

Course Outline

RSM 270 H1 S

Operations Management

Summer 2020

Course Meets: Tuesday and Thursday 10am-12pm

Instructor: Paul Jan
Email: paul.jan@utoronto.ca, start subject with **RSM270**
Webpage: <https://q.utoronto.ca/courses/159324>(Quercus for RSM270H1)
Make sure you **always read the online Announcements!**
Office Hours: Coordinate via email

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, Forecasting, Statistical Processes Control in Manufacturing and Services, Waiting-Line Management, Inventory Management, Linear Programming, and Project 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 Technology

For Summer 2020, this course will be conducted entirely online. To participate fully and to complete the course successfully, you must ensure you have a computer with a working webcam, microphone and reliable access to an internet connection. If you don't have this technology, or cannot be assured that you will have it for the duration of the course and all its tests/presentations/deliverables, please do not remain in the course. There will be other opportunities in other terms to take this course without the necessity to rely on technology.

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: A tailored text book to our needs, based on Operations and Supply Chain Management, 15th Edition by Jacobs, Chase, 2018, McGraw-Hill Irwin

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, they or she has command of the course materials.

Work	% of Grade	Due Date
Assignments	20%	TBA – see online announcement
Class Participation/Discussion	10%	
Mid Term Online Quiz (online)	35%	Tues. July 28, 2020 (during class time)
Final Term Assessment (hybrid)	35%	TBA (15% group, 20% individual oral)

Course Format and Expectations

The course will be delivered through lectures, assignments, cases, and quiz/assessment.

Assignments

A total of **4 individual** online assignments will be given. Individual assignments will be posted and are to be handed in online through UTORMAT (<https://utormat.io/#/login?r>).

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.

Group Work

The case studies require students to work in teams of up to 4 students. Only one report per group should be submitted. For the case studies, submission to Turnitin.com¹ will be used. An **electronic copy** is to be handed in online through QUERCUS.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. Read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students” which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;

¹ Normally students will be required to submit their course essays to Turnitin.com for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university's use of the Turnitin.com service are described on the Turnitin.com website.

- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team’s process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with their instructor as soon as possible. The instructor will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

Weekly Schedule

(detailed assignment and case due-dates list will be posted in Quercus)

Session	Date	Topic	Readings	Individual Assignments	Group Assignments
1	7/7	Introduction & Overview	Chapter 1 [A]	1-page intro	
2	7/9	Supply Chain Management (Beer Game)	Chapter 10 [A]		
3	7/14	Demand forecasting	Chapter 12 [A]	Assignment #1	
4	7/16	Inventory Management – Deterministic EOQ models	Chapter 13 [A]	Assignment #2	
5	7/21	Inventory Management – Stochastic EOQ models & newsvendor model	Chapter 13 [A]		Finalize Groups
6	7/23	Service Design (Queuing – inventory build-up and PK-model)	Chapter 5 [A]		
7	7/28	Midterm			
8	7/30	Panel Speakers (Stryker and TBD)			
9	7/30	Monte Carols Simulation – inventory, transportation, and capital investment	S13 [A]	Assignment #3	
10	8/4	Linear Programming - LP model formulation, solving LP using graphical methods	S14 [A]	Assignment #4	
11	8/11	Group case presentation			Case Due by 8AM
12	8/13	Group case presentation			
Final Assessment	TBA	Individual oral Aug 20, 2020. Specific time TBA			

Please note that the last day to drop an S Term course is August 3, 2020

Policy and Procedure

Diversity, inclusion and equity

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.

Missed Tests and Assignments (including mid-term and final-term quizzes)

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, assignment or class (in the case of participation marks).
2. Complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation as indicated on the form. For example, this may include either your Self-Declaration of Absence on ACORN, or [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.

Note that documentation must clearly establish that you were ill or had other circumstances that prevented you from attending on the date in question. Reports after-the-fact are not sufficient.

Missed assignments, cases and midterm will be addressed on an individual case-by-case basis, and will be either made-up or re-weighted, as per the instructor's discretion.

Late Assignments

As the timelines provided will be rather accommodating, late submission of cases and assignments will be penalized by up to 20% of the mark for the assignment. Please submit your work on 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.

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 at accessibility.services@utoronto.ca or 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 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

(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 U of T 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 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 help.ic.utoronto.ca/category/3/utmail.html.

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.

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 ACORN, 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. 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 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.