



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

**TOMS 5302 P
OPERATIONS MANAGEMENT
WINTER 2020**

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Student hours: Wednesdays, 10:00am – 11:30am
Class: March 27 & 28

COURSE MATERIAL

CuLearn: This course uses CuLearn to post updates and distribute course information. It is your responsibility to check it.

Required Materials:

Book:

Goldratt, E.M. and Cox, J. *The Goal: A Process of Ongoing Improvement*. Great Barrington, MA: North River Press.

- Try to get a relatively recent edition (mine is 2012)
- Available at Amazon, Audible, Indigo

Cases:

- Walmart: Supply Chain Management (HBP) by Johnson & Mark (W19317-PDF-ENG)
- The Trembling Iron Island (INSEAD) by Mikalsen, Nientker and Wassenhove (IN1569-PDF-ENG)
- Cases are available at: <http://www.hbsp.harvard.edu/>

Note: There is no required textbook for this course – you may want to procure an operations management textbook for reference – any text from the last 10 years will suffice.

COURSE DESCRIPTION

The provision of services and goods to customers, with focus on efficiency, effectiveness, and productivity. Planning and control of processes involving products, workers, equipment, suppliers, and customers. Effects of variation and uncertainty on lead time, inventory, quality, and customer service.

Prerequisite(s): BUSI 5801. The School of Business enforces all prerequisites.

LEARNING OBJECTIVES

Upon completion of this course, students should be:

- able to recognize the role of operations, and the interaction with the other activities of a firm: finance, marketing, organization, corporate governance, etc.
- able to recognize the major operational problems and issues that confront managers
- familiar with the vocabulary, concepts, insights and tools to deal with these issues

COURSE FORMAT

The format of the course consists of a mixture of lectures, case studies, and in-class exercises. Class preparation, attendance and participation are important to acquire a better and lasting understanding of the material covered in this course.

COURSE EVALUATION

Pre-module Assignment	20%
In-class project and presentations (team-based)	35%
Participation/Contribution	15%
Post-module Assignment	30%
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TOTAL	100%

PRE-MODULE ASSIGNMENT (20%)

Objective: In order to get the maximum benefit from this class, you must prepare for class *and* be ready to participate. More details on this assignment will be available on CuLearn. Pre-module assignments are due by 9pm on the due date and must be submitted through CuLearn. The penalty for late submission is 30% per day. Students should always keep a **hard copy** of all work that is submitted.

IN-CLASS CASE STUDY- TEAM PROJECT (35%)

This is a team project. A case study will be discussed in class throughout the course. During the class, the teams will present their analyses and recommendations for the case. Evaluation will be based on all activities and presentations. **YOU MUST READ THE CASE BEFORE THE COURSE BEGINS.**

PARTICIPATION/CONTRIBUTION (15%)

In addition to some lectures, class time will be devoted to discussions and exercises that require students to use their skills. It is imperative that you attend class, arrive prepared, participate in activities and contribute in a positive manner regularly to receive a high participation grade.

POST-MODULE ASSIGNMENT (30%)

Objective: Application and synthesis of course material in the context of real world problems, based on a case study. Post-module assignments are due by 9pm on the due date and must be submitted through CuLearn. The penalty for late submission is 30% per day. Students should always keep a **hard copy** of all work that is submitted.

TENTATIVE SCHEDULE

Module	Date	Topic, Readings & Deliverables
Pre	March 26 (9pm)	Reading: <ul style="list-style-type: none"> • <i>The Goal</i> Assignment: <ul style="list-style-type: none"> • Pre-module assignment due (on the book <i>The Goal</i>)
1	March 27	Reading: <ul style="list-style-type: none"> • Case: Walmart Topics: <ul style="list-style-type: none"> • Introduction to operations, productivity and strategy • The supply chain
2	March 27	Topics: <ul style="list-style-type: none"> • Managing Projects • Managing Quality
3	March 28	Topics: <ul style="list-style-type: none"> • Managing Processes • Managing Capacity
4	March 28	Topics: <ul style="list-style-type: none"> • Planning and Scheduling • Managing resources
Post	April 8 (9pm)	Assignment: <ul style="list-style-type: none"> • Post-module case study due (on the case The Trembling Iron Island)

*Every effort has been made to make the schedule as complete as possible, but there may be occasions where changes are required.

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 any one 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, follower-ship 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.

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:

<https://calendar.carleton.ca/grad/gradregulations/>

Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy 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: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

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: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

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: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for 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. 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. 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/>.

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 hard 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/>
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