

# Course Outline

## **RSM 270 H1 F**

Operations Management

Summer 2022

Course Meets: Tuesday and Thursday at 6pm-8pm at OI 5170

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Instructor: Dror Hermel  
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Webpage: <https://q.utoronto.ca>  
Office Hours: Tuesdays 8pm-9pm, requires scheduling through email before class

## Course Scope, Mission and Learning Outcomes

Operations is the term that refers to the process by which an organization converts inputs (e.g., labor, material, knowledge, equipment) into outputs (goods and/or services) for both internal and external markets. In this course, we will study how to manage this process. We will study strategic issues related to how firms determine the way in which they will compete as well as tactical and operational decision making. Topics include: Operations Strategy, Processes in Manufacturing and Services, Waiting-Line Management, Scheduling, Capacity Planning, Inventory Management and Revenue Management.

The objectives of this course are:

- develop your decision-making skills.
- expose you to the main concepts of operations management in manufacturing and service organizations.
- provide you with useful tools for problem solving in business and government environments.

## Course Prerequisites

Completion of the Rotman Commerce Guaranteed Admission requirements.

([fas.calendar.utoronto.ca/section/Rotman-Commerce](https://fas.calendar.utoronto.ca/section/Rotman-Commerce)).

## Optional Readings

Operations Management, RSM270, by McGraw-Hill/Irwin. ISBN-13: 9781260068115, ISBN-10: 1260068110. This is a tailored textbook to our needs, based on Operations and Supply Chain Management, 16th Edition by Jacobs, Chase, 2021, McGraw-Hill Irwin

### **Additional Recommended Readings**

- *Operations Management 4th Canadian Edition* by Stevenson & Hojati, McGraw-Hill, 2011.
- *Managing Business Process Flows: Principles of Operations Management* by Anupindi, Chopra, Deshmukh, Van Mieghem, and Zemel (2nd edition, Pearson Prentice Hall).
- *The goal: a process of ongoing improvement* by Eliyahu M. Goldratt and Jeff Cox.  
Note: This is a fictional story about a manager dealing with operational challenges in his job. The book is written like a novel, but it is also used as textbook in some operations management courses.

## Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well they have command of the course materials.

Deliverable	Group/Individual Assignment	Percentage	Due Date
Case Studies	Group report	10%	Case Due May 31 <sup>th</sup> , by 11:59pm
Mid-Term Assessment	Individual	39%	TBA
Assignments	Individual ( <a href="#">UTORMAT!</a> )	12% (2% each)	6 Ongoing (roughly bi-weekly)
Final Assessment	Individual	39%	TBA

## Course Format and Expectations

### Individual Assignments

A total of 6 **individual** online assignments will be given. Individual assignments will be posted and are to be handed in online through Utormat (<https://utormat.io/#/home>).

### Case Study (Group Assignment)

The case study require students to work in teams of 3-4 (preferably 4). Only one report per group should be submitted for each case. An **electronic copy** is to be handed in online through QUERCUS.

Please note that **clear, concise and correct writing and/or speaking** will be considered in the evaluation of Group assignment. You may lose points for writing or presenting that impedes communication: poor organization, excessive wordiness, hard-to-follow sentence structure, grammatical errors, or distracting tone, pace or body language. Students who require support or would like to develop their writing or presenting skills are encouraged to book an appointment with writing and presentation coaches offered by the RC Centre for Professional Skills.

Support is available through the RC Centre for Professional Skills (CPS) for students who would like help or feedback on their writing or speaking (presentations). CPS offers both individual and group appointments with trained writing instructors and presentation coaches who are familiar with the RC program and common types of business assignments. You also can access your college Writing Centres for help with written assignments.

To book with a writing or presentation coach, visit [uoft.me/writingcentres](https://uoft.me/writingcentres), and for more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

Note that the case study requires students to work in teams of up to 4. Learning to work together in teams is a crucial transferrable skill you will use not only in your coursework, but also in your future careers. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members not responding in a timely manner to communication.
- Division or quality of work among team members being unequal or unfair.

Consult the [Centre for Professional Skills Teamwork Resources page](#) for tips, strategies, and best practices. You can also book an appointment with one of RC's teamwork mentors to help you resolve or mitigate conflict, strategize on planning, or improve team communication.

To book an appointment with a teamwork mentor, go to: [uoft.me/writingcentres](https://uoft.me/writingcentres).

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

## Missed Tests and Assignments (including mid-term and final-term assessments)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration.

In such cases, students must:

1. Notify the instructor AND the Rotman Commerce Program Office **on the date** of the missed course deliverable, e.g. missed test, final assessments, assignment or class (in the case of participation marks).
2. Complete a [Request for Special Consideration Form](#) and submit it along with your Absence Declaration on [ACORN](#) (please read the instructions on how to use the Absence Declaration in ACORN) within **2 business days** of the originally scheduled course deliverable.

Students who do not provide this information will be given a grade of 0 (zero) for the missed course deliverable. Missed assignments can not be made up aside from mid-term and final, as discussed above, where a makeup will be scheduled.

## Late Assignments

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

## Statement on Equity, Diversity and Inclusion

The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

## Commitment to Accessibility

The University is committed to inclusivity and accessibility, and strives to provide support for, and facilitate the accommodation of, individuals with disabilities so that all may share the same level of access to opportunities and activities offered at the University.

If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible at [accessibility.services@utoronto.ca](mailto:accessibility.services@utoronto.ca) or [studentlife.utoronto.ca/as](https://studentlife.utoronto.ca/as). Obtaining your accommodation letter may take up to several weeks, so get in touch with them as soon as possible. If you have general questions or concerns about

the accessibility of this course, you are encouraged to reach out to your instructor, course coordinator, or Accessibility Services.

## Original

Normally, students will be required to submit their course essays to the University's plagiarism detection tool for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of this tool are described on the Centre for Teaching Support & Innovation web site (<https://uoft.me/pdt-faq>).

## Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully responsibly and fairly in this academic community ensures that the U of T degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

[The University of Toronto's Code of Behaviour on Academic Matters](#) outlines the behaviours that constitute academic misconduct, the process for addressing academic offences and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers.
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to) medical notes.

All suspected cases of academic dishonesty will be investigated by the procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other U of T or RC resources such as the RC Centre for Professional Skills, the College Writing Centres or the Academic Success Centre.

## Email

At times, the course instructor may decide to communicate important course information by email. As such, all U of T students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up and properly entered on ACORN. For more information visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

## Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted. Students who have been previously granted permission to record lectures as an accommodation for a disability are excepted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

## Weekly Schedule

Session	Date	Topic	Readings	Individual Assignments	Group Assignments
1	May 10	Introduction & Overview	Chapter 1 & 2, Jacobs, Chase		
2	May 12	Process Analysis	Chapter 11, Jacobs, Chase		
3	May 17	Little's Law and Inventory Build-up	Chapter 11, Jacobs, Chase	Assignment 1	Finalize Groups
4	May 19	Queueing Analysis	Chapter 10, Jacobs, Chase	Assignment 2	
5	May 24	Queueing Models	Chapter 10, Jacob, Chase	Assignment 3	
6	May 26	<b>Midterm (2 hrs) – TBA</b> Notes sheet + calculator! (No Class Today)	Chapter 18, Jacobs, Chase		
7	May 31	Forecasting	Chapter 18, Jacobs, Chase		<b>Case Due May 31<sup>th</sup>, by 11:59pm</b>
8	June 2	Inventory Management I	Chapter 20 Jacobs, Chase		
9	June 7	Inventory Management II	Chapter 20 Jacobs, Chase	Assignment 4	
10	June 9	Inventory Management III	Chapter 20 Jacobs, Chase	Assignment 5	
11	June 14	Linear Programming	Appendix A, Jacobs, Chase		
12	June 16	Linear Programming	Appendix A, Jacobs, Chase	Assignment 6	
Final Exam	TBA	<b>Final Exam (2 hrs)</b>		"notes sheet" Calculator	

**Please note that the last day you can drop this course without academic penalty is June 6, 2022.**

## Other Useful Links

Become a volunteer note taker - [Volunteer Notetaking](#)  
 Accessibility Services – [Note Taking Support](#)  
[Credit / No-Credit in RSM courses](#)  
 Rotman Commerce – [Academic Support](#)