
MOS 3330B Sections 001-006 Operations Management Winter 2020 Course Outline

1. Course Information:

1.1 Class Location and Time:

Section 001:	Wednesday 9:30-11:30 Friday 10:30-11:30	NCB 113 NCB 113
Section 002:	Monday 1:30-4:30	B&GS 0153
Section 003:	Tuesday 9:30-11:30 Thursday 9:30-10:30	MC 105B MC 105B
Section 004:	Tuesday 12:30-2:30 Thursday 12:30-1:30	SSC 3022 SSC 3022
Section 005:	Wednesday 9:30-11:30 Thursday 10:30-11:30	MC 105B MC 105B
Section 006:	Wednesday 12:30-2:30 Thursday 1:30-2:30	TC 204 SSC 3022

1.2 Contact Information:

For sections 001:

Instructor: Lene Kromann, PhD
Office: SSC 4423
Office Hours: Friday 1:00-2:00pm
Phone: 519-661-2111 extension 87256
Email: Lkromann@uwo.ca

For sections 002:

Instructor: Dan Shin, MES, PhD candidate
Office: SSC 4434
Office Hours: Tuesday 1:30-3:30
Phone: 519-661-2111 extension 86720
Email: dashin.phd@ivey.ca

For sections 003, 004, 005 and 006:

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

DAN Department of Management & 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, material requirements planning (MRP), enterprise resource planning (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 slides.
- Purchase options: (1) custom textbook in print from the Bookstore; (2) e-book from the publisher's web site or from the Book Store.
- Many of the exam review problems are assigned from the textbook.
- The exam review files (posted on OWL) specify which problems are relevant for each exam.
- No need to bring the textbook to lectures.

2) Custom Course Book #M11879

This is a set of lecture slides containing the essential course materials. The slides are provided to students in order to reduce writing time and to increase thinking/discussion time in the classroom. The slides, however, do *not* contain everything that will be discussed in the lecture, and hence, the students should not assume that the slides represent the entire lecture contents.

- Bring to **every** lecture.
- 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 #M11879 and bring it to a cashier.

4. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

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

The course format will consist of lectures. It is expected that students will attend all lectures. Students are strongly encouraged to participate in the classroom discussion. Private discussions that are distracting to others will not be tolerated; and those involved in the distracting private discussion will be asked to finish the conversation outside of the classroom.

- If students miss a lecture for any reason, it is their responsibility to **catch up on their own** by reading the corresponding lecture slides and textbook sections.
- In order to encourage the lecture attendance, the details of the examples in the lecture slide book will be **completed during the lecture only** and will not be available outside of the lecture.
- The best way to obtain missed lecture notes is through classmates.

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

Weight:	25% of the course grade
Date:	Wednesday, February 5
Time:	6:30-8:30pm (2.0 hours)
Location:	Sections 001 and 002 – NCB 114 and 117 Sections 003, 004, 005 and 006 – SSC 2024, 2028 and 2036 (see OWL for room assignment by section)
Coverage:	All materials covered in the lecture slide book for the topics listed below
Topics:	(1) Introduction to Operations Management; (2) Supply Chain Management; (3) Inventory Management; and (4) Forecasting
Question type:	Grand total of 65 marks are allocated as follows: Question 1, computational, 4 parts, a total of 16 marks; Question 2, short answers, 1 question (conceptual, not calculation), a total of 9 marks; and Question 3, multiple choice, 40 questions, 1 mark each, a total of 40 marks
Provided:	Formula sheet will be provided on the last page of each exam; a copy of the formula sheet is available on OWL
Review info:	Review materials (Test 1 Review file) are provided on OWL
Conflict:	Having another class that overlaps with 3330 test time – see Section 6.3 for how to deal with exam conflicts

Test 2

Weight:	25% of the course grade
Date:	Wednesday, March 11
Time:	6:30-8:30pm (2.0 hours)
Location:	Sections 001 and 002 – NCB 114 and 117 Sections 003, 004, 005 and 006 – SSC 2024, 2028 and 2036 (see OWL for room assignment by section)
Coverage:	All materials covered in the lecture slide book for the topics listed below
Topics:	(1) Aggregate Production Planning; (2) Material Requirements Planning (MRP) including Scheduling; and (3) Enterprise Resource Planning (ERP) including Project Management

- Question type: Grand total of 65 marks are allocated as follows: Question 1, computational, 2 parts, a total of 16 marks; Question 2, short answers, 1 question (conceptual, not calculation), a total of 9 marks; and Question 3, multiple choice, 40 questions, 1 mark each, a total of 40 marks
- Provided: Formula sheet will be provided on the last page of each exam; a copy of the formula sheet is available on OWL
- Review info: Review materials (**Test 2 Review file**) are provided on OWL
- Conflict: Having another class that **overlaps** with 3330 test time – see Section 6.3 for how to deal with exam conflicts

Final Exam

- Weight: **30% of the course grade**
- Date: Set by the Registrar's Office (sometime during April 6-26)
- Time: Set by the Registrar's Office (2.0 hours)
- Location: Set by the Registrar's Office (see OWL for room assignment by section)
- Coverage: All materials covered in the **lecture slide book** for the topics listed below
- Topics: (1) Process and Product Design; (2) Just-In-Time Systems; (3) Quality; (4) Statistical Process Control (SPC); and (5) Total Quality Management (TQM)
- Question type: Grand total of 65 marks are allocated as follows: Question 1, computational, 2 parts, a total of 16 marks; Question 2, short answers, 1 question (conceptual, not calculation), a total of 9 marks; and Question 3, multiple choice, 40 questions, 1 mark each, a total of 40 marks
- Provided: Formula sheet will be provided on the last page of each exam; a copy of the formula sheet is available on OWL
- Review info: Review materials (**Final Exam Review file**) are provided on OWL
- Conflict: (1) Having 3 exams within 23 hours; or (2) having multiple exams scheduled at the same time – please ask Social Science Academic Counselling (SSC 2105) how to resolve the final exam conflict

Group Presentation

- Weight: **15% of the course grade**
- Date: See OWL for specific presentation dates scheduled for each section
- Time: During class
- Location: Same as class location
- Topics: General topic has been assigned to each presentation time slot – see OWL
- Details: See Section 6.6 for general information; see OWL for detailed instructions on the presentation work
- Groups: 5-6 people per group, all from the same section; all group members must present a portion of their presentation
- Group sign-up: Sign-up sheet is provided by the instructor (first-come, first-served) – see OWL for the sign-up procedure for each section
- Group due: Sign up for a group by **Friday, January 17**
- Note: If not in a group or not presented before the end of the term, **zero marks** will be given for the presentation component

Presentation Participation

- Weight: **5% of the course grade**
- Date: See OWL for specific presentation dates scheduled for each section
- Time: During class

Location:	Same as class location
Details:	There are instructor-specific participation marks (peer evaluation, presentation attendance, etc.) – see OWL for details
Note:	Zero marks in presentation participation may result in zero marks for the presentation component.

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 level courses:** Mean in the range of 70-77% for all sections of the same course taught by the same instructor in that semester.
- Class averages are not grounds for appeals.
- The weight (that is, percentage of course grade) of each exam or presentation work will **not** be adjusted. Extra assignments to improve grades will **not** be available. 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 General Information

- 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.
 - The weight (that is, percentage of course grade) of each exam will **not** be adjusted.
- 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.
 - The materials that are in the textbook but not in the lecture slide book will **not** be on the exam; therefore, you do not have to memorize everything in the textbook.
 - **Exam review files** are provided on OWL for all exams.
- Answers for multiple choice questions will be submitted on a **scantron sheet**.
 - The students must fill in one and only one oval per question on the scantron sheet.
 - Blank ovals will receive zero marks. Two or more filled ovals will also receive zero marks.
 - **Warning:** The scanner may not recognize lightly coloured or half-filled/half-erased ovals. It is the students' responsibility to fill in the ovals completely with quality HB pencils and to use white erasers.
 - **Do not write any formulas/notes or doodle on the scantron sheets.**
 - Multiple choice questions in the exams will be processed via computer software and may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.
- Dictionaries, crib sheets, and scrap paper are not allowed into the examinations.
 - **Formula sheet** will be provided on the last page of exam paper.
 - Only **non-programmable** calculators will be allowed into the exams.

- If you are unsure about the suitability of your calculator, please ask your instructor to check it **before** the exam starts; calculators that are not suitable will be removed from the owner during the exams.
- What to bring to each exam
 - Student ID
 - Quality HB pencils and white erasers
 - Non-programmable calculators
 - Do not bring formula sheets, crib notes or scrap paper
 - Do not bring dictionaries
 - No cell phones or any other electronic devices are allowed on person or on desk during the exam
- Exam results
 - Exam marks will be either posted on OWL or e-mailed individually to students' Western e-mail addresses; in case of e-mail, please ensure that your Western inbox is not full.
 - Exam papers will not be returned to students, but may be reviewed in the instructor's office during the office hours.
 - The weight (that is, percentage of course grade) of each exam will **not** be adjusted. Extra assignments to improve grades will **not** be available. Grades will **not** be adjusted on the basis of need.
- **Exam conflicts:** see Section 6.3 for more details.
- **Makeup exams:** see Section 6.5 for more details.
- **Final exam and course grades** cannot be released until the Undergraduate Chair approves them.

6.3 Exam Conflict

For students who have conflicts due to having another class that **overlaps** with 3330 test time, an **alternative test time** will be offered.

- Students with conflicts must inform the instructor about their conflicts at least **one week** before the test date.
- Students with conflicts must e-mail the instructor a copy (a screen shot) of their Western **course schedules** that show all of their courses in a table format.
- The instructor will confirm the alternative test date, time and location one week before the original test date.
- If you report your conflict to the instructor, then you do **not** have to report to Social Science Academic Counselling (SSC 2105)
 - If you do not report your conflict to the instructor at least one week before the test date, you must then report to Social Science Academic Counselling (SSC 2105).
- If you have an exam conflict and write your exams at **Accommodated Exams**, then
 - You must report your conflict to the instructor.
 - You and the instructor must fill out and sign the **Accommodated Exams Makeup Form**.
 - You must then report to Social Science Academic Counselling (SSC 2105) with the Accommodated Exams Makeup Form to obtain the counsellor's signature.
 - Finally, you must submit the completed Accommodated Exams Makeup Form to Accommodated Exams (Western Student Services Building 2140).
- Having 3 exams within 23 hours is a conflict only for final exams (university policy), not for the midterm exams or makeup exams.
- For the final exam conflict, please ask Social Science Academic Counselling (SSC 2105) how to resolve the conflict.

6.4 Self-Reported Absence (SRA)

For students who experience an unexpected illness, injury or an extenuating circumstance that is expected to last for 48 hours or less, they have the option to self-declare absences from academic requirements such as writing exams.

- Self-Reported Absence (SRA) must be reported using the online SRA portal.
- Students **must e-mail the instructor** within 24 hours from the end of SRA period in order to receive the academic accommodation from the instructor.
- A maximum of 2 SRAs are allowed between September and April.
- Any other absences require a Student Medical Certificate (SMC) or valid documentations provided to Social Science Academic Counselling (SSC 2105) if the student wishes to be accommodated for missed work, exams, etc.
- SRA are not allowed to be used for final exams.
- SRA are not allowed to be used for assessments that are worth more than 30% of any given course.

6.5 Make-Up Exams

Any missed exams will receive **zero marks** unless the student provides a legitimate excuse **and** writes a make-up exam.

- A **legitimate excuse** is either (1) Self-Reported Absence, or (2) an extenuating circumstance that is supported by Student Medical Certificate (SMC) or other valid documentations.
 - If you miss a makeup, you will need to provide a new, legitimate excuse for missing the makeup.
- There are 5 makeup dates scheduled for 2019-2020 school year:
 - Makeup #1 – the last Friday of the fall term (Friday, November 29, 2019)
 - Makeup #2 – the first Friday of the winter term (Friday, January 10, 2020)
 - Makeup #3 – the last Friday of the winter term (Friday, April 3, 2020)
 - Makeup #4 – the first Friday after April final exam period (Friday, May 1, 2020)
 - Makeup #5 – the first Friday of the next school year (Friday, September 11, 2020)
- For the Fall term:
 - If you miss Fall Test 1, then Makeup #1 is the makeup date.
 - If you miss Fall Test 2, then Makeup #1 is the makeup date.
 - If you miss both Fall Test 1 and Test 2, then Makeup #1 is the makeup date for both.
 - If you miss Makeup #1 or December Final Exam, then Makeup #2 is the makeup date.
 - If you miss Makeup #2, then Makeup #4 is the makeup date.
 - If you miss Makeup #4, then Makeup #5 is the makeup date.
- For the Winter term:
 - If you miss Winter Test 1, then Makeup #3 is the makeup date.
 - If you miss Winter Test 2, then Makeup #3 is the makeup date.
 - If you miss both Winter Test 1 and Test 2, then Makeup #3 is the makeup date for both.
 - If you miss Makeup #3 or April Final Exam, then Makeup #4 is the makeup date.
 - If you miss Makeup #4, then Makeup #5 is the makeup date.
- Makeup time/location depends on the number of students who will be writing the makeup; it will be e-mailed closer to the makeup date.
- Having 3 exams within 23 hours is a conflict only for final exams (university policy), not for the midterm exams or makeup exams

- **Consequences of delayed makeups:**
 - **If you miss Makeup #1**, then your course grade is calculated with zero marks on the missed test(s) and is submitted in December; your course grade will not be revised until you write the makeup(s).
 - **If you miss Makeup #2 or #3**, then you will not be writing the makeup until Makeup #4 (Friday, May 1), which is typically a busy time for moving out of the residence, rental unit, etc.
 - **If you miss Makeup #4**, your progression or graduation adjudication will likely be delayed; also, you may not be able to register for summer courses; and you may not be able to select courses for the next school year over summer.

6.6 Group Presentation General Information

- 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 topic is predetermined for each group on the **sign-up sheet** provided by the instructor.
 - Choose a specific **company** within the general topic 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 the general topic you signed up for.
 - You must also give **insight** into why the company does things the way it does and make suggestions for improvement wherever possible.
 - For **detailed instructions** on the presentation work, see OWL.
- **Presentation PowerPoint file** is due 1 or 2 days before the presentation date by **8:00AM** – see OWL for the specific due dates.
 - Only the presentation PowerPoint file is required for submission; no other written research paper/summary is needed.
 - 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** for your presentation.
 - 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.
- **Presentation references:**
 - The last slide of PowerPoint
 - Any reference format is acceptable for journal articles and books.
 - For the web sites, list the web site addresses (URL).
 - For referencing people, list their names, job titles, and organizations.
 - Presentation references should **not include essay/slide sharing web sites** (for example, 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.
- It is the **group's responsibility to bring the PowerPoint file** to the classroom on the presentation day (for example, on a USB key or accessible from your Western account online).
 - You may use other presentation software (for example, Prezi, Keynote, etc.); however, in order for you to submit via OWL Assignments/Turnitin.com, the file **must be saved as a PDF** if presentation software other than PowerPoint is used.
 - Note: the classroom computer is PC-based. VGA adapter is needed for any laptop use.

- Available visual aid in the classrooms: computer projector, overhead projector, DVD player
- **Presentation evaluation** is based on 50 points allocated over the following 8 categories:
 - (1) organization = 5, (2) timing = 5, (3) visual aid = 5, (4) creativity = 10, (5) research quality = 10, (6) sufficient amount of materials = 5, (7) correctness = 5, and (8) quality of answers to the end-of-presentation questions = 5.
 - 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.
- **Presentation participation:**
 - Instructor-specific (peer evaluation, presentation attendance, etc.) – see OWL
 - Zero marks in presentation participation may result in zero marks for the group presentation.
- **Any missed presentation-related work will receive zero marks** unless the student provides a legitimate excuse and completes an alternative assignment.
 - A legitimate excuse is either (1) Self-Reported Absence, or (2) an extenuating circumstance that is supported by Student Medical Certificate (SMC) or other valid documentations.
 - For missing the group presentation work, an alternative assignment is **identical** to the group presentation **except:**
 - Presentation is done by yourself, not as a group.
 - Present for 10 minutes, not 15 minutes.
 - General topic will remain the same as your original group, but you must choose a **different** company; you cannot use the same company as your original group.
 - The instructor will ask questions at the end of presentation, not the classmates.
 - You must submit your PowerPoint via OWL Assignments by 8:00AM the day before the presentation date.
 - You must contact the instructor to schedule the date, time and location of the individual presentation.
 - To avoid class conflicts, the makeup presentations will likely be scheduled: (i) during the last class, or (ii) during the final exam period.
 - If not presented on or before the last day of the final exam period (December exam period for the fall term and April exam period for the winter term), **zero marks** will be given for the presentation.
 - For **missing the presentation participation** work, an alternative assignment is instructor-specific – please contact your instructor to discuss your options.

7. Lecture and Examination Schedule

7.1 Lecture Preparation

Before coming to the lecture, it is strongly recommended that students **skim** through the corresponding lecture slides. Make a “**question list**” of concepts that you are not sure about. During the lecture, try to get answers for your questions. If your question is not answered, please bring it up during the lecture, after the lecture, or during the office hours.

7.2 Lecture Review

After each lecture, it is strongly recommended that students read the corresponding lecture slides and textbook sections to understand all concepts covered there.

7.3 Weekly Lecture 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 (week beginning January 6)

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 6 – winter session classes begin

Week 2 (beginning January 13)

Topics: Supply chain management; purchasing
Lecture slides: Slide book pages 5-13
Textbook: Custom textbook pages 98-150
Event: January 14 – last day to add MOS 3330B; January 17 – presentation groups due

Week 3 (beginning January 20)

Topics: Inventory management
Lecture slides: Slide book pages 14-24
Textbook: Custom textbook pages 432-458 and 461-482

Week 4 (beginning January 27)

Topics: Forecasting
Lecture slides: Slide book pages 25-33
Textbook: Custom textbook pages 267-288 and 293-315

Week 5 (beginning February 3)

Topics: Aggregate planning; strategic capacity planning
Lecture slides: Slide book pages 34-42
Textbook: Custom textbook pages 483-516
Event: February 5 – TEST 1

Week 6 (beginning February 10)

Topics: Material Requirements Planning (MRP); scheduling; maintenance scheduling
Lecture slides: Slide book pages 43-49
Textbook: Custom textbook pages 524-538, 553-566 and 569-588

Week 7 (beginning February 17)

Topics: WINTER READING WEEK (no classes)
Lecture slides: No pages assigned
Textbook: No pages assigned

Week 8 (beginning February 24)

Topics: Enterprise Resource Planning (ERP); manufacturing information systems; project management
Lecture slides: Slide book pages 50-57
Textbook: Custom textbook pages 517-524 and 538-552

Week 9 (beginning March 2)

Topics: Process selection and design; facility layout; manufacturing technology; product and service design
Lecture slides: Slide book pages 58-62

Textbook: Custom textbook pages 54-97
Event: Group presentations; March 7 – last day to drop MOS 3330B

Week 10 (beginning March 9)

Topics: Just-In-Time (JIT) systems; job design
Lecture slides: Slide book pages 63-72
Textbook: Custom textbook pages 234-266
Event: March 11 – TEST 2

Week 11 (beginning March 16)

Topics: Quality management
Lecture slides: Slide book pages 73-78
Textbook: Custom textbook pages 151-166 and 170-184
Event: Group presentations

Week 12 (beginning March 23)

Topics: Statistical Process Control (SPC)
Lecture slides: Slide book pages 79-92
Textbook: Custom textbook pages 185-205, 208-211 and 216-233
Event: Group presentations

Week 13 (beginning March 30)

Topics: Total Quality Management (TQM); Business Process Re-engineering (BPR)
Lecture slides: Slide book pages 93-99
Textbook: Custom textbook pages 151-166 and 170-184
Event: Group presentations
April 3 – winter session classes end
April 4&5 – study days
April 6-26 – final exam period

8. Student Responsibilities

For Students should familiarize themselves with Western University Senate Regulations, please see:
http://www.uwo.ca/univsec/academic_policies/index.html.

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 lectures 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.

8.3 Copyright Notice

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may not record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

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, 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 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

For details on University Policy and student responsibilities go to:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Consideration_for_absences.pdf

Students who experience an extenuating circumstance (illness, injury, or other extenuating circumstance) sufficiently significant to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

- i. Submitting a Self-Reported Absence form provided that the conditions for submission are met (maximum of 2 from September to April, valid for 48 hours or less, on course work worth less than or equal to 30%); or
- ii. For medical absences, submitting a Student Medical Certificate (SMC) : https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf signed by a licensed medical or mental health practitioner in order to be eligible for Academic Consideration; or
- iii. For non-medical absences, submitting appropriate documentation (e.g., obituary, police report, accident report, court order, etc.) to Academic Counselling in order to be eligible for academic consideration. Students are encouraged to contact their Academic Counselling unit to clarify what documentation is appropriate.

Students seeking academic consideration:

- are advised to **consider carefully the implications** of postponing tests or midterm exams or delaying handing in work;
- are encouraged to make appropriate decisions based on their specific circumstances, recognizing that minor ailments (upset stomach) or upsets (argument with a friend) are not an appropriate basis for a self-reported absence;
- **must communicate with their instructors no later than 24 hours** after the end of the period covered by either the self-reported absence or SMC, or immediately upon their return following a documented absence.

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](#)).

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student.

If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

15. University Policy on Cheating and Academic Misconduct

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.

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.

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.

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.