



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

### RSM 270 H1S

Operations Management

Winter 2019

Course Meets: L0101 Thursdays, 10:00am-12:00pm, WO 20

L0201 Thursdays, 2:00pm-4:00pm, WO 30

L0301 Thursdays, 4:00pm-6:00pm, WO 30

L0501 Fridays, 9:00am-11:00am, WO 30

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Instructor: Gonzalo Romero, RT 408 (L0101, L0201, L0301)  
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Please start subject with **RSM270**

Office Hours: Wednesdays, 10:00am-11:30am in RT 408, and by appointment

Instructor: Dror Hermel, (L0501)  
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Please start subject with **RSM270**

Office Hours: TBA

Webpage: <http://q.utoronto.ca/courses/77712> (Quercus for RSM270H1)  
Make sure you **always read the online Announcements!**

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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

## Course Exclusions

RSM370H1 – If taken prior to 2011-2012

## Required Readings

*RSM270 Operations Management*, by Wiley. ISBN-13: 9781119551317. This is a tailored text book to our needs, based on *Operations Management: Creating Value Along the Supply Chain, Canadian Edition*, by Russel, Taylor, Castillo, and Vidyarthi, and *Operations and Supply Chain Management for MBAs*, 6th edition, by Meredith and Shafer.

## 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>
Class Participation	2%	Ongoing (weekly)
Case Studies	16%	Case 1: Feb 28 (8% of final grade) Case 2: April 4 (8% of final grade)
Mid Term Exam	35%	Feb 28, 4pm(sharp)-6pm
Assignments	12%	Ongoing (roughly bi-weekly)
Final Exam	35%	During Faculty of Arts & Science Final Examination period

## 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?

### Assignments, Mini-Quizzes and Case Studies

A total of 6 **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 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 additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre ([www.asc.utoronto.ca](http://www.asc.utoronto.ca)) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://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.

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.

We will submit your assignments and case studies to Turnitin.com to protect you against plagiarism.

### **Group Work**

The case studies require students to work in teams of 2-3. Only one report per group should be submitted. For the case studies, submission to Turnitin.com will be used as described above.

An **electronic copy** is to be handed in online through Quercus

(<https://q.utoronto.ca/courses/77712>).

A **hardcopy** must be submitted **to me** (in class or my office).

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;
- 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 the Rotman Commerce Team Coach\*\* as soon as possible. The Coach 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.

\*\*For an appointment with a Rotman Commerce Team Coach, please contact Nouman Ashraf at [nouman.ashraf@rotman.utoronto.ca](mailto:nouman.ashraf@rotman.utoronto.ca) Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

## Weekly Schedule

Session	Week of	Topic	Readings	Individual Assignments	Group Assignments
1	Jan 7	Introduction & Overview	Chapter 1		
2	Jan 14	Process Analysis	Chapter 2	1-page intro	
3	Jan 21	Demand Forecasting	Chapter 3		Finalize Groups
4	Jan 28	Little's Law and Inventory Build-up	Chapter 11, Jacobs, Chase	Assignment 1	
5	Feb 4	Queueing I	Chapter 4	Assignment 2	
6	Feb 11	Queueing II	Chapter 4	Assignment 3	
	Feb 18-22	Reading week			
Midterm Exam	Feb 28	<b>4pm(sharp)-6pm (2 hrs) in EX 200</b>		"notes sheet" Calculator	Case 1
7	March 4	Inventory Management I	Chapter 5		
8	Mar 11	Inventory Management II	Chapter 5		
9	Mar 18	Inventory Management III	Chapter 5	Assignment 4	
10	Mar 25	Linear Programming	S14	Assignment 5	
11	Apr 1	Linear Programming II	S14	Assignment 6	Case 2
Final Exam	TBA by FAS	<b>Final Exam (2 hrs)</b>		"notes sheet" Calculator	

### Additional Recommended Readings

- *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.

## **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. **Students who miss the midterm must write a “make-up” exam.**

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.**

### **Exams**

Students are responsible for making sure they appear for the exams on time. No latecomers will be admitted. Both exams will be closed book. However, you will be allowed to bring in one “notes sheet” (A4: 21.0cm x 29.7cm (8.3in x 11.7in) – you can write on both sides). While the “notes sheet” can be of some help to you during the exam, its real value is that it helps you prepare for the exams. You are encouraged to prepare your own “notes sheet” (either independently or in collaboration with study partners). Do not use a “notes sheet” someone else has prepared.

The second exam will not be cumulative. For example, I won't ask you to do a calculation to determine some queue length, but I expect you to know Little's Law and to be able to do some basic things like drawing a Gantt chart (to mention two examples).

### **Late Assignments**

Please note that all assignments are due by the specified deadlines. The exact date and time will be given in the Quercus assignment. No late assignments will be accepted, except for 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](mailto:accessibility.services@utoronto.ca) or <http://www.accessibility.utoronto.ca/>.

### **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 Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to 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 the UofT Quercus login at <https://q.utoronto.ca/courses/77712> and log in using your UTORid and password. Once you have logged in, look for the Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Quercus Information and Help at [www.portalinfo.utoronto.ca/students](http://www.portalinfo.utoronto.ca/students) and review the Frequently Asked Questions.

### **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.