

Course Outline

RSM 270 H1S

Operations Management

Winter 2025

Course Meets: L0101 Monday, 9:00 AM-11:00 AM EST / SS 1070

L0201 Monday 1:00 PM-3:00 PM EST / HS 106

L0301 Monday 3:00 PM-5:00 PM EST / WB 130

Instructor: Azarakhsh Malekian,

E-Mail: azarakhsh.malekian@Rotman.Utoronto.Ca

Please start subject with **RSM270**

Webpage: [https://q.utoronto.ca/\(QUERCUS for RSM270H1\)](https://q.utoronto.ca/(QUERCUS%20for%20RSM270H1))

Make sure you **always read all online Announcements!**

Office Hours: TBA

Teaching Assistant: TBA

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, 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.

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.

Optional Readings

- **Operations and Supply Chain Management** (print version) 17th Edition by Jacobs and Chase, 2024, McGraw-Hill Irwin. (The 15th or 16th editions are also acceptable).

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.

<u>Work</u>		<u>Due Date</u>
Case Studies	15%	Case 1: (7.5% of final grade) Due: Feb 16 th Case 2: (7.5% of final grade) Due: April 6 th .
Mid Term Exam	32%	Feb 12 th
Assignments	12%	Ongoing (roughly bi-weekly)
Class Participation	3%	
Final Exam	38%	TBA by FAS

COURSE FORMAT AND EXPECTATIONS

Class Participation

Class participation will be mostly determined on the basis of your comments in each class session. Some of the criteria that we will use to judge effective class 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? Most lectures will include in-class exercises where students can work in groups. These exercises are intended to encourage participation and contribute to the class participation grade. The focus is on engaging with the activity, not on providing correct answers, so participation is what matters most.

Assignments and Case Studies

Individual Assignments

A total of 6 online assignments will be posted on Quercus throughout the term. They will each be equally weighted in determining the final grade.

Group Works (case studies)

Both case studies 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. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members are not responding on time 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.

Please note that **clear, concise, and correct writing** will be considered in evaluating 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 individual and group appointments with trained writing instructors 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, spelling, and grammatical errors.

To book an appointment for writing or presentation coaching, go to uoft.me/writingcentres 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.

1. 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.”
2. 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 and 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**

Midterm Exam (32%)

There is an in-person midterm exam in February (TBA). It will be on paper, and a handwritten two-sided A4 aid sheet and basic calculator are allowed. It will be based on lectures 1 through 5.

Final Exam (38%)

There is an in-person final exam during the exam period (TBA). It will be on paper, and a handwritten two-sided A4 aid sheet and basic calculator are allowed. The final exam is not cumulative and will be based on lectures 6 through 11.

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 **within two business days** of the missed midterm/test/assignment due date.

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: As of September 2023, students may use the Absence Declaration on ACORN ***once per term*** to report an absence and request consideration. **Any subsequent absence will require a [Verification of Illness form](#) or other relevant documentation.**

Students who do not submit their requests and documentation within two days may receive a grade of 0 (zero) on the missed course deliverable. Students who do not provide this information will be given a grade of 0 (zero) for the missed course deliverable. Students who do not provide this information will be given a grade of 0 (zero) for the missed course deliverable. Students who miss the midterm must write a “make-up” test.

Final Exams: If you miss the final exam in this course for a legitimate reason (illness, etc), you will need to contact your College Registrar to file a petition for a deferred exam. This deferred exam will be written later as established by the Faculty of Arts & Science. Instructions can be found here: <https://www.artsci.utoronto.ca/current/faculty-registrar/petitions-appeals/preparing-petition>

Late Assignments

Students are given a one-hour grace period after the due date for all assessments (except the final exam). **During this extra hour, submissions are considered late, but no penalty is assessed. After that, late submissions will typically be penalized by 25% per day (or fraction of a day) unless the instructor has granted the student an extension.**

Students who are unable to submit an assignment by its deadline for reasons beyond their control 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

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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.

Generative AI / ChatGPT

Students are permitted to utilize Generative Artificial Intelligence (AI) tools while completing assignments within this course. However, it is essential to comprehensively document this usage and subsequently upload the documentation as an appendix (or a separate file) upon request for each assignment. Should the instructor require the submission of this documentation, students are obliged to promptly provide the file to the instructor. This documentation should include what tool(s) were used, how they were used, and how the results from the AI were incorporated into the submitted work. Failure to adhere to this guideline, and instances where the usage of AI is detected without appropriate citation, could result in the forfeiture of 100% of the grade allocated for that particular assignment, both for you and your teammates. It is important to emphasize that the use of Generative AI tools is exclusively permissible for assignments and case studies; their utilization is strictly prohibited during examinations, whether administered online or in person.

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 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 Behaviour 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 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.

URL links for print

- 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/>
- 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>

Weekly Schedule (Tentative)

Please note that the last day you can drop this course without academic penalty is **March 10, 2025**.

Session	Date	Topic	Readings	Individual Assignments	Group Assignments
1	Jan 6	Introduction & Overview	Chapter 1 & 2		
2	Jan 13	Process Analysis	Chapter 11	1-page intro	
3	Jan 20	Little's Law and Inventory Build-up	Chapter 11	Assignment 1, Jan. 26, 11:59pm	Finalize Groups
4	Jan 27	Queueing Analysis	Chapter 10	Assignment 2, Feb. 2, 11:59pm	
5	Feb 3	Queueing Models	Chapter 10	Assignment 3, Feb. 9, 11:59pm	
	Feb 12	Midterm Exam	A hand-written 2-sided A4 aid sheet & Calculator Allowed		Case 1, Feb. 16
No Lecture	Feb 17	Reading week (no classes)			
6	Feb 24	Demand Forecasting			
7	March 3	Inventory Management I	Chapter 18	Assignment 4, March 9, 11:59pm	
8	March 10	Inventory Management II	Chapter 20		
9	March 17	Inventory Management III	Chapter 20	Assignment 5, March 23rd, 11:59 pm	
10	March 24	Linear Programming I	Appendix A	Assignment 6, March 30, 11:59pm	
11	March 31	Linear Programming II	Appendix A		Case #2 April 6
Final Exam	TBA	Final Exam (2 hrs)		A hand-written 2-sided A4 aid sheet & Calculator Allowed	