



TOM Midterm Exam Guidelines

ESSENTIAL INFORMATION

Time: Thursday, October 16, 2025
1:30 – 5:00pm

Duration: 3 hours 30 minutes

Location: Your regular section classroom

Exam Type: Canvas, multiple choice

BASIC GUIDELINES

1. RC exams must be taken in person as scheduled. If you have a personal illness on the day of the exam, email the Registrar's Office (registrar@hbs.edu). The Registrar team will then coordinate with you to reschedule the exam to a later date. Please note that the makeup exam may use a different set of questions. For the full exam absences policy, see the [Attendance](#) page of the MBA Student Handbook.
2. The time allocated for this in-class quiz is 3.5 hours. **You have an extra 15 minutes at the end of the quiz to enter your responses into Canvas.** You may upload your answers only after you are finished working on the quiz. That is, after turning on your laptop to input your responses, you may not change any of your answers. **All work on the quiz must stop at 5:00 pm and all answers must be uploaded by 5:15 pm.** You may finish and upload your responses earlier than that, and then quietly leave the room.
3. The exam will be administered on Canvas (<https://canvas.hbs.edu/>). You must submit your response using this tool before the end of the allowed exam time.
4. You will take the quiz in your regularly assigned seat in your section classroom. Please be in your regular section classroom at least five minutes before the start of the quiz.
5. The work you submit must be your own. You are not to ask questions or communicate about any aspects of the quiz with anyone.
6. This is a closed-book quiz, with the following exceptions:
 - a. One sheet of paper: You may bring to the quiz a single 8.5" x 11" sheet of paper with notes on one or both sides. This can be handwritten or typed. You can discuss with classmates what your sheet might contain, but you must create your own sheet and may consult only your own sheet during the quiz.
 - b. Calculator: You are strongly encouraged to bring a calculator to use during the quiz. Numeric or graphing calculators are permitted, but you may not use any text functions on your calculator. You may not use your cellphone, tablet, or laptop as a calculator.
 - c. Dictionary: You may bring and use a hardcopy (non-electronic) dictionary. You may not use your cellphone, tablet, or laptop as a dictionary.
 - d. **You may only use the internet to upload your answers on Canvas. All other internet usage is prohibited, including email, chat, Slack, and generative AI tools.**
7. Remember to save your work frequently during the exam.
8. Only after you have finished working on the quiz, use your laptop only to input your responses into Canvas. Your laptop must be closed at all other times.
9. Provide one response per question. If you don't know the answer, guess. If your precise numerical answer is not among the options provided, select the option closest to your answer. All individual questions are valued equally and there is no penalty for guessing.



COMMUNITY VALUES

In accordance with the Community Values of Harvard Business School, students recognize that each exam is a manifestation of their academic honesty and integrity. In addition, to ensure fairness and consistency, students certify that, in completing and submitting the exam, they will comply with all HBS exam guidelines, including:

- No communication with other students about the exam, including over social media, until the time period for a given exam has ended.
- No use of the Internet during their exams, unless specifically indicated by the instructor for purposes of the exam.
- Cessation of all work by the end of the exam period.
- Proper citations for use of any permitted articles and resources beyond the exam case and exam questions.
- No use of generative artificial intelligence (e.g., ChatGPT).
- Adherence to any restrictions specified by the instructor or included in the exam materials.

QUESTIONS & TECHNICAL SUPPORT

Student Exam Support

- **No questions about quiz content will be answered** during the quiz. You can follow up with your professor after the quiz
- For any urgent issues, please contact: cfongchew@hbs.edu.

Technical Difficulties

If you experience technical difficulties at any time during the exam:

1. Restart your browser or try a different browser (e.g., if you use Chrome, try Firefox).
2. Restart your computer.
3. If you try the above and still have problems, contact Technology Support Services by calling 617-495-6600 (option 1). If your computer should crash during the exam, please note the time and notify your faculty member and their FSS in addition to seeking technical assistance.

ASSUMPTIONS FOR THE TOM QUIZ

For all questions on the TOM quiz, unless stated otherwise, please assume the following:

1. All processes are in steady state; thus, you may ignore any start-up effects
2. Processing times have negligible variability, and over time, workers neither speed up nor slow down, but work always at the processing rates given
3. There are no machine breakdowns or maintenance breaks required
4. When there are buffers shown, unless their sizes are specified, they are large enough to accommodate any amount of WIP that would reside in those buffers under normal operations
5. Travel time and time to transport parts from one operation to another are negligible
6. All operations run with 100% yield; that is, the operations produce no defective units
7. There are sufficient parts or raw materials, so initial operations are never starved
8. When orders are processed in batches, assume that batches cannot be split among two or more different workstations even if the workstations do the same thing unless stated otherwise, and that each batch is completely processed through one step before the batch advances to the next step.

Recall that all these assumptions hold unless stated otherwise.