

# Course Outline

<b>Course Code</b>	<b>RSM 270 H1 F</b>
<b>Course Name</b>	Operations Management
<b>Term, Year</b>	Summer 2025
<b>Course Meets</b>	Monday/Wednesday 1-3pm in WO (room information on Acorn)
<b>Web page URL</b>	<a href="https://q.utoronto.ca">https://q.utoronto.ca</a>

## Instructor Details

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Office Hours</b>
Adam Saunders	<a href="mailto:adamr.saunders@rotman.utoronto.ca">adamr.saunders@rotman.utoronto.ca</a>	416-978-3386	TBA

## Course Description

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 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.*

## Learning Outcomes

By the end of this course, students will be able to:

- Define and explain operations management's core concepts, principles, and functions, including its role in manufacturing and service industries.
- Develop the ability to analyze and design efficient and effective operational processes and identify areas for improvement.
- Develop critical thinking and decision-making skills, applying quantitative and qualitative tools to solve operational problems and make informed decisions.

## Course Prerequisites

Completion of the Rotman Commerce Guaranteed Admission requirements.

## Course Materials

### Suggested Readings

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

## 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.

Work	Percentage of grade	Due Date
Class Participation	10%	Ongoing
Mid-Term Test	32%	TBA
Assignments	20%	See weekly schedule on pg. 7
Final Term Test	38%	TBA by FAS

## Course Format and Expectations

All lectures for this course are scheduled to be conducted in person. Throughout the course, students must complete six bi-weekly assignments. Two case studies will also be provided—one for each half of the course. These case studies are designed to evaluate your comprehension of all subjects covered in each respective course segment. Students will get the most out of this course by regularly attending lectures and participating actively in class discussions.

### *Assignments (20%)*

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.

### *Class Participation (10%)*

There are three elements as part of class participation, all will be equally weighted in the calculation of the final grade:

Verbal participation: Students are expected to prepare thoroughly and try to attend every class. Since 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, promoting further discussion, respect, active listening, and attentiveness.

Poll Everywhere questions: Poll Everywhere questions typically test a student's understanding of the material and may be spread throughout the lecture. Students must register for a free Poll Everywhere account and can use a laptop or smartphone to participate. Only the best 8 out of 10 lectures with Poll Everywhere questions will be used to calculate a student's final course grade.

In-Class Exercises: Approximately one in-class exercise will be assigned each week during the latter part of the lecture. The two lowest scores will be dropped from the final course grade. Students can work individually or in groups of any size. Students who work in groups must still submit their own responses in Quercus.

### *Midterm Exam (32%)*

There is an in-person midterm exam on Wednesday, May 28<sup>th</sup> at 1pm. It will be on paper, and a 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 June 19<sup>th</sup>-24<sup>th</sup> exam period. It will be on paper, and a 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.

## Rotman Commerce Attendance Policy

Rotman Commerce students are expected to make every effort to attend each class. Infrequently, students may miss term work, e.g., quizzes, assignments, etc., due to unplanned and extenuating circumstances and must follow the Request for Special Consideration process as outlined in their course outlines. However, Rotman Commerce will not approve any Request for Special Consideration for participation marks for missed classes. Any such request will be denied.

### *Missed Tests and Assignments*

Students who miss a term test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration **within 2 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, eg. Absence Declaration from [ACORN](#), [Verification of Illness Form](#) etc.

**Please note:** As of September 2023, students may use the Absence Declaration on ACORN **\*one time per term\*** to report an absence and request consideration. **Any subsequent absence will require a Verification of Illness form or other similar relevant documentation.**

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

In the cases of valid academic concession requests regarding other assessments, the instructor will reweight the final grade towards other comparable course components. Concessions will be reweighted towards materials within the same assessment category (e.g., participation, Poll Everywhere, or in-class exercises).

**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 at a later date 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 normally be penalized by 20% for the first day (or fraction of a day). A further penalty of 10% will be applied to the next day, after which a grade of 0 will be given for the missed course deliverable.

## 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.

## Generative AI / ChatGPT

Students are encouraged to make use of technology, including generative artificial intelligence tools, to contribute to their understanding of course materials. Students may use artificial intelligence tools, including generative AI, in this course as learning aids or to help produce assignments. However, students are ultimately accountable for the work they submit. Additionally, students may not use artificial intelligence tools for taking tests or answering Poll Everywhere questions in this course, but students may use generative AI tools for other assignments such as in-class exercises.

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

## Weekly Schedule (*tentative*)

Session	Date	Topics	Readings (Jacobs & Chase)	Assignments
1	Mon. May 5	Introduction and Overview	Chapters 1 & 2	
2	Wed. May 7	Process Analysis	Chapter 11	<b>Assignment 1</b> , May 11, 11:59pm
3	Mon. May 12	Little's Law & Inventory Build-up	Chapter 11	
4	Wed. May 14	Queueing I	Chapter 10	<b>Assignment 2</b> , May 19, 11:59pm
<i>Mon. May 19 – No class (Victoria Day)</i>				
5	Wed. May 21	Queueing II	Chapter 10	<b>Assignment 3</b> , May 25, 11:59pm
6	Mon. May 26	Demand Forecasting*		
<b>Midterm Exam</b>	<b>Wed. May 28</b>	<b>In-person Midterm Exam (1-3pm) Location TBA</b>	A 2-sided A4 aid sheet & Calculator Allowed	
<i>Mon. June 2 – Class Cancelled</i>				
7	Wed. June 4	Inventory Management I	Chapter 18	
8	<b>Fri. June 6</b>	Inventory Management II	Chapter 20	<b>Assignment 4</b> , June 8, 11:59pm
9	Mon. June 9	Inventory Management III	Chapter 20	
10	Wed. June 11	Linear Programming I	Appendix A	<b>Assignment 5</b> , June 12, 11:59pm
11	Mon. June 16	Linear Programming II	N/A	<b>Assignment 6</b> , June 16, 11:59pm
<b>Final Exam</b>	<b>TBA by FAS</b>	Final Exam (2 hours)		A 2-sided A4 aid sheet & Calculator Allowed

**\*Material to be tested on the final exam instead of the midterm.**

**Please note that the last day you can drop this course without academic penalty is June 2, 2025**

## Other Useful Links

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

## URL links for print

- 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/>
- 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>