



Course:	BUSI2301E - Introduction to Supply and Operations Management
Term / Semester:	Winter 2026
Instructor:	Tony Bejjani
Email Address:	tony.bejjani@carleton.ca
Class Times (and location)	Tuesday: 8:35 am - 11:25 pm (TB340)
Modality:	In-person
Office hours:	by appointment, accommodating all meeting requests within 48 hours

A. UNDERGRADUATE CALENDAR DESCRIPTION

Concepts, models, and managerial issues in planning, designing, operating, and controlling systems of manufacturing goods or providing services. Emphasis on basic ideas and tools.

Prerequisite: second-year standing. Restricted to selected Spratt programs. Precludes additional credit for BUSI 3300 (no longer offered). The School of Business enforces all prerequisites.

B. COURSE DESCRIPTION

Operations Management (OM) deals with the management of systems that provide goods and services to customers. This function exists in all industries, including manufacturing, retail distribution, and government services. The goal of OM is to provide value to the customer via the pursuit of efficiency and effectiveness. In a broader sense, OM is also a set of concepts and tools that can be useful in the management of the operations of any organization. Since operations are at the core of any business (without it, there is no business!), OM is an essential area of management study. The objective of this course is to provide an introduction to the field of OM. It will give a survey of the main OM issues and the key concepts & tools for dealing with them. It is intended to provide a basic exposure for those who will be specializing in other business areas and to serve as a first step for those wishing to do further studies on this topic. Since OM in the real world is in frequent contact with other business functions such as marketing and finance, this course will draw on terminology and concepts from these fields.

C. COURSE LEARNING OBJECTIVES

Upon completion of this course, students should be able to:

- (a) Develop an understanding of the strategic role of supply chain and operations management in the global business environment.

- (b) Develop an understanding of the main issues encountered in managing operations across the supply chain in both manufacturing and service organizations.
- (c) Apply analytical skills, key concepts, and problem-solving tools to the analysis of problems encountered in the operations function of organizations and in supply chains.

D. COURSE FORMAT

The format of the course consists of a mixture of lectures, mini-case studies, and in-class exercises. Students in groups will be required to participate in exercises that will be conducted during class time. Class attendance and participation are important to acquire a better and lasting understanding of the material covered in this course.

E. COURSE MATERIAL

1. Recommended textbook

WJ Stevenson, M Hojati, & Cao, J. 2024, Operations & Supply Chain Management, 8th Ed, McGraw-Hill Ryerson, Toronto. ISBN: 1264855877

2. Class notes and readings

The instructor's lecture notes will be available for download on the course website.

F. COURSE EVALUATION*

The course evaluation will be based on the following activities: quizzes, final exam, attendance, and class participation. The weighting of each activity is as follows:

Activity	Weight
1. Class Attendance	10%
2. Quizzes (total of 3 x 15% each)	45%
3. Final Exam	45%
TOTAL	100%

The instructor will assign bonus points for participation (see details below).

*Final grades are subject to the Dean's approval.

1. Quizzes (45%):

There will be three (3) quizzes as outlined in the course schedule. These quizzes may include both quantitative and qualitative questions and are designed to encourage regular study of the course materials. They also serve as a substitute for a midterm exam. The topics covered in the quizzes will not appear on the final exam. These quizzes will take place on Brightspace, "in-class", and every student will have to ensure to bring a laptop to class to perform these quizzes.

Make-up quizzes will not be offered for missed quizzes. However, in exceptional circumstances, if a student is granted a make-up quiz, it will be scheduled as agreed with the instructor. Quiz solutions will not be posted via Brightspace, but can be reviewed only during the instructor's office hours by appointment, accommodating all meeting requests within 48 hours.

2. Class Attendance (10%):

Class attendance is essential for engaging with the course materials and interacting with the instructor and classmates. Students need to attend at least 10 lecture weeks (excluding the first week and the reading week) and answer the attendance question via Brightspace (through the course website) to get a full attendance point. A connected device, such as a smartphone, tablet, or laptop, is required to register attendance.

3. Final exam (45%):

The final exam is a closed-book and closed-notes exam. It will be partially cumulative, focusing solely on the topics that were not covered in the quizzes. The test questions will come from the textbook readings, in-class hands-on exercises, and lecture notes, and may consist of multiple-choice, essay questions, mini-case analyses, or problems. The university will establish and announce the date for the final exam (details will follow). No make-up will be given for missing the final exam, except for documented and acceptable emergencies (as defined by university standards). Students are advised that exam copies will not be returned to them after being marked. They will be available for consultation only during the instructor's office hours by appointment, accommodating all meeting requests within 48 hours.

4. Bonus points (10%):

The instructor will give multiple-choice, short-answer, and calculation questions during the lectures to be answered via Brightspace. Students who submit the right answer get one bonus point per question. A student can earn up to 10% of the participation bonus to be added to the final exam mark. The students need to receive at least 80% of the points to get full participation marks of 10% of the total grade. For example, if the instructor gives 50 questions throughout the semester, the students need to answer correctly $50 \times 80\% = 40$ questions to receive the full bonus mark (i.e., 4.5 points will be added to the final exam grade).

Deferred Examinations/Assignments:

If you wish to defer a **Formal Final Exam**, you – the student – must reach out to the registrar's office with the proper documentation prior to the deadline (please refer to <https://carleton.ca/registrar/deferral/> for dates). Once the request has been put through, your instructor will be notified for their approval. Your final exam will be formally scheduled. If you miss the deadline for applying for a deferral, please reach out to your instructor personally to discuss.

In the event that you are unable to write a midterm, test, or other scheduled assessments due to extenuating circumstances (such as a death in the family, illness, etc.), you must provide appropriate supporting documentation to your professor. Upon review, a deferred test may be offered. Please note that students who do not provide valid documentation or fail to offer a reasonable explanation for missing an assessment will receive a grade of 0% for that test.

The quiz deferrals will be held at 7:15 am.

Quiz #1	Monday March 2, 2026
Quiz #2	Monday March 16, 2026
Quiz #3	Monday March 30, 2026

G. COMMUNICATIONS

If you have a question of a personal nature or related to your own coursework, I can be contacted by email or during my office hours.

For any email sent to me, it is important to use the structure outlined in the template below:

- The subject of the email must begin with **2301E – topic – group (if related)**
- The first line in the body of the email must contain your first name, last name, and your student number

H. CONDUCT

Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

- *Attending the class.*
Each class benefits from the attendance and participation of all participants. Class attendance is mandatory. The participation grade will be affected by absences. If any circumstances prevent attendance at the class, the participant is responsible for all materials discussed, handouts distributed, assignments covered, and announcements made.
- *Arriving on time.*
Late arrivals are disruptive and show disrespect to those who are on time. Late arrivals are not allowed.
- *Minimizing disruptions.*
Participants are not allowed to leave and re-enter the class. All cell phones and electronic communication devices must be turned off during class. If an emergency requires keeping the cell phone turned on, it must be set to silent mode, and it is advised that the instructor be informed before the class starts. Participants should also avoid engaging in side conversations after class has begun.
- *Focusing on the class.*
Participants are not allowed to use laptops or hand-held devices for tasks other than note-taking while in class. Activities such as net surfing and answering emails are very disruptive both to neighbors and to the entire class.
- *Being prepared for class.*
Participants must be ready to discuss any assigned readings and to answer any assigned questions.
- *Respect.*
Participants should act respectfully toward all class participants.

I. TENTATIVE SCHEDULE

*Every effort has been made to make the schedule as complete as possible, but there may be occasions where changes are required. The instructor will announce any deviations from the course outline in class.

Week	Date	Subject (Readings)
1	Jan. 6	o Course outline o Introduction to supply chains and operations management (chapter 1)
2	Jan. 13	o Operations strategy and productivity (Chapter 2)
3	Jan. 20	o Goods and service design (Chapter 4)
4	Jan. 27	o Process design and layout planning (Chapter 6)
5	Feb. 3	o Process design and layout planning (Chapter 6) o Strategic capacity planning (Chapter 5)
6	Feb. 10	o Strategic capacity planning (Chapter 5)
7	Feb. 17	o Winter Break (no classes)
8	Feb. 24	o Managing for Quality (Chapter 9) o Quality Improvement and Control Tools (Chapter 10)
9	March 3	o Quality Improvement and Control Tools (Chapter 10) o Demand management and forecasting methods (Chapter 3)
10	March 10	o Demand management and forecasting methods (Chapter 3)
11	March 17	o Inventory management and control methods (chapter 11)
12	March 24	o Sales and Operations planning (chapter 12)
13	March 31	o Just-in-time and Lean operations (Chapter 14)
14	April 7	o Course wrap-up and challenges ahead

*Every effort has been made to make the schedule as complete as possible, but there may be occasions where changes are required. The instructor will announce any deviations from the course outline in class.

J. SUMMATIVE QUIZZES SCHEDULED DATES & COVERED CHAPTERS

Quiz 1	Week 8 - February 24	Chapter 5 (strategic planning)
Quiz 2	Week 10 - March 10	Chapters 9 & 10 (Quality Management)
Quiz 3	Week 12 - March 24	Chapter 3 (forecasting methods)

K. CONTRIBUTION TO LEARNING GOALS OF THE PROGRAM ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
BC1 Knowledge <i>Graduates will be skilled in applying foundational business</i>				X

<i>knowledge to appropriate business contexts.</i>				
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise, and interests of all members.</i>				X
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>			X	
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>			X	

L. IMPORTANT ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations.

If you are purchasing a calculator, we recommend anyone of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:
WDN = Withdrawn from the course
DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

For More details, visit the Equity Services website: [Pregnancy Academic Accommodation Information - Equity and Inclusive Communities](#)

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [Academic Regulations for Students with Religious Obligations < Carleton University](#)

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy.

For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [Sexual Violence Prevention & Survivor Support - Equity and Inclusive Communities](#)

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and to the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized

material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include: a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy, which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at academicadvising@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

Use of Generative Artificial Intelligence

This is a human-centered course. In this course, the evaluation focuses on what you can do without AI assistance. While you are welcome to use AI tools to explore ideas, study, or clarify concepts, all submitted work must represent your independent thinking and original effort. Use AI for learning, not for producing graded submissions. Your understanding and reasoning—not AI output—will form the basis of assessment. Using AI for graded submissions constitutes an academic integrity violation.

M. Undergraduate Academic Calendar (2025-2026)

Available at <http://calendar.carleton.ca/academicyear/>.