
MOS 3330B Sections 001–005 & 650 Operations Management Winter 2019 Course Outline

1. Course Information:

1.1 Class Location and Time:

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|--------------|---------------------------|----------|
| Section 001: | Wednesday 9:30-11:30 | UC 2110 |
| | Friday 10:30-11:30 | UC 2110 |
| Section 002: | Wednesday 12:30-2:30 | UC 2105 |
| | Friday 11:30-12:30 | UC 2110 |
| Section 003: | Tuesday 9:30-11:30 | SSC 2032 |
| | Thursday 9:30-10:30 | SSC 2032 |
| Section 004: | Wednesday 9:30-11:30 | SSC 2024 |
| | Thursday 11:30-12:30 | SSC 2024 |
| Section 005: | Tuesday 12:30-2:30 | SSC 3026 |
| | Thursday 1:30-2:30 | SSC 3026 |
| Section 650: | Distance Studies / Online | OWL |

1.2 Contact Information:

For section 001:

Instructor: Lene Kromann, PhD
Office: SSC 4423
Office Hours: Friday 12:30-2:00pm
Phone: 519-661-2111 extension 87256
Email: Lkromann@uwo.ca

For section 002:

Instructor: Kelsey Taylor, MES
Office: SSC 4434
Office Hours: Wednesday 2:30-4:00pm
Phone: 519-661-2111 extension 86720
Email: ktayl28@uwo.ca

For sections 003, 004 and 005:

Instructor: May Tajima, PhD (course coordinator)
Office: SSC 4415
Office Hours: Monday 12:30-2:30pm
Phone: 519-661-2111 extension 87619
Email: mtajima@uwo.ca

For section 650 (Distance Studies / Online):

Instructor: Lucas Thung, LLM
Office: SSC 4434
Office Hours: Via Skype – email to request an appointment
Phone: Via Skype – email to request an appointment
Email: Lthung@uwo.ca

DAN Department of 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 519-661-2147 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 3rd or 4th 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

Operations 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.”

This regulation is in regards to the COURSES required. Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable.

3. Textbook

1) Operations Management

Reid & Sanders, 6th edition, **customized version**

ISBN 9781119456728 (print book)

ISBN 9781119456780 (e-book)

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

Purchase options: (1) custom textbook in print from the Bookstore; (2) e-book from the publisher's web site or from the Bookstore

2) Custom Course Book #M11628

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 #M11628 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.

5. Learning Outcomes

- 1) Ability to apply a range of quantitative methods to analyze decisions related to inventory, forecasting, production/service planning, and quality control
- 2) Ability to analyze and suggest improvement for managing supply chains, inventory, production/service planning, production processes, and product/service quality
- 3) 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
- 4) Ability to identify the success factors and major challenges faced in implementing enterprise-wide information systems, just-in-time systems, and total quality management
- 5) Ability to work effectively in teams

6. Evaluation

- Test 1: **25% of the course grade**
Wednesday, February 6, 6:30-8:30pm (2.0 hours)
EC 2168A/B for sections 001, 002, and 650
SSC 2024/3014/3024 for sections 003, 004, and 005
For students who have Wednesday evening classes, an alternative test time will be offered; please inform your instructor about your conflict if you have one
- Test 2: **25% of the course grade**
Wednesday, March 13, 6:30-8:30pm (2.0 hours)
EC 2168A/B for sections 001, 002, and 650
SSC 2024/3014/3024 for sections 003, 004, and 005
For students who have Wednesday evening classes, an alternative test time will be offered; please inform your instructor about your conflict if you have one
- Final exam: **30% of the course grade**
Date, time, and location will be announced by the Registrar's Office
2.0 hours
Non-cumulative of Tests 1 and 2
- Group presentation: **15% of the course grade**
Form your group by Friday, January 18
5-6 people per group, from the same section
If not in a group or not presented before the end of the term, zero marks will be given for the presentation
- Presentation participation: **5% of the course grade**
Instructor specific (peer evaluation, presentation attendance, etc.)
See the course web site for instructor-specific details
(<http://dan.uwo.ca/courses/3330/>)

6.1 Course Grade Distribution Policy

- In order to maintain parity across sections and courses, and to ensure that uniform standards of performance are maintained within DAN Department, all instructors are expected to adhere to the following guidelines when submitting end of term marks.
- **3000 & 4000 level courses:** Mean of between 70-77% for all sections of the same course taught by the same instructor in that semester.
- Class averages are not grounds for appeals.
- Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. You are responsible for your grades in this course.

6.2 Exam Coverage and Format

- There are 3 exams in this course.
 - Each exam is scheduled for 2 hours
 - Each exam is scheduled outside of class time since it is a common exam for all sections.
 - Exams are closed book examinations.
- Each exam is not cumulative of previous exam coverage. Hence, students are required to write all 3 exams in this course. There are no exceptions to this. Extra assignments to improve grades **will NOT** be allowed.
- Exams are in a **mixed format**: calculation, multiple choice, and short answers.
 - Exam coverage is defined by the **lecture slide book** (Custom Course Book), **not** by the course textbook.
 - Further details of each exam's specific coverage, number and type of questions, and **exam review documents** are provided on the course web site: <http://dan.uwo.ca/courses/3330/>
- 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.
 - **Formula sheet** will be provided as the last page of exam paper
- 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.
- Exams will not be returned to students but may be reviewed in the instructor's office.
- 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

6.3 Group Presentation Format

- Details on group presentations are provided on the course web site: <http://dan.uwo.ca/courses/3330/>
- Present for 15 minutes **plus** answer questions for 5 minutes
- 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 (or 2 days before) the presentation date by **8:00AM**.
 - Only the presentation PowerPoint file is required for submission (no other written research paper/summary is needed).
 - How to submit: PowerPoint file (or PDF) **must be submitted 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.
 - Presentation references should **not include essay/slide sharing web sites** (e.g., slideshare.net, ukessays.com, essayupload.com, etc.) – you can have a look at these sites to get ideas, but you should **always cite the original sources** of information.
 - 10 points will be deducted from the presentation mark (total = 50 points) if PowerPoint file is submitted late.
 - If PowerPoint file is not submitted, the group will not be allowed to present and will receive zero marks for the presentation.
- 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).
 - 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 saved as a PDF**.
 - Note: the classroom computer is PC-based. VGA adapter is needed for any laptop use.
- 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.

7. Lecture and Examination Schedule

The following schedule is a guideline only and subject to change. The order of topics follows the lecture slide book, not the textbook chapter numbers. These topics are required by CPA.

Week 1 (beginning January 7)

Topics: Course information; introduction to operations, production and service management (nature and context); operations strategy, productivity, and competitiveness

Lecture slides: Slide book pages 1-4

Textbook: Custom textbook pages 1-9 and 15-27

Event: January 7 – winter session classes begin

Week 2 (beginning January 14)

Topics: Supply chain management; purchasing

Lecture slides: Slide book pages 5-13

Textbook: Custom textbook pages 98-150

Event: January 15 – last day to add MOS 3330B; January 18 – presentation groups due

Week 3 (beginning January 21)

Topics: Inventory management
Lecture slides: Slide book pages 15-26
Textbook: Custom textbook pages 432-458 and 461-482

Week 4 (beginning January 28)

Topics: Forecasting
Lecture slides: Slide book pages 27-36
Textbook: Custom textbook pages 267-288 and 293-315

Week 5 (beginning February 4)

Topics: Aggregate planning; strategic capacity planning
Lecture slides: Slide book pages 37-45
Textbook: Custom textbook pages 483-516
Event: February 6 – TEST 1

Week 6 (beginning February 11)

Topics: Material Requirements Planning (MRP); scheduling; maintenance scheduling
Lecture slides: Slide book pages 47-53
Textbook: Custom textbook pages 524-538, 553-566 and 569-588

Week 7 (beginning February 18)

Topics: WINTER READING WEEK (no classes)
Lecture slides: No pages assigned
Textbook: No pages assigned
Event: February 18 – Family Day Holiday

Week 8 (beginning February 25)

Topics: Enterprise Resource Planning (ERP); manufacturing information systems; project management
Lecture slides: Slide book pages 55-62
Textbook: Custom textbook pages 517-524 and 538-552

Week 9 (beginning March 4)

Topics: Process selection and design; facility layout; manufacturing technology; product and service design
Lecture slides: Slide book pages 63-67
Textbook: Custom textbook pages 54-97
Event: March 7 – last day to drop MOS 3330B
Group presentations

Week 10 (beginning March 11)

Topics: Just-In-Time (JIT) systems; job design
Lecture slides: Slide book pages 69-78
Textbook: Custom textbook pages 234-266
Event: March 13 – TEST 2

Week 11 (beginning March 18)

Topics: Quality management
Lecture slides: Slide book pages 79-84
Textbook: Custom textbook pages 151-166 and 170-184
Event: Group presentations

Week 12 (beginning March 25)

Topics: Statistical Process Control (SPC)
Lecture slides: Slide book pages 85-98
Textbook: Custom textbook pages 185-205, 208-211 and 216-233
Event: Group presentations

Week 13 (beginning April 1)

Topics: Statistical Process Control (SPC)
Lecture slides: Slide book pages 85-98
Textbook: Custom textbook pages 185-205, 208-211 and 216-233
Event: Group presentations

Week 14 (beginning April 8)

Topics: Total Quality Management (TQM); Business Process Re-engineering (BPR)
Lecture slides: Slide book pages 99-106
Textbook: Custom textbook pages 151-166 and 170-184
Event: Group presentations
April 9 – winter session classes end
April 10 – study day
April 11-30 – final exam period

8. 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 notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

8.1 Respect

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

8.2 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

9. Exam Policies

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams
- To ensure fairness to all students, questions will not be answered during exams.

10. E-mail Policies

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

10.1 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.).

10.2 Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if s/he does not know which course or section you are enrolled in.

10.3 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

10.4 Unacceptable Emails

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

11. Attendance

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

11.1 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.

11.2 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. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried. Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

13. Posting of Grades

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the [Student Centre](#) website.

14. University Policy Regarding Illness

14.1 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

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

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.

14.2 Make Up Examinations

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the [Academic Counseling office](#)).

15. University Policy on Cheating and Academic Misconduct

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. 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 WSSB, (519) 661-3573, ombuds@uwo.ca.

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.

16. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair 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.
4. 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](#).

17. Support Services

17.1 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/ for a complete list of options about how to obtain help.

17.2 Academic Concerns.

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

18. Other Issues

18.1 Grade Policy

The DAN Department 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 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.

18.2 Senate Policy

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

19. Frequently Asked Questions

1. **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.
2. **I missed an exam because I was sick or there was a death in my family. What do I do?** See the section of the course outline on ILLNESS.
3. **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.
4. **When will the exam grades be posted?** Mid-term grades are e-mailed to your Western account when they become available.
5. **Can I come and see my exam?** You can review your exam during office hours or at any other mutually convenient time.
6. **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.
7. **This mark is going to prevent me from getting accepted at Ivey/graduate school/NASA; 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. What do I do?** 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.