# DEPARTMENT OF MANAGEMENT UNIVERSITY OF TORONTO MISSISSAUGA

# MGT374H5S LEC0102 Operations Management Course Outline - Winter 2024

**Class Location & Time** Wed, 11:00 AM - 01:00 PM IB 260

**Instructor** David Swanston

Office Location KN239

Office Hours Wednesdays 8-9am IB260, Thursdays 3-4pm via ZOOM

E-mail Address d.swanston@utoronto.ca
Course Web Site https://q.utoronto.ca

## **Course Description**

Operations management is concerned with the facilities and their operation to deliver the goods and services of the organization. The course develops this theme and gives a theoretical framework for managing operations. Some of the major themes include aggregate planning, materials management, and inventory control. This course introduces students to modern quantitative and computing tools necessary for in-depth operational analysis and planning.

Prerequisite: ECO220Y5 or ECO227Y5 or MGT218H5 or (STA256H5 and STA260H5) or STA218H5 or (STA256H5 and

STA258H5)

Exclusion: MGOC20H3 or RSM270H1 (SSc)

Distribution Requirement: SSc

## **Course Objective**

This course will address operations analysis with emphasis on the service industry. The course content will focus on the overall goal of planning and managing productivity, quality, and the efficiency and effectiveness of asset utilization. Specific topics covered include operations analysis, project management, inventory management, the study of work and applied statistical analysis and significance. Students will participate in a simulation game that will provide an opportunity practically apply many of these concepts in a business type setting.

Some of the main objectives of the course will be:

- To understand the unique characteristics of the service sector.
- To understand the concept of productivity and the factors which impact it.
- To understand the various methods used to improve productivity and their applications.
- To understand the challenges that managers face in attempting to achieve service quality.
- To understand the principles of service quality

### **Textbooks and Other Materials**

We will use an Etext in this course along with the Connect online learning platform and an online simulation game. The access code for the EText and Connect platform will be purchased from the bookstore. Instructions for the EText purchase and download will be posted on the course website. The simulation can be purchased directly online. Students must acquire their own copies of these materials as soon as possible as there is a significant amount of reading that will be required over the first few weeks. You will be assigned a simulation ID that will allow you to access the simulation website. Note that the simulation operates on PCs, but is not supported on Apple products (although some students have been able to use it, and some operate their Apple devices in PC mode). Students are expected to come to class having done all assigned readings including any handouts.

- 1. E-Book, <u>Service Management</u>, 9th Edition, Bordoloi, Fitzsimmons, Fitzsimmons, 2019 McGraw Hill, and McGraw Hill Connect
  - 2. <u>ServiceSim, Service Quality Simulation</u>, Deighan and James, Interpretive Simulations, <u>www.interpretive.com</u>

Other Materials: Additional readings, assignments or practice questions may be distributed throughout the semester.

## **Assessment and Grading Policies**

Type	Description	Due Date	Weight
Other	Simulation Performance	On-going	24%
Assignment	Weekly Quizzes	On-going	15%
Assignment	Smartbook Submissions	On-going	6%
Term Test	Mid-Term Test	2024-02-07	20%
Final Exam	Date TBA	TBA	35%
		Total	100%

Note that the Course Schedule, Assessment and Grading Policies detailed in this course outline are contingent on class delivery staying unchanged. The course outline may change at the instructors' discretion under unforeseeable circumstances, e.g. lockdown due to COVID. For example, if we are required to offer courses via remote delivery during the semester, the instructor will make the necessary adjustments, including, but not limited to, the nature and timing of assignments and tests, reweighting of course assessments, and other course content. These changes will be communicated via Ouercus.

### Requirements and Criteria

### Simulation (ServiceSim)

Students will work in groups to create and manage the parts and service department of a new auto dealership throughout the semester. For eight consecutive operating months you will make decisions about the direction and operations of your company. Decisions will be electronically submitted to the simulation web site according to the attached course schedule. Late decisions will result in a grade of zero for the round. Teams will receive their own results immediately after submitting their decisions for the month, and will receive competitive information during the following class. Decision submission instructions and performance measurement criteria will be discussed in class. All team members must have acquired a simulation access code and registered online before the team will be able to submit decisions.

There will be a preliminary group mark determined for your simulation teams' performance. This group mark may then be modified for each individual group member based on the results of a confidential peer evaluation. Students will receive an individual mark (not a group mark) for the simulation which may, or may not, be the same as the group mark that is originally determined or the mark given to other group members. This will help to recognize individual contributions and to promote equal participation by group members. Students who do not contribute in a significant manner to their group may receive a grade for the simulation as low as zero, at the discretion of the professor. Further instructions will be posted on the course website.

Students who have not registered for the simulation by January 29th, without prior permission from the instructor, and/or who do not submit their simulation peer evaluation by the April 3rd deadline will receive a deduction of two marks (out of 24) from their simulation grade for every whole or part day that it is late.

### Weekly Quizzes

Students will complete ten quizzes worth 1.5 marks each throughout the semester that will test their knowledge on the designated concepts. Each quiz will be open for a minimum of one week, and students will be provided with 45 minutes to complete each quiz (each quiz should take much less time). Quizzes will be a combination of true/flase, multiple choice, and problem solving questions. Students should read and follow the technology instructions, and complete the practice quiz, prior to attempting any quiz to ensure compatability. Once a quiz has been started, a student cannot rewright the quiz. Becasue students have at least one week to complete the quiz, no accommodations will be made for missed quizzes. Further instructions will be posted on the course website.

### **Smartbook Submissions**

For most EText chapter readings, the Connect online digital learning platform will provide a Smartbook study aid that will help students deepen and strengthen their understanding of the EText material. Stuents will have at least one week to complete each Smartbook assignment, and they must be completed along with the assigned readings by the day prior to the class covering the subject. Students who complete each of the 13 Smartbook assignments can earn up to six marks based on their performance on their best 12 Smartbook submissions to accommodate technical issues or other issues that may prevent a student from completing a Smartbook assignment. Further instructions will be posted on the course website.

### Midterm Exam and Final Exam

The mid-term test is 60 minutes in duration and will be held in-class on Wednesday, February 7th. Material covered during all prior classes is examinable on the midterm exam. Material covered after the midterm test is examinable on the final examination (non-cumulative), which will be scheduled during the final exam period and will be two hours in length. Exams will cover chapter content, lectures, class discussion, all other course material including the simulation.

For both exams, students will be permitted one 8.5x11 page of notes, two-side, and must be original hand-written (no copies, printouts scans or computer generated notes). Students will also be allowed to use a non-programmable calculator and writing materials. For missed midterms, students will write an altenate make-up midterm (scheduled on Monday February 12th at 9am) as per the instructions below. Further instructions will be posted on the course website.

#### Conduct of Class

This course will require students to study the assigned text material and prepare exercises and case study analysis for in-class discussion. The lectures and seminars will reinforce key concepts, expand on assigned readings and review topic applications. Chapter content will <u>not</u> be given detailed review in class. Students are encouraged to ask questions and to participate in discussions.

There are a variety of topics covered in this course and some students find it difficult to cover all of the material. Practical application is the best method to learn the more quantitative topics so it is imperative that students do not fall behind in the chapter readings. Preparing case analysis and completing assigned problems prior to class will help to identify areas where further information is required and will provide the context for in-class discussion.

### **Procedures and Rules**

Special Consideration Request for Academic Accommodation Request - Missed Tests & Quizzes (term work only, no final exams):

To be considered for academic accommodation for missed tests and quizzes (ONLY), please follow the appropriate next steps depending on your circumstance (i.e. illness related or non-illness related). **Do NOT submit a petition for final exams.** Final exam deferrals must be submitted through the Registrar's Office. Extension of time requests should follow the same process.

Special Consideration Request Application: <a href="https://uoft.service-now.com/utm-scr">https://uoft.service-now.com/utm-scr</a>

Illness or Non-illness Related Next Steps

- 1. **Inform your professor in writing** (e-mail is acceptable) **no later than 24 hours after the test or quiz** date of any circumstances that prevent you from writing a test or quiz. Failure to do so will result in your special consideration request petition being denied.
- 2. Submit an online Special Consideration Request as soon as possible, but no later than 72 hours after the test or quiz date. Failure to do so will result in your request being denied. Special Consideration Request Application: https://uoft.service-now.com/utm\_scr
- 3. Provide your supporting documentation on the Special Consideration Request Application by attaching screenshots or relevant documents within one week of the missed test/quiz. Supporting documentation may include a screenshot of the Absence Declaration tool on ACORN. Please ensure the dates identified in your absence declaration include the actual test or quiz date, if applicable. Please refer the course outline for term work exclusions from use of Absence Declaration. The Department requires supporting documentation (such as Verification of Illness form) if your course outline excludes test/quiz from the one-time ACORN declaration. Illness related documentation include the Verification of Illness form which must be in English and completed by a practitioner registered and licensed in the Province of Ontario with original signature and business stamp. Non illness related documentation will vary but a death in the family requires submission of a death certificate. Requests without supporting documentation will be denied.

### **IMPORTANT**

- Failure to follow this process will result in your Special Consideration Request being denied.
- If your form is not completed correctly with the necessary details to assess your Special Consideration Request, your request may be denied.
- In the case of an illness, you need to follow the specific Missed Tests requirements for your course (see Missed Tests section below).
- You may receive a follow up email or response on the Special Consideration Request Application from the UTMM petitions committee. If so, you MUST respond within 24 hours.
- If there is concern about your Special Consideration Request, your request may be refused and/or you may be asked to meet with an Associate Chair or Program Director.
- If you have multiple Special Consideration Requests your request may be refused.
- If you do not complete the make-up work as and when required, you will receive a grade of zero for the original missed

test; further special consideration is not permitted.

Holidays and pre-purchased plane tickets, family plans (unless critical, such as death of an immediate family member), your friend's wedding, lack of preparation, or too many other tests are not acceptable excuses for missing a quiz, a test, or an item of course work.

The written explanation and documentation that you submit represents an appeal from you, which requests the opportunity to account for that portion of your grade in an alternate manner than the normal one that is described in this course outline. If an appeal is not received by the deadline specified above, or if the appeal is deemed unacceptable, you will receive a grade of zero.

### **Missed Test(s):**

<u>Make-ups (Alternate Procedure)</u>: Students who miss the midterm exam due to illness and have submitted a Special Consideration Request are expected to write a make-up test. Students should already have been prepared for the mid-term, so a make-up test will be scheduled on <u>Monday February 12th at 9 am (subject to room availability)</u>. As per the instructions above, Ill students must contact the instructor in writing or via email within 24 hours so that arrangements can be made and your online petition must be submitted.

**Re-marking:** Requests to have term tests remarked will be considered if the following conditions are met:

- 1. The request is submitted to the instructor no later than 7 days after the marked test has been reviewed by students and the student has not written in pencil;
- 2. The student submits a written explanation with his remark request as to why and where he is entitled to more marks;
- 3. The instructor has no reason to believe the student has made any changes subsequent to the term test being returned.

Students should be aware of the following:

- Several tests are randomly photocopied before being returned,
- Items submitted for remarking will be remarked in their entirety and the mark awarded may increase, decrease, or remain the same.

### Late Assignment(s):

Students who do not submit their Smartbook assignments or quizzes by the due date will be assigned a grade of zero. Students who have not registered for the simulation by January 29th, without prior permission from the instructor, and/or who do not submit their simulation peer evaluation by April 3rd deadline will receive a deduction of two marks (out of 24) from their simulation grade for every whole or part day that it is late. Teams that submit their decisions late for any round will result in a grade of zero for the round.

### Final Exams:

Students who cannot complete their final examination due to illness or other serious causes must file an <u>online petition</u> within 72 hours of the missed examination. Late petitions will NOT be considered. Upon approval of a deferred exam request, a non-refundable fee is required for each examination approved. See the Office of the Registrar <u>Administrative Fees for Services</u> page for more information.

### **Academic Misconduct:**

Academic integrity is essential to the pursuit of learning and scholarship in a university, and to ensuring that a degree from the University of Toronto Mississauga is a strong signal of each student's individual academic achievement. As a result, UTM treats cases of cheating and plagiarism very seriously.

<u>The University of Toronto's Code of Behaviour on Academic Matters</u> outlines behaviours that constitute academic dishonesty and the process for addressing academic offences. 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.

### On tests and exams:

- 1. Using or possessing unauthorized aids.
- 2. Looking at someone else's answers during an exam or test.
- 3. Misrepresenting your identity.

#### In academic work:

- 1. Falsifying institutional documents or grades.
- 2. Falsifying or altering any documentation required, including (but not limited to) doctor's notes.

Students should note that copying, plagiarizing, or other forms of academic misconduct will not be tolerated. Any student caught engaging in such activities will be subject to academic discipline ranging from a mark of zero on the assignment, test or examination to dismissal from the university as outlined in the academic handbook. Any student abetting or otherwise assisting in such misconduct will also be subject to academic penalties.

Normally, students will be required to submit their course essays to the University's plagiarism detection tool 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 tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of this tool are described on the Centre for Teaching Support & Innovation web site (<a href="https://uoft.me/pdt-faq">https://uoft.me/pdt-faq</a>).

#### **Standard of Conduct in this Course:**

Since this course is part of a degree designed to give you a broad understanding of the world of business, we aim to run the course in a way which will be consistent with the world of business - where many of you will spend your working lives. We strive to provide accurate information, quality materials and good service, consistent with our obligations to maintain the high academic standards of the Department of Management at the University of Toronto Mississauga.

In return we expect that you will conduct yourself in a way that prepares you for the world of work.

- We start on time, so please do not arrive late and disrupt others.
- Leaving class early is also disruptive to your colleagues and will not be permitted unless you have made prior arrangements with the instructor.
- Turn off your cell phone.
- Keep up to date. Make sure that you know the class schedule. Check on the course web page for updates and posted materials.
- During the class, respect the learning opportunities of others. Don't distract others by chatting to your neighbour. Our expectation is that you will not only contribute in class to your own learning, but also that of others.

### Remote assessments:

- 1. Accessing unauthorized resources (search engines, chat rooms, Reddit, etc.) for assessments.
- 2. Using technological aids (e.g. software) beyond what is listed as permitted in an assessment.
- 3. Posting test, essay, or exam questions to message boards or social media.
- 4. Creating, accessing, and sharing assessment questions and answers in virtual "course groups."
- 5. Working collaboratively, in-person or online, with others on assessments that are expected to be completed individually.

All suspected cases of academic dishonesty will be investigated following procedures outlined in <a href="the-Code of Behaviour on Academic Matters">the Code of Behaviour on Academic Matters</a>. If you have questions or concerns about what constitutes appropriate academic behaviour or appropriate research and citation methods, you are expected to seek out additional information on academic integrity from your instructor or from other <a href="institutional resources">institutional resources</a>.

### **Copyright Notice:**

Please be advised that the intellectual property rights in the material referred to on this syllabus and posted on the course site may belong to the course instructor or other persons. You are not authorized to reproduce or distribute such material, in any form or medium, without the prior consent of the intellectual property owner. For example, uploading course assignments or solutions to Coursehero, Easy Edu, and other tutoring sites and services is strictly prohibited. Violation of intellectual property rights may be a violation of the law and University of Toronto policies and may entail significant repercussions for the person found to have engaged in such act. If you have any questions regarding your right to use the material in a manner other than as set forth in the syllabus, please speak to your instructor.

### **Additional Information:**

#### U of T statement on commitment to equity, human rights, and respect for diversity

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.

### UTM statement on academic integrity

UTM wishes to remind students that they are expected to adhere to the Code of Behaviour on Academic Matters regardless of the course delivery method. UTM expects that students will maintain the same academic honesty and integrity both in a classroom setting and online. Potential academic offences related to digital contexts include, but are not limited to:

- Accessing unauthorized resources (search engines, chat rooms, Reddit, etc.) for assessments.
- Using technological aids (e.g. software) beyond what is listed as permitted in an assessment.
- Posting test, essay, or exam questions to message boards or social media.
- Creating, accessing, and sharing assessment questions and answers in virtual "course groups."
- Working collaboratively, in-person or online, with others on assessments that are expected to be completed individually.

All suspected cases of academic dishonesty will be investigated following procedures outlined in <a href="the Code of Behaviour on Academic Matters">the Code of Behaviour on Academic Matters</a>. If you have questions or concerns about what constitutes appropriate academic behaviour or appropriate research and citation methods, you are expected to seek out additional information on academic integrity from your instructor or from other institutional resources.

#### **RGASC**

The Robert Gillespie Academic Skills Centre (RGASC) is located in Room 3251 on the third floor of the Maanjiwe nendamowinan Building. The RGASC offers individual consultations, workshops (many CCR-accredited), and a wide range of programs to help students identify and develop the academic skills they need for success in their studies. In Winter 2022, their programming will include both in-person and online options. Visit the <u>RGASC website</u> to explore their online resources, book an in-person or online appointment, or learn about other programming such as Writing Retreats, the Program for Accessing Research Training (PART), Mathematics and Numeracy Support, and dedicated resources for English Language Learners.

### **UTM Library's**

UTM Library - The University of Toronto Library provides access to a vast collection of online and print resources to faculty, staff, and students and is the largest academic library in Canada. The UTM Library offers Reference and Research Help inperson and also virtually, through chat, Zoom, and individual research consultations, to help students navigate library databases, find relevant articles for their research, and cite correctly. The Library Workshops and Events help students learn about the search techniques and specialized software, needed to be successful in their academic journey. For more information, visit <a href="http://library.utm.utoronto.ca">http://library.utm.utoronto.ca</a>.

# **Course Schedule**

Date	Торіс
2024-01-10	Introduction to Operations / Service Quality
	Etext Ch. 1, 2, 6 (not section on statistical process control)
	Review Course Outline and Schedule
2024-01-12	Practice Quiz Due by 11:59pm
	Quiz is designed to test technology compatibility and does not count towards grade
2024-01-16	Smartbook Week 2 Submission no later than 11:59
	Chapters 1, 2, 6 (not SPC)
2024-01-17	Forecasting
	Etext Ch. 14
2024-01-19	Week 2 Quiz Due by 11:59pm
	Forecasting (Up to Trend Adjusted Exponential Smoothing)
2024-01-23	Smartbook Week 3 Submission no later than 11:59
	Chapters 14, 13 (Capacity Planning Only 358-360)
2024-01-24	Forecasting / Capacity Planning
	Etext Ch. 13 (Only initial section on Capacity Planning 358-360)
	Read simulation materials - Student Manual
2024-01-26	Week 3 Quiz Due by 11:59pm
	Forecasting (Seasonality) and Capacity Planning
2024-01-29	Must Be Properly Registered For The Simulation
	Simulation Practice Round Decision Submission 7:00pm Deadline
2024-01-30	Smartbook Week 4 Submission no later than 11:59
	Chapters 8
2024-01-31	Location Selection
	Etext Ch. 8
2024-02-02	Week 4 Quiz Due by 11:59pm
	Location Selection

2024-02-05	Simulation Round #1 Decision Submission 7:00pm Deadline
2024-02-07	Midterm Exam - In Class 60 minutes
2024-02-12	Make-Up Midterm 9am
	Simulation Round #2 Decision Submission 7:00pm Deadline
2024-02-13	Smartbook Week 6 Submission no later than 11:59
	Chapters 5
2024-02-14	Facility and Process Design
	Etext Ch. 5
2024-02-16	Week 6 Quiz Due by 11:59pm
	Facility and Process Design
2024-02-21	No Class - Reading Week
2024-02-26	Simulation Round #3 Decision Submission 7:00pm Deadline
2024-02-27	Smartbook Week 7 Submission no later than 11:59
	Chapters 11
2024-02-28	Managing Capacity
	Etext Ch. 11
	Yield Management Analyst Case 11.3 (pg. 329)
2024-03-01	Week 7 Quiz Due by 11:59pm
	Managing Capacity
2024-03-04	Simulation Round #4 Decision Submission 7:00pm Deadline
2024-03-05	Smartbook Week 8 Submission no later than 11:59
	Chapters 15 (Not Planned Shortages or IM Under Uncertainty 438-440)
2024-03-06	Managing Capacity / Inventory Management
	Etext Ch. 15
2024-03-08	Week 8 Quiz Due by 11:59pm
	Inventory Management (Not Planned Shortages or IM Under Uncertainty)
2024-03-11	Simulation Round #5 Decision Submission 7:00pm Deadline
2024-03-12	Smartbook Week 9 Submission no later than 11:59
	Chapters 15 (Planned Shortages or IM Under Uncertainty 438-440)

2024-03-13	Inventory Management
2024-03-15	Week 9 Quiz Due by 11:59pm
	Inventory Management (Planned Shortages or IM Under Uncertainty 438-440)
2024-03-18	Simulation Round #6 Decision Submission 7:00pm Deadline
2024-03-19	Smartbook Week 10 Submission no later than 11:59
	Chapters 16
2024-03-20	Project Management
	Etext Ch. 16
2024-03-22	Week 10 Quiz Due by 11:59pm
	Project Management
2024-03-25	Simulation Round #7 Decision Submission 7:00pm Deadline
2024-03-26	Smartbook Week 11 Submission no later than 11:59
	Chapters 7
2024-03-27	Total Quality Management / Process Control
	Etext Ch. 7
	Etext Ch. 6 (section on Statistical Process Control 164-168)
2024-03-29	Week 11 Quiz Due by 11:59pm
	Total Quality Management
2024-04-01	Simulation Round #8 Decision Submission 7:00pm Deadline
	Simulation Peer Evaluation Open
2024-04-02	Smartbook Week 12 Submission no later than 11:59
	Chapters 6 (Statistical Process Control 164-168)
2024-04-03	Statistical Process Control
	Simulation Final Peer Evaluation Submission Deadline

2024-04-05	Week 12 Quiz Due by 11:59pm
	Statistical Process Control (164-168)
TBA	Final Examination

Last Date to drop course from Academic Record and GPA is March 11, 2024.

The Course Schedule above is subject to change due to the constantly evolving nature of COVID public health measures. Please check Quercus and emails regularly for any changes to the proposed schedule.