



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 270 H1 F

Operations Management

Fall 2019

Course Meets: L0301 Wednesdays, 1:00pm-3:00pm, OI 5250

L0401 Wednesdays, 4:00pm-6:00pm, SK 548

L0501 Thursdays, 9:00am-11:00am, WW 126

L0601 Thursdays, 1:00pm-3:00pm, WO 35

Instructor: Vinh Quan. UTSC-IC375 (L0301, L0401, L0501, L0601)
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Teaching Assistant: Mahsa Hosseini, Mahsa.Hosseini17@rotman.utoronto.ca
Office Hours Tuesdays 1-3pm, R423, desk#1, Sept 17 – Dec 3
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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

RSM100Y1/RSM100H1/MGT100H1

Required Readings

Operations Management: Creating Value Along the Supply Chain, Canadian Edition by Russell, Taylor, Castillo; Wiley 2014.

- Hardcover text: 9781118301173
- Loose-leaf text, 3 holes pre-punched: 9781118301180
- e-text: 9781118727478

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 he or she has command of the course materials.

<u>Work</u>		<u>Due Date</u>
Mid Term Exam	30%	Week of OCT 21
Assignments	30%	TBA
Final Exam	40%	During Faculty of Arts & Science Final Examination period

1. If you wish to have the ass/test remarked, please see me within two weeks after the ass/test is given back to the class.
2. If your final exam mark is 15% higher than your midterm mark, I will make your midterm worth 15% and the final worth 55%.

COURSE FORMAT AND EXPECTATIONS

Assignments:

There will be 6 assignments worth 5% each. Please note that clear, concise, and correct writing will be considered in the evaluation of Assignments. 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 additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (<http://www.studentlife.utoronto.ca/asc>) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres 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.

Weekly Schedule (L0301, L0401 – WED)

Session	Week of	Topic	Readings
1	Sep 9	Introduction & Overview: productivity & Competitiveness, strategy & operations. Overview of manufacturing: process & discrete products industries, product variety, facility layouts, Product-Process Matrix (not in book) Production performance measures: Production rate, cycle time, capacity, lead time, utilization (not in book)	1.1, 1.4, 1.5
2	Sep 16	Demand forecasting	Chapter 12
3	Sep 23	Waiting Line Models	5.5
4	Sep 30	Total Quality Management	2.1 – 2.6
5	Oct 7	Inventory Management – Deterministic EOQ models	13.1 – 13.5
6	Oct 14	Inventory Management – Probabilistic EOQ & Single Period Models.	13.6 – 13.8
Midterm Test	Oct 21	Midterm test, 2 hours, out of class time, written together with sections L0301, L0401, L0501, L0601. Covers sessions 1 – 5.	
7	Oct 28	Linear Programming - LP model formulation, solving LP using graphical method	S14
	Nov 4	Reading Week	
8	Nov 11	Applications of LP in Operations Management: make or buy decisions, personnel scheduling, production & inventory scheduling, solution using LINGO software (not in book)	Not in book
9	Nov 18	Introduction to Project Management, project scheduling using CPM – AOA method	9.1 – 9.4
10	Nov 25	Project Scheduling using CPM – AON method, PERT, crashing activities, Project Manager & role of PMO	9.4 – 9.9
11	Dec 2	Supply Chain Management	10.1, 10.2, 10.4, 10.5, 10.6
Final Exam	TBA by FAS	Final Exam (2 hrs) , common exam for all 7 sections, L0101 – L0701.	

Weekly Schedule (L0501, L0601 – THU)

Session	Week of	Topic	Readings
1	Sep 2	Introduction & Overview: productivity & Competitiveness, strategy & operations. Overview of manufacturing: process & discrete products industries, product variety, facility layouts, Product-Process Matrix (<i>not in book</i>) Production performance measures: Production rate, cycle time, capacity, lead time, utilization (<i>not in book</i>)	1.1, 1.4, 1.5
2	Sep 9	Demand forecasting	Chapter 12
3	Sep 16	Waiting Line Models	5.5
4	Sep 23	Total Quality Management	2.1 – 2.6
5	Sep 30	Inventory Management – Deterministic EOQ models	13.1 – 13.5
6	Oct 7	Inventory Management – Probabilistic EOQ & Single Period Models.	
7	Oct 14	Linear Programming - LP model formulation, solving LP using graphical method	13.6 – 13.8
Midterm Test	Oct 21	Midterm test, 2 hours, out of class time, written together with sections L0301, L0401, L0501, L0601. Covers sessions 1 - 5	S14
8	Oct 28	Applications of LP in Operations Management: make or buy decisions, personnel scheduling, production & inventory scheduling, solution using LINGO software (<i>not in book</i>)	Not in book
	Nov 4	Reading Week	
9	Nov 11	Introduction to Project Management, project scheduling using CPM – AOA method	9.1 – 9.4
10	Nov 18	Project Scheduling using CPM – AON method, PERT, crashing activities, Project Manager & role of PMO	9.4 – 9.9
11	Nov 25	Supply Chain Management	10.1, 10.2, 10.4, 10.5, 10.6
Final Exam	TBA by FAS	Final Exam (2 hrs) , common exam for all 7 sections, L0101 – L0701.	

POLICY AND PROCEDURE

Missed Tests and Assignments (including midterm examinations)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. The Request for Special Consideration Form and supporting documentation must be submitted in a timely manner in order for the request to be reviewed.

In such cases, students must notify the Rotman Commerce Program Office on the date of the course deliverable such as a missed test, or assignment missed class (in the case of participation marks), or due date. They must then complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Office within **2 business days** of the originally scheduled course deliverable. Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable. Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted.

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a later report of illness made by the student to a physician.

There will be no make-up assignments or test due to illness and the weight will be shifted to final exam.

Late Assignments

Late assignments will not be accepted. 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.

Accessibility Needs

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: accessibility.services@utoronto.ca or <http://www.studentlife.utoronto.ca/as>.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT 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

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> 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 following 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 UofT resources such as 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 UofT 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 the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo 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.

Quercus and the Course Page

The online course page for this course is accessed through Quercus. To access the course page, go to q.utoronto.ca and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours.

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 (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission 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 anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.