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## MOS 3330A Operations Management for MOS Course Outline: Sections 001-006 / Fall 2016

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### 1. Course Information

#### 1.1 Class Location and Time

Section 001:	Wed. 9:30-11:30	SSC 3026
	Thu. 9:30-10:30	SSC 3006
Section 002:	Wed. 11:30-12:30	SSC 3026
	Thu. 11:30-1:30	UCC 61
Section 003:	Wed. 2:30-3:30	NCB 113
	Thu. 2:30-4:30	SSC 3022
Section 004:	Tue. 8:30-10:30	SSC 3006
	Thu. 8:30-9:30	SSC 3006
Section 005:	Tue. 11:30-1:30	SSC 2036
	Thu. 10:30-11:30	SSC 2036
Section 006:	Tue. 2:30-4:30	WSC 240
	Thu. 2:30-3:30	WSC 240
Section 650:	Online	

#### 1.2 Contact Information

For sections 001, 002, 003 & 650:

Instructor: Ben Marcus, PhD  
Office: SSC 4313  
Office Hours: Tue. 10:30am-12:30pm  
Phone: 519-661-2111 x81465  
Email: bmarcus2@uwo.ca

For sections 004, 005 & 006:

Instructor: May Tajima, PhD (course coordinator)  
Office: SSC 4415  
Office Hours: Wed. 12:00-2:00pm  
Phone: 519-661-2111 x87619  
Email: mtajima@uwo.ca

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

## 2. Calendar Description

### 2.1 Course Description

An analysis of the principles, theories, and practices critical to managing an organization's operations. To gain an understanding of fundamental concepts and techniques (quantitative models), and to develop awareness related to managerial issues and current trends/challenges in managing operations.

3 lecture hours, 0.5 course

Antirequisite(s): Business Administration 3304K

Prerequisite(s): Enrollment in the 3<sup>rd</sup> or 4<sup>th</sup> year of BMOS or Music Administrative Studies (MAS)

### 2.2 General Topics

Operations is about transforming inputs into finished goods and services. This constitutes the primary activity of virtually every organization. Hence, acquiring skills in Operations Management is essential for every manager and decision-maker regardless of whether or not he/she is pursuing a career directly in Operations Management.

**Supply chain management:** supply chain, inventory management, forecasting

**Planning:** aggregate planning, MRP, ERP, scheduling, project management

**Process and quality:** process and product design, just-in-time systems, total quality management, statistical quality control

### 2.3 Senate Regulations

Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

## 3. Textbooks

Operations Management

Reid & Sanders, 5<sup>th</sup> edition, **customized version**

ISBN 9781118797884

The textbook is required and supplementary to the lecture notes. Many of the exam review problems and their solutions are provided from the textbook. The exam review files posted on the course web site specify which problems are relevant for each exam.

Custom Course Book **#M10961**

This is a set of lecture notes containing the essential course materials in the order that they are discussed in the lecture. The notes are provided to students in order to reduce writing time and to

increase thinking/discussion time in the classroom. The notes, however, do *not* contain everything that will be discussed in the lecture, and hence, the students should not assume that the notes represent the entire lecture contents.

The custom course book is available for purchase at the Book Store (University Community Centre, Lower Level). If the custom course books run out, the Book Store will **print more on demand**; look for a **voucher** for #M10961 and bring it to a cashier.

## 4. Course Objectives and Format

### 4.1 Course Objectives

Rooted in principles of the **evidence-based management (EBM)**, this course will expose students to the current, best available evidence in managing operations, and will also cultivate a thinking process to understand and evaluate multiple sources of evidence that is needed for making operational decisions and policies.

### 4.2 Course Format

This course consists of lectures.

### 4.3 Learning Outcomes

- Ability to apply a range of quantitative methods to analyze decisions related to inventory, forecasting, production/service planning, and quality control
- Ability to analyze and suggest improvement for managing supply chains, inventory, production/service planning, production processes, and product/service quality
- Ability to explain the effects of the evolution of supply chain management, manufacturing control systems, just-in-time systems, and total quality management on global businesses
- Ability to identify the success factors and major challenges faced in implementing enterprise-wide information systems, just-in-time systems, and total quality management
- Ability to work effectively in teams

## 5. Evaluation

Test 1	25%	<b>Wed., Oct. 12, 6:35-8:35pm (2 hours)</b> <ul style="list-style-type: none"> <li>• By section: <b>Sec. 1,2,3,650</b> = NS 1; <b>Sec. 4,5,6</b> = SSC 2024/3022</li> <li>• For students who have Wed. evening classes, an alternative test time will be offered – inform the instructor about your conflict.</li> </ul>
Test 2	25%	<b>Wed., Nov. 9, 6:35-8:35pm (2 hours)</b> <ul style="list-style-type: none"> <li>• By section: <b>Sec. 1,2,3,650</b> = NS 1; <b>Sec. 4,5,6</b> = SSC 2024/3022</li> <li>• For students who have Wed. evening classes, an alternative test time will be offered – inform the instructor about your conflict.</li> </ul>
Final exam	30%	Date & location to be announced by the Registrar's Office 2 hours; non-cumulative of Tests 1&2
Group presentation	15%	<b>Form your group by Fri., Sep. 23</b> <ul style="list-style-type: none"> <li>• 4-5 people per group, from the same section</li> <li>• If not in a group or not presented before the end of the term, <b>zero marks</b> will be given for the presentation</li> </ul>
Presentation participation	5%	<b>Instructor-specific</b> – e.g., peer evaluation and attendance; see the course web site for instructor-specific details

## 5.1 Exam Format

- Each exam, 3 in total, will be scheduled for 2 hours, and are closed book examinations.
- Dictionaries, crib sheets, and scrap paper are not allowed into the examinations.
- Only **non-programmable** calculators will be allowed into the exams. If you are unsure, please ask your professor to check your calculator.
- Exams are in a **mixed format**: calculation, multiple choice, and short answers.
- Further details of each exam and exam review materials are provided on the course web site: <http://dan.uwo.ca/courses/3330/>
- Students are responsible for material covered in the lectures.
- Exams will not be returned to students but may be reviewed in the instructor's office.
- Multiple choice answers will be scored using the software **Scan Exam**, which examines the answer sheets for unusual coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

## 5.2 Group Presentation Format

- Details on group presentations are provided on the course web site: <http://dan.uwo.ca/courses/3330/>
- Present for 15 min. **plus** answer questions for 5 min.
- To gain a deeper appreciation of the course subjects through a presentation of a self-selected company
- General topics are predetermined on the **sign-up sheet** provided by the instructor.
- Choose a specific company within the general topic area by **one week before** your presentation date; the instructor must approve your specific company.
- Find out and describe what a real company is doing in terms of operations management (e.g., inventory management, etc.); must also give insight into why the company does things the way it does and make suggestions for improvement wherever possible.
  
- **Presentation PowerPoint file** is due the day before the presentation date by **10:00AM**.
- How to submit: PowerPoint file must be converted to **PDF for submission via OWL Assignments** (one submission per group); the contents will be analyzed for plagiarism by Turnitin.com.
- The last slide of PowerPoint must contain **sources/references** (any format) for your presentation.
- You may use other presentation software (e.g., Prezi, Keynote, etc.), but in order for you to submit via OWL Assignments/Turnitin.com, the file **must be converted to PDF**.
- Note: the classroom computer is PC-based. VGA adapter is needed for any laptop use.
- 10 points will be deducted from the presentation mark (total = 50 points) if PowerPoint file is late or not submitted.
  
- It is the **group's responsibility to bring the PowerPoint file** to the classroom on the presentation day (e.g., on a USB key or accessible from your Western account online).
- Presentation evaluation is based on 50 points allocated over the following categories: organization, timing, visual aid, creativity, research quality, sufficient amount of materials, correctness, and quality of answers to the end-of-presentation questions (see the course web site for the specific allocation of 50 points over these categories).
- All group members must present a portion of their presentation.
- The same presentation mark will be given to all group members.
- If not in a group or not presented before the end of the term, **zero marks** will be given for the presentation.
- Zero marks in presentation participation may result in zero marks for the group presentation.

## 6. Lecture and Examination Schedule

**Weekly Schedule:** guideline only; subject to change

<b>Week Beginning</b>	<b>Lecture Topic – CPA Requirement (the order of topics follows the lecture notes)</b>	<b>Event</b>
Sep. 5	Course information; introduction to operations, production and service management (nature and context); operations strategy, productivity, and competitiveness <b>Lecture slide book pp. 1-4</b> <b>Custom text pp. 1-28</b>	<b>Sep. 8:</b> First day of classes
Sep. 12	Supply chain management; purchasing <b>Lecture slide book pp. 5-13</b> <b>Custom text pp. 29-84</b>	<b>Sep. 16:</b> Last day to add MOS 3330A
Sep. 19	Inventory management <b>Lecture slide book pp. 15-26</b> <b>Custom text pp. 85-135</b>	<b>Sep. 23:</b> Presentation groups due
Sep. 26	Forecasting <b>Lecture slide book pp. 27-36</b> <b>Custom text pp. 136-181</b>	
Oct. 3	Aggregate planning; strategic capacity planning <b>Lecture slide book pp. 37-45</b> <b>Custom text pp. 182-214</b>	
Oct. 10	Aggregate planning; strategic capacity planning <b>Lecture slide book pp. 37-45</b> <b>Custom text pp. 182-214</b>	<b>Oct. 10:</b> Thanksgiving Holiday <b>Oct. 12: TEST 1</b>
Oct. 17	Material Requirements Planning (MRP); scheduling; maintenance scheduling <b>Lecture slide book pp. 47-53</b> <b>Custom text pp. 224-284</b>	<b>Oct. 22-23:</b> Homecoming
Oct. 24	Enterprise Resource Planning (ERP); manufacturing information systems; project management <b>Lecture slide book pp. 55-62</b> <b>Custom text pp. 215-224</b>	<b>Oct. 27-28:</b> Fall Study Break
Oct. 31	Process selection and design; facility layout; manufacturing technology; product and service design <b>Lecture slide book pp. 63-67</b> <b>Custom text pp. 285-327</b>	Group presentations <b>Nov. 5:</b> Last day to drop MOS 3330A
Nov. 7	Just-In-Time (JIT) systems; job design <b>Lecture slide book pp. 69-78</b> <b>Custom text pp. 328-361</b>	<b>Nov. 9: TEST 2</b>
Nov. 14	Quality management <b>Lecture slide book pp. 79-84</b> <b>Custom text pp. 362-368, 373-383</b>	Group presentations
Nov. 21	Statistical Process Control (SPC) <b>Lecture slide book pp. 85-98</b> <b>Custom text pp. 396-437</b>	Group presentations
Nov. 28	Statistical Process Control (SPC) <b>Lecture slide book pp. 85-98</b> <b>Custom text pp. 396-437</b>	Group presentations
Dec. 5	Total Quality Management (TQM); Business Process Re-engineering (BPR) <b>Lecture slide book pp. 99-105</b> <b>Custom text pp. 368-372, 384-395</b>	Group presentations <b>Dec. 7:</b> End of classes <b>Dec. 10-21:</b> Final exam period

## 7. University Policy Regarding Illness

### 7.1 Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy

[http://www.uwo.ca/univsec/pdf/academic\\_policies/general/privacy.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/general/privacy.pdf)

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)

A form to be completed by off-campus physicians is available at:

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf)

Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

### 7.2 Make Up Examinations

Missed exams will receive **zero marks** unless a legitimate excuse is provided by the student and a makeup exam is scheduled by the instructor. There are no predetermined makeup dates in this course, and the makeup exams will not be arranged prior to the original test date. A make-up exam

will be arranged when there is an exam conflict. The university policy states that an exam conflict consists of having 3 exams within 23 hours.

### 7.3 Attendance

It is expected that students will attend all classes. The professor does not provide access to lecture notes/examples. Students are encouraged to obtain missed lecture notes from a fellow student.

## 8. University Policy on Cheating and Academic Misconduct

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 3135 University Community Centre, (519) 661-3573.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## 9. Procedures For Appealing Academic Evaluations

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

## 10. Student Responsibilities

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lecture examples or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should

ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

## 11. Support Services

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca> Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/services/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to Mental Health@Western [http://www.health.uwo.ca/mental\\_health/](http://www.health.uwo.ca/mental_health/) for a complete list of options about how to obtain help.

## 12. Other Issues

### 12.1 Grade Policy

The DAN Program has a grade policy which states that, for courses in the 3000-4000 range, the class average must fall between 70% and 77% for all sections of a course taught by the same instructor in that semester. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

### 12.2 Short Absences

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

### 12.3 Extended Absences

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

### 12.4 Academic Concerns

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

### 12.5 Important Dates

September 8, 2016	Classes begin
September 16, 2016	Last day to add a full course or first-term half course
October 27-28, 2016	Fall Study Break
November 5, 2016	Last day to drop a first-term half course without academic penalty
December 7, 2016	Fall Session classes end
December 8-9, 2016	Study Days
December 10-21, 2016	December examination period
January 5, 2017	Winter Session classes begin
January 13, 2017	Last day to add a second-term half course
February 20, 2017	Family Day
February 20-24, 2017	Reading Week



March 7, 2017	Last day to drop a second-term half course without academic penalty
April 7, 2017	Winter Session classes end
April 8, 2017	Study Day
April 9-30, 2017	April examination period

### **13. Other Information**

- Bring student identification to exams
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html)

### **14. E-mail Policies**

#### **14.1 UWO.CA Email Addresses Only**

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

#### **14.2 Acceptable Emails**

- Questions about the course content or materials
- Asking to set up an appointment to ask questions or review an exam
- Notification of illness or other special circumstances
- Providing constructive comments or feedback about the course

#### **14.3 Non-Acceptable Emails**

- Questions that may be answered on OWL or on this course outline
- Asking when grades will be posted
- Requests for grade increases, extra assignments, or reweighting of course components

## FREQUENTLY ASKED QUESTIONS

Question	Answer
How can I succeed in this course?	Attend all classes, read and understand all lecture note slides and corresponding textbook sections, and do all exam review questions provided on the course web site
I missed an exam because I was sick or there was a death in my family.	See the section of the course outline on ILLNESS AND SPECIAL CIRCUMSTANCES
I have a lot of mid-terms or projects at once. Can I write the make-up exam?	Make-up exams for exam conflicts are not available unless you have three exams within a 23 hour period.
When will the exam grades be posted?	Mid-term grades are e-mailed to your Western account when they become available.
Can I come and see my exam?	You can review your exam during office hours or at any other mutually convenient time.
There is so much material. How can I possibly remember everything?	You do not need to know everything in the textbook. In this course, the lecture slide book defines the exam coverage.
This mark is going to prevent me from getting accepted at Ivey/graduate school/NASA.	Grades are given based on actual performance, as set out on the course outline. In order to be fair to all the students in the course, grade adjustments, extra assignments, and the reweighting of course components are not available.
I need a certain mark to get or maintain a scholarship or my AEO status at Ivey.	
I tried really hard but I still got a poor mark.	
This is the lowest mark I have ever received.	