which students will interact with the course materials and the course director / TA, as well as with one. Please review the syllabus to determine how the class meets (in whole or part), and how office hours and presentations will be conducted.

Students shall note the following:

- Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
- 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.

Technology requirements/Information for eClass can be found here:

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

*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 as necessary. **Please let me 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.***

Students registered with Student Accessibility Services are instructed to deliver the letter of accommodation to each of their course directors via email within the first two weeks of class.

11. Concerns regarding marks will not be accepted after a week from the posting of the result.
12. In case of a fire alarm, students are to get up instantly, collect their personal belongings and leave the building. (They should not wait until a Professor or an invigilator tells them to do so.)
13. Students will not be allowed to write the mid-term exam, final exam, quizzes or submit assignments, unless they are on the class list / sign in sheet. There will be no exceptions. It is the student's responsibility to ensure that they are properly enrolled.

RELEVANT UNIVERSITY REGULATIONS

RELEVANT UNIVERSITY REGULATIONS FOR WINTER 2023 (COVID-19)

Intellectual property notice

All materials prepared for GS/MSMG 6560 at York University are the intellectual property of the course instructors unless otherwise stated. This can include but is not limited to the following material: lecture notes, handouts and recordings; assignment handouts and instructions; spoken and written presentations; audio and video recordings; PowerPoint slides; and questions and/or solution sets for assignments, quizzes, tests and final exams.

Course materials 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 without the instructor's express permission. Unauthorized or commercial use of these materials is strictly prohibited. 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. Copying this material for distribution (e.g. uploading material to a commercial third-party website, or online sharing of course material with people outside of the course) may lead to a charge of misconduct under York's Code of Student Rights and Responsibilities and the Senate Policy on Academic Honesty. In addition, you may face legal consequences for any violation of copyright law.

Accessibility

While all students 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. For more information about this policy, please refer to these guidelines and procedures: Academic Accommodation for Students with Disabilities.

The university encourages students with disabilities to register with Student Accessibility Services to discuss their accommodation needs as early as possible in the term. An Accessibility Counsellor will help you establish recommended academic accommodations, which will then need to be communicated to your course instructor(s) as necessary. Please let the course instructor(s) know as early as possible in the term if you anticipate requiring academic accommodation, so that your accommodation needs can be discussed and considered within the context of this course.

Policies related to Zoom meetings

Your course may involve the use of Zoom. Zoom is an online videoconferencing software that can be used to host lectures, tutorials or virtual office hours in real time.

Please note that Zoom is hosted on servers in the U.S. Zoom meeting content (e.g., video, audio and text chat) has been restricted to only pass through servers in Canada and US data centres; it will not pass through international data centres, such as those in China. Although it is not possible to exclude the US data centres at this time, Zoom is developing this functionality and will implement it as soon as possible. All audio, video, screen-sharing and text content will be encrypted in transit between your device and Zoom's servers, which will prevent unauthorized third parties from intercepting the content of your Zoom meeting. For more information, please visit Zoom at YorkU.

Privacy

The University works to ensure that the name you use with Zoom and metadata about how you use the application are stored on servers in Canada. If you have privacy concerns, you can disable both audio and video. You can also provide only your first name or a nickname when you join a session. If you choose to rename yourself, please let your instructor or TA know immediately.

You can rename yourself in 4 easy steps.

1. After entering the Zoom meeting, click on the Participants icon at the bottom.
2. Find your name in the Participants list on the right side of the Zoom window.
3. Hover over your name and click the Rename button.
4. Enter the name that you would like to use in the Zoom meeting and click OK.

Please note that lectures and/or tutorial sessions may be recorded so that they can be made available to students who are not able to attend class. Zoom is configured in such a way that all participants will be automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it. If you do not wish to be seen or heard during a recorded session, please keep your camera and/or microphone turned off.

Participation

Your course instructor may enable you to ask questions through the chat panel. Inappropriate or disrespectful language in the chat panel will not be tolerated. You may also participate through Zoom's nonverbal feedback features. These features can be accessed by clicking on the Participants icon at the bottom of the window. Once the Participants sidebar is opened, you will see the option to Raise Hand. By clicking on Raise Hand, a blue hand will be raised. Please click on the Raise Hand button again to lower your hand once your question has been answered. You are tasked with using the various Zoom features in a responsible manner. Your course instructor and/or TA will reserve the right to remove anyone who does not behave accordingly.

Student conduct

Students, course instructors and staff 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. Whether online or in-person, students and course instructors are expected to cultivate and sustain a professional relationship characterized by mutual respect and courtesy. In all classrooms, any disruptive and/or harassing behaviour will not be tolerated. To ensure that you adhere to the rules of the virtual classroom, please review what counts as proper 'netiquette' (the basic rules for communicating with others in online spaces) by consulting the student guide to e-learning. If you experience an inappropriate online incident that makes you feel unsafe or uncomfortable, please contact your course instructor immediately.

Please respect the privacy of your peers and instructors. Never share private information about your peers and instructors without their permission. Remember, no aspect of your courses should be recorded or distributed without everyone's consent.

Academic integrity

As a student at York University, you have a responsibility to not only understand, but also play an important part in upholding the integrity of the academic experience. The Faculty of Liberal Arts and Professional Studies at York University 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.

How can you demonstrate academic integrity in the completion of your 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.
- 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. Cheating and aiding in a breach of academic honesty are both against York University's academic honesty policy.
- Respect your course instructor(s): Understand what the instructors are asking of you in class, in assignments, and in 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.
- Respect yourself: When you act with integrity, you know that your work is yours and yours alone. You do not allow others to impersonate you on tests and exams. 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 and Guidelines on Academic Honesty does not constitute a defence against their 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.

The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general

responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated, and charges shall be laid if reasonable and probable grounds exist.