

Course Outline

Course Code	RSM 270 H1 S
Course Name	Operations Management
Term, Year	Summer, 2023
Course Meets	L0101 – Mondays & Wednesdays 1:00pm – 3:00pm / BL313
Web page URL	https://q.utoronto.ca

Instructor Details

Name	Email	Phone	Office Hours	Virtual Office Link
Paul Jan	paul.jan@rotman.utoronto.ca	416-273-8498	30 minutes after lecture or by appointment	Zoom link to be provided

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, Capacity Planning, Inventory Management, Revenue Management, and Linear Programming.

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; and
- To provide you with useful tools for problem solving in business and government environments.

Course Prerequisites

Completion of the Rotman Commerce Guaranteed Admission requirements.

Required 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*, 15th Edition by Jacobs, Chase, 2018, McGraw-Hill Irwin
- *The Triple A Supply Chain*, by Hau Lee, reprint R0410F, October 2004

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.

Work	Percentage of grade	Due Date
Class Participation/Attendance	2%	Ongoing (weekly)
HBR Case Analysis	8%	Aug.9, 2023, in-class discussion
Mid-Term Test	38%	Tentative: Jul 24 1-3p
Assignment	15%	Ongoing (see due dates in weekly schedule)
Final Term Test	37%	Examination Period

Course Format and Expectations

Class Participation

Class participation will be awarded in two ways – one is through class discussion, and the other is through online discussion in Quercus. Each week a discussion question will be posted, and you are invited to respond directly to the question or add on to what others have shared. Some of the criteria that we will use to judge effective class and online participation include: Is there a willingness to participate? Is the participant a good listener? Is the participant concise and articulate? Are the points made relevant to the current discussion? Are they linked to the comments of others?

Assignments and Case Studies

A total of **5 individual online assignments** will be given. Individual assignments will be posted and are to be handed in online through UTORMAT (<https://utormat.io/#/login>).

Please note that **clear, concise, and correct writing** will be considered in the evaluation of the assignments as well as the case studies. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes, and grammatical errors. Students who require support or would like to develop their writing skills are encouraged to book an appointment with writing coaches offered by the RC Centre for Professional Skills. CPS offers both individual and group appointments with trained writing instructors who are familiar with the RC program and common genres of business assignments. For students seeking help with writing skills, these coaches can provide feedback on idea organization, paragraph development, sentence structure, or spelling mistakes and grammatical errors.

To book an appointment for writing or presentation coaching, go to uoft.me/writing-centres and select “Rotman Commerce Centre for Professional Skills” and Register for a WCONLINE account or login to your account (if you have one). For group assignments, assign one student from the group to book an appointment for the group.

2. Register for an account using your @mail.utoronto.ca email address and follow the confirmation prompts you receive via email. At the bottom of the registration page, click on “yes” next to “include iCal links with appointment confirmation messages”.
3. Once your registration is complete, select the schedule: Writing and Presentation Coaching on the drop-down menu.
3. Click on the white box for an appointment slot. Each appointment will be 45 mins. You may attach a draft of your assignment or any other documents. If your draft is not ready, you may also share a Google link (or other live document sharing link) of your draft during your appointment.
4. You will receive a confirmation email with your appointment details and meeting link.

For questions or registration support, please email rotmancommerce.cps@utoronto.ca.

In addition to appointments offered by the RC Centre for Professional Skills, all RC students have access to their College Writing Centres. Students who require additional support and/or tutoring with their writing skills are encouraged to visit the Academic Success Centre (<http://www.studentlife.utoronto.ca/asc>) or one of the College Writing Centres (writing.utoronto.ca/writing-centres). These Centres, as well as the RC Centre for Professional Skills, are teaching facilities – not editing services – where trained staff can assist students in developing their academic writing skills. **There is no charge for the instruction and support.**

Class Participation

Students are expected to prepare thoroughly and make every effort to attend every class. As class participation is a graded component of the course, students will be evaluated on the following:

- Thoughtful responses
- Understanding and analysis of the topic
- Idea generation
- Promote further discussion
- Participate in the Quercus discussion forum

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. Complete the Request for Special Consideration form: <https://uoft.me/RSMConsideration>
2. Provide documentation to support the request, e.g. Absence Declaration from ACORN, medical note, etc.

Please note: You must complete the *Request for Special Consideration* form **within 2 business days** of the missed midterm/test/ assignment due date.

Students who do not submit their requests and documentation within 2 days may be given a grade of 0 (zero) on the missed course deliverable.

Late Assignments

All assignments are due on the date and at the time specified in Quercus. Late submissions will normally be penalized by 5% per day if the assignment is not received on the specified date, at the specified time.

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.

Weekly Schedule

Session	Date	Topics	Readings (Jacobs & Chase)	Assignments
				Individual
1	Jul. 5	Introduction and Overview	Chapters 1 & 2	1-page intro
2	Jul. 10	Process Analysis	Chapter 11	
3	Jul. 12	Little's Law & Inventory Build-up	Chapter 11	Assignment 1
4	Jul. 17	Queueing I	Chapter 10	Assignment 2
5	Jul. 19	Queueing II + Midterm Review	Chapter 10	Assignment 3
	Jul. 24	Midterm tentative date: Jul. 24th, 2023 (1pm - 3pm)	A hand-written 2-sided A4 aid sheet & Calculator Allowed	
6	Jul. 26	Demand Forecasting	Chap 18	
7	Jul. 31	Inventory Management I	Chapter 20	Assignment 4
8	Aug. 2	Inventory Management II	Chapter 20	
No Lecture	Aug. 7	Holiday		
9	Aug. 9	HBR Case + Inventory Management III	HBR Case + Chap 20	Assignment 5
10	Apr. 14	Final Review	N/A	
Final Exam	TBA by FAS	Final Exam (2 hours)		A hand-written 2-sided A4 aid sheet & Calculator Allowed

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. The book is written like a novel, but it is also used as textbook in some operations management courses.

Please note that the last day you can drop this course without academic penalty is Monday July 31, 2023.



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
- 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/>