

# Course Outline

## **RSM 270 H1F**

Operations Management

Fall 2022

Course Meets: L0501 Thursdays, 11:00-13:00, RW 140  
L0601 Thursdays, 15:00-17:00, RW 140

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Office Hours: TBD  
Webpage: <https://q.utoronto.ca> (Quercus for RSM270)  
Make sure you **always** read the online **Announcements!**

Teaching Assistants contact information and engagement hours will be provided through announcements on Quercus.

## **Course Scope and Mission**

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, Process Analysis, Waiting-Line Management, Forecasting, Inventory Management, Linear Programming, and Supply Chain 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**

[A] Operations Management: Creating Value along the Supply Chain, Canadian Edition by Russell, Taylor, Castillo; Wiley 2019. (hardcover text + WileyPLUS: 978111894203, or loose-leaf text + WileyPLUS: 9781118942055)

[B] *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.

## **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 on the basis of how well they have command of the course materials, skills and learning objectives of the course.

<b>Work</b>	<b>Nature of the work</b>	<b>Percentage</b>	<b>Due Date</b>
Class participation	Individual	2%	Ongoing
Case (group work)	Group report	16% (8% each)	Case 1: due <b>Oct 21<sup>st</sup>, by 11:59pm</b> Case 2: due <b>Dec 8<sup>th</sup>, by 11:59pm</b>
Mid-Term Assessment	Individual	35%	Tentative date: <b>Oct 21<sup>st</sup>, 7-9 pm</b>
Assignments	Individual	12% (2% each)	6 Ongoing (roughly bi-weekly)
Final Assessment	Individual	35%	TBA

## **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**

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

Please note that **clear, concise and correct writing and/or speaking** will be considered in the evaluation of Assignments. 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 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 teams of 3-4 (preferably 4). Only one report per group should be submitted. An **electronic copy** is to 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 (Tentative)**

Session	Week of	Topic	Suggested Readings	Individual Assignments	Group Assignments
1	Sept 5	Introduction & Overview	1.1, 1.4, 1.5 [A] Chapter 1 [B]		
2	Sept 12	Process Analysis	Chapter 12 [A] Chapter 11 [B]	1-page intro	
3	Sept 19	Little's Law and Inventory buildup	Chapter 5.5 [A] Chapter 11 [B]		Finalize Groups
4	Sept 26	Queueing I	Chapter 10 [B]	Assignment #1	
5	Oct 3	Queueing II	Chapter 10 [B]	Assignment #2	
6	Oct 10	Forecasting	Chapter 12 [A] Chapter 18 [B]	Assignment #3	
	Oct 17	<b>Midterm (2 hrs) – TBA</b> Notes sheet + calculator! (No Class this week!)			<b>Case #1</b>
7	Oct 24	Inventory Management – Deterministic EOQ models	Chapter 13 [A] Chapter 20 [B]		
8	Oct 31	Inventory Management – Stochastic EOQ models	Chapter 13 [A] Chapter 20 [B]		
9	Nov 7	Reading week (NO CLASSES)			
10	Nov 14	Linear Programming - LP Model Formulation, Solving LP Using Graphical Methods	Chapter S14 [A] Chapter 19S [B]	Assignment #4	
11	Nov 21	Applications of Linear Programming in Operations Management (and solution methods in Excel)	Chapter S14 [A] Chapter 19S [B]	Assignment #5	
12	Nov 28	Supply Chain Management		Assignment #6	<b>Case #2</b>
Final Exam	TBA	<b>Final Assessment (2 hrs)</b> Notes sheet + calculator!			

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

## Policies and Procedures

### **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.

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

### **Assessments**

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, to each, you will be allowed to bring in one “notes sheet” (Letter Size 8.5”X11” – 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” (either independently or in collaboration with study partners). Do not use a “notes sheet” someone else has prepared.

The second assessment **will not be cumulative**. For example, I won't ask you to do a calculation to determine some queue length, but I expect you to know Little's Law and to be able to do some basic things like 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 in 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 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 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 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 exempted. 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.

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

This course, including your participation, may be recorded on video and be available to students in the course for viewing remotely and 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/>