

## Course Outline

RSM 270 H1F

Operations Management

Fall 2022

Course Meets: L0201 Wednesdays 9:00 am - 11:00 am – RW 140 (Ramsey Wright Zoological Building)

L0301 Wednesdays 11:00 am - 1:00 pm – RW 140 (Ramsey Wright Zoological Building)

L0401 Wednesdays 2:00 am - 4:00 pm – RW 140 (Ramsey Wright Zoological Building)

Instructor: Nasser Barjesteh

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Please start the subject line with RSM270

Webpage: <https://q.utoronto.ca/courses/280723>

Phone: 416-978-5128

Office Hours: Fridays 12:00 pm - 2:00 pm (Link: <https://utoronto.zoom.us/j/82283481617>)

Teaching Assistants: TBA

## 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 how they will compete 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:

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

## Course Prerequisites

Completion of the Rotman Commerce Guaranteed Admission requirements.

## Suggested 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.

If you have accessibility issues, you can contact [accessibility@mheducation.com](mailto:accessibility@mheducation.com) to obtain a copy of the textbook suitable for your needs.

## Evaluation and Grades

Grades are a measure of the knowledge and skills developed by a student within individual courses. Each student will receive a grade based on how well they have command of the course materials, skills, and learning objectives of the course.

<u>Work</u>		<u>Due Date</u>
Class Participation/Attendance	2%	Ongoing (weekly)
Case Studies	16%	Case 1: October 21 (8% of the final grade) Case 2: December 8 (8% of the final grade)
Mid-Term Exam	35%	(Tentative date: October 21, 2022, 7-9pm ET)
Assignments	12%	Ongoing
Final Term Test	35%	Examination period

## Course Format and Expectations

### Class Participation

Class participation will be mostly determined based on your comments in each class session. Students will be evaluated on the following: Thoughtful responses, understanding and analysis of the topic, idea generation, and promoting further discussion.

### Assignments and Case Studies

A total of 6 individual online assignments will be given. Individual assignments will be posted and are to be handed in online through UTOURSubmit (<https://submit.utm.utoronto.ca/utorsubmit/>).

How well you communicate your ideas, in writing or orally, will be considered in the evaluation of the assignment. In your written assignments, you should aim for clarity, strong organization, concision, professionalism, and correct grammar. Your presentations should reflect strong planning and organization, clarity of speech, and an engaging demeanour. Sources, whether in written or presentation assignments, should always be correctly attributed.

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 can also access your college Writing Centres for help with written assignments.

You can [book an appointment with a writing or presentation coach](#) through the RC Centre for Professional Skills Writing Centre. For more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

### Group Work

The case studies require students to work in groups of 3-4. The groups and the case assignment will be posted on Quercus, and only one report per group should be submitted. An **electronic copy of all requested material** must be handed in online through Quercus. Upon each group project submission, each group must determine the contribution of each group member, and each group member must sign the report.

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 a teamwork mentor](#) through the RC Centre for Professional Skills Writing Centre. Teamwork mentors can help you resolve or mitigate conflict, strategize on planning, or improve team communication.

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.

## Weekly Schedule

Session	Date	Topics	Readings (Jacobs & Chase)	Assignments	
				Individual	Group
1	Sep 14	Introduction and Overview	Chapter 1 and 2		
2	Sep 21	Process Analysis	Chapter 11	1-page intro	
3	Sep 28	Little's Law and Inventory Build-up	Chapter 11	Assignment 1	Finalize Groups
4	Oct 5	Queueing I	Chapter 10	Assignment 2	
5	Oct 12	Queueing II	Chapter 10	Assignment 3	
	Oct 19	<b>Midterm tentative date: Oct 21, 2022 (7pm-9pm) No class this week</b>	Notes Sheet & Calculator Allowed		Case 1
6	Oct 26	Forecasting	Chapter 18		
7	Nov 2	Inventory Management I	Chapter 20		
	Nov 9	Reading Week			
8	Nov 16	Inventory Management II	Chapter 20	Assignment 4	
9	Nov 23	Inventory Management III	Chapter 20		
10	Nov 30	Linear Programming I	Chapter 19S	Assignment 5	
11	Dec 7	Linear Programming II	Chapter 19S	Assignment 6	Case 2
Final Exam	TBA by FSA	<b>Final Exam (2 hours)</b>	Notes Sheet & Calculator Allowed		

**Please note that the last day you can drop this course without academic penalty is November 16, 2022.**

### **Additional Recommended Readings**

- *Operations Management (4th Canadian Edition)* by Stevenson & Hojati, McGraw-Hill Ryerson, 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. It is written like a novel, but it is also used as a textbook in many operations management courses.

## **POLICY AND PROCEDURE**

### **Missed Tests and Assignments (Including Midterm Exams)**

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.

When a student misses an exam, the instructor will either offer a make-up test or re-weight the other deliverables to account for the missed exam. This choice will be made by the instructor.

### **Exams**

Students are responsible for making sure they appear for the exams on time. No latecomers will be admitted. Both exams will be closed book. However, you will be allowed to bring in one “notes sheet” (A4: 21.0cm × 29.7cm (8.3in × 11.7in) – you can write on both sides). While the “notes sheet” can be of some help to you during the exam, its real value is that it helps you prepare for the exams. You are encouraged to prepare your own “notes sheet”. Do not use a “notes sheet” someone else has prepared.

The second exam will not be cumulative. For example, I won't ask you to do a calculation to compute a queue length, but I expect you to know Little's Law and recall basic concepts such as drawing a Gantt chart (to mention two examples).

### **Late Assignments**

Please note that all assignments are due by the specified deadlines. **The exact date and time will be announced on Quercus.** No late assignments will be accepted, except for students who, for reasons beyond their control, are unable to submit an assignment by its deadline. These students 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 email Accessibility Services or visit the Accessibility Services website for more information as soon as possible. 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.

### **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 Behavior on Academic Matters outlines the behaviors that constitute academic misconduct, the process for addressing academic offenses, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offenses include, but are not limited to:

In papers and assignments

- Using someone else's ideas or words without appropriate acknowledgment.
- 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 tests 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 Behavior on Academic Matters. If you have any questions 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 the Information Commons Help Desk.

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 on a website or sell them in any other form without formal permission.

## Notice of video recording and sharing (Download and re-use prohibited)

This course, including your participation, may be recorded on video and made available to students in the course for viewing remotely or after each session.

Course videos and materials belong to your instructor, the University, and/or other sources depending on the specific facts of each situation and are protected by copyright. Do not download, copy, or share any course or student materials or videos without the explicit permission of the instructor.

For questions about recording and use of videos in which you appear, please contact your instructor.

## Other Useful Links

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

## URL links for print

- Book an appointment with a writing or presentation coach: <http://uoft.me/writingcentres>
- Writing and Presentation Coaching academic support page: <https://rotmancommerce.utoronto.ca/current-students/academic-support/writing-and-presentation-coaching/>
- Centre for Professional Skills Teamwork Resources page: <https://rotmancommerce.utoronto.ca/teamwork-resources>
- Book an appointment with a Teamwork Mentor: <http://uoft.me/writingcentres>
- Request for Special Consideration Form: <https://rotmancommerce.utoronto.ca/current-students/forms-requests-and-appeals/forms/>
- ACORN: <http://www.acorn.utoronto.ca/>
- Email Accessibility Services: [accessibility.services@utoronto.ca](mailto:accessibility.services@utoronto.ca)
- Accessibility Services website: <http://studentlife.utoronto.ca/as>

- University's Plagiarism Detection Tool FAQ: <https://uoft.me/pdt-faq>
- The University of Toronto's Code of Behaviour on Academic Matters: <http://www.governingcouncil.utoronto.ca/policies/behaveac.htm>
- Information Commons Help Desk: <http://help.ic.utoronto.ca/category/3/utmail.html>
- Become a volunteer note taker: <https://studentlife.utoronto.ca/program/volunteer-note-taking/>
- Accessibility Services Note Taking Support: <https://studentlife.utoronto.ca/service/note-taking-support/>
- Credit / No-Credit in RSM courses: <https://rotmancommerce.utoronto.ca/current-students/degree-requirements/credit-no-credit-option/>
- Rotman Commerce Academic Support: <https://rotmancommerce.utoronto.ca/current-students/academic-support/>