

**IBH 3BE3  
Operations Management  
Winter 2025 Course Outline**

**Operations Management Area  
DeGroot School of Business  
McMaster University**

***COURSE OBJECTIVE***

- To develop an understanding of the set of operations management activities that creates value in the form of goods and services by transforming inputs into outputs.
- To become familiar with common analytical tools necessary for solving operations problems.
- To become familiar with the applications of operations management concepts and techniques to address issues in humanities.

***INSTRUCTOR AND CONTACT INFORMATION***

	<b><u>INSTRUCTOR</u></b>	<b><u>TA</u></b>
<b>Name</b>	<i>Mahnaz Tanoumashi</i>	<i>MohammadSadegh Soltani</i>
<b>Affiliation</b>	<i>Ph.D. Student/ Computational Science &amp; Engineering</i>	<i>M.Sc. Candidate/ Computational Science &amp; Engineering</i>
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<b>Office</b>	<i>TBD</i>	<i>TBD</i>
<b>Office Hours</b>	<i>Thursdays, 12:00-1:00pm</i>	<i>TBD</i>

**Class Time:** Thursdays 8:30-11:20 am

***COURSE ELEMENTS***

Credit Value: 3	Leadership: Yes	IT skills: Yes	Global view: Yes
A2L: Yes	Ethics: No	Numeracy: Yes	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: No	Guest speaker(s): Yes

***COURSE DESCRIPTION***

Operations management (OM) is the science and art of better creating and delivering goods and services to customers. Basic topics in OM include project management, process management, quality control, demand forecasting, supply chain management, inventory management, revenue management, and queueing analysis. This field of study is subject to ongoing changes and challenges. Maintaining a sustainable environment while efficiently converting resources into high-quality products, increasing profitability

while providing a safe workplace, and honoring stakeholder commitments are a few to mention. This course will study the aforementioned topics in detail.

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## *LEARNING OUTCOMES*

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Upon completing this course, the students will be able to

- Develop a solid understanding of the role of operations management in manufacturing and service organizations
- Identify the connections between operations management and other parts of the organizations
- Apply analytical and decision-making methods to solve real-world problems, particularly those related to humanities

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## *REQUIRED COURSE MATERIALS AND READINGS*

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**Required:** All course materials are available on A2L.

**Reference Textbook (Optional):**

*Operations Management - Creating Value Along the Supply Chain, by Russell, Taylor, Bayley and Castillo, 2nd Canadian Edition.*

**REMARK:**

The course will be *loosely* based on the textbook. The lectures, lecture slides and other materials delivered by the instructor (such as practice problems) supersede the textbook for the purpose of learning and preparing for the exams The lectures may cover some materials not included in the textbook.

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## *ASSESSMENT*

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Component	Type	Weight	Timing / Due Data	Content
<b>Participation</b>	Individual	10%	All classes	Active involvement in class discussions. <b><i>Attendance is a necessary but not sufficient condition for this component.</i></b>
<b>Assignments</b>	Individual	25%	Roughly every week, depending on the contents	Homework assignments
<b>Midterm Exam</b>	Individual	30%	Thursday, March 6 <sup>th</sup> During class (8:30-11:20am)	On the technical contents
<b>Final Project</b>	Group & individual	35%	<p><b><u>Presentations (group): 65%</u></b></p> <ul style="list-style-type: none"> <li>• Thursday, March 27<sup>th</sup> (8:30-11:20 am)</li> <li>• Thursday, April 3<sup>rd</sup> (8:30-11:20 am)</li> </ul> <p><b><u>Report (individual): 35%</u></b> <b>Due date:</b> April 10<sup>th</sup>, 11:59 pm</p>	<b>Case study project:</b> analysis, presentation, and report.

The midterm exam will cover technical materials. Multiple sheets containing formulas, templates, and procedures will be provided in the examination. The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/examinationindex.html>

**Marks:** Marks are posted on Avenue to Learn. Exams are not returned. Students can review their Exam with the instructor or TA during office hours within two weeks of the marks being posted on Avenue.

**Final Grades:** At the end of the course, overall percentage grades are converted to a letter grade in accordance with the following conversion scheme:

### GRADE CONVERSION

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

LETTER GRADE	PERCENT	LETTER GRADE	PERCENT
A+	90 - 100	C+	67 - 69
A	85 - 89	C	63 - 66
A-	80 - 84	C-	60 - 62
B+	77 - 79	D+	57 - 59
B	73 - 76	D	53 - 56
B-	70 - 72	D-	50 - 52
		F	00 - 49

### *COMMUNICATION AND FEEDBACK*

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.
- For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

### *REQUESTING RELIEF FOR MISSED ACADEMIC WORK*

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "[Requests for Relief for Missed Academic Term Work](#)" and the following link: <http://ug.degroote.mcmaster.ca/forms-and-resources/misled-course-work-policy/>

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## ***ACADEMIC INTEGRITY***

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You are expected to exhibit honesty and use ethical behavior in all aspects of the learning process. The academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behavior can result in serious consequences, e.g., a grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g., the submission of work that is not one’s own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

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## ***AUTHENTICITY/PLAGIARISM DETECTION***

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**Some courses may** use a web-based service (Turnitin.com) to reveal the authenticity and ownership of student-submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g., A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

**All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., online search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to [www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity).

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## ***COURSES WITH AN ON-LINE ELEMENT***

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**Some courses may** use online elements (e.g., e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses online elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

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## ***ONLINE PROCTORING***

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**Some courses may** use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

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## ***CONDUCT EXPECTATIONS***

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As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviors that interfere with university functions on online platforms (e.g., use of Avenue 2 Learn, WebEx, or Zoom for delivery) will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

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### ***ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES***

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Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or [sas@mcmaster.ca](mailto:sas@mcmaster.ca) to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

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### ***ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)***

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Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar’s Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

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### ***COPYRIGHT AND RECORDING***

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Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright-protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical, and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

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### ***EXTREME CIRCUMSTANCES***

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The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labor disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L, and/or McMaster email.

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### ***RESEARCH USING HUMAN SUBJECTS***

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All researchers conducting research that involves human participants, their records, or their biological material are required to receive approval from one of McMaster’s Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

- McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>
- Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your enrolment in Commerce IBH 3BE3 will be considered to be an implicit acknowledgement of the course policies outlined above or of any other that may be announced during the lecture and/or on A2L. **It is your responsibility to read this course outline, familiarize yourself with the course policies, and act accordingly.**

A lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

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### ***POTENTIAL MODIFICATIONS TO THE COURSE***

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The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with an explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

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### ***GENERATIVE AI***

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#### **SOME USE PERMITTED**

Students may use generative AI for *editing/revising* their work throughout the *final project (not assignments)*. Use of generative AI outside the stated use of editing/revising will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use.

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***COURSE SCHEDULE***

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<b>WEEK</b>	<b>DATE</b>	<b>TOPIC</b>
1	Jan 9	Course Outline, OM Introduction
2	Jan 16	Strategy, Productivity
3	Jan 23	Forecasting
4	Jan 30	Quality Control
5	Feb 6	Inventory Management
6	Feb 13	Capacity Planning
<b>Feb 20</b>		<b>READING WEEK: NO CLASS</b>
7	Feb 27	Review Session
<b>8</b>	<b>Mar 6</b>	<b><u>MIDTERM EXAM</u></b>
9	Mar 13	Waiting Lines
10	Mar 20	Decision Analysis
<b>11</b>	<b>Mar 27</b>	<b><u>FINAL PRESENTATIONS</u></b>
<b>12</b>	<b>Apr 3</b>	<b><u>FINAL PRESENTATIONS</u></b>
<b>Apr 10</b>		<b>END OF CLASSES: NO CLASS</b>