



MOS 3330A Sections 001-007

Operations Management

Fall 2022

Course Syllabus

Mode: In-Person

1. Course Information:

1.1 Class Location and Time:

Section 001:	Wednesday 9:30-11:30 Friday 10:30-11:30	AHB 1B06 AHB 1B06
Section 002:	Wednesday 1:30-3:30 Friday 11:30-12:30	AHB 1B06 AHB 1B06
Section 003:	Tuesday 9:30-11:30 Thursday 9:30-10:30	AHB 1B02 AHB 1B02
Section 004:	Tuesday 12:30-2:30 Thursday 12:30-1:30	AHB 1B02 AHB 1B02
Section 005:	Wednesday 9:30-11:30 Thursday 10:30-11:30	AHB 1B02 AHB 1B02
Section 006:	Wednesday 12:30-2:30 Thursday 1:30-2:30	AHB 1B02 AHB 1B02
Section 007:	Thursday 1:30-3:30 Friday 1:30-2:30	SCC 3006 SCC 3006

Please note: officially, all class time is scheduled as in-person lecture. However, in-person lecture may be switched to **synchronous Zoom lecture temporarily** depending on public health guidelines and other weather and personal illness related considerations.

1.2 Contact Information

For sections 001, 002, and 007:

Instructor: Lene Kromann, PhD
Office: SSC 4423
Office Hours: **By appointment to reduce crowding** – please e-mail your instructor first
Phone: 519-661-2111 extension 87256
Email: Lkromann@uwo.ca

For sections 003, 004, 005 and 006:

Instructor: May Tajima, PhD (course coordinator)
Office: SSC 4415
Office Hours: **By appointment to reduce crowding** – please e-mail your instructor first
Phone: 519-661-2111 extension 87619
Email: mtajima@uwo.ca

1.3 Accessibility:

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.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education.

More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

1.4 Land Acknowledgement:

We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (for example, First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research, and community service.

<https://indigenous.uwo.ca/initiatives/docs/indigenous-land-acknowledgment.pdf>

1.5 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 regard to the PREREQUISITE COURSES required.

Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable. The requirement that states you must be in BMOS is lifted during registration on the priority lift dates as noted in the [Timetable](#).

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

3. Textbook

1) Operations Management

Reid & Sanders, 7th edition, **customized version**

ISBN 9781119856108 (print book)

ISBN 9781119766520 (e-book purchase with no expiry date)

ISBN 9781119497066R150 (e-book rental for 150 days)

- The textbook is required and supplementary to the lecture slides.
 - Many of the exam review problems are assigned from the textbook.
 - The exam review documents (posted on OWL) specify which problems are relevant for each exam.
- No need to bring the print textbook to lectures.
- There are 3 purchase options:
 - Purchase the custom print book (the custom has fewer chapters than the original textbook)
 - Purchase the custom e-book with no expiry date
 - Rent the e-book for 150 days (the rental e-book is the original textbook with all the chapters).
- All 3 options are available at Western Bookstore.
- How to purchase or rent an e-book:
 - Obtain the **redemption code** from Western's Bookstore web site.

- Download a free app called **Bookshelf** from VitalSource (<https://www.vitalsource.com/en-ca/>) or from any App Store.
- Once Bookshelf app is installed, create an account with VitalSource as a **student**.
- Look for “redeem code” where you can enter your redemption code.

2) Lecture slides

A set of lecture slides containing the essential course materials will be provided to students via OWL. The slides are provided 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.

- You will need to have access to the lecture slides in **every** class.
- **It is your responsibility** to bring a mobile device (for example, a laptop, tablet, etc.) to every class.
- **It is also your responsibility** to take additional notes either directly on a mobile device or on paper (bring pens or pencils!).
- The lecture slides are no longer available as print books.

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.
- The best way to obtain missed lecture notes is through classmates.
- Delaying of studying until right before the exam date is strongly discouraged as there would be too much materials to learn.

Please note that all course materials (including video and audio) created by instructors are copyrighted and **cannot be sold or shared**. Recordings of any course-related materials (including video, audio, Zoom meetings, and student presentations) are **not permitted** without explicit permission.

4.3 Technical requirements

Due to uncertainties surrounding COVID variants and inclement weather, students in this course will be required to have the following just in case:

- Laptop or computer
- Stable internet connection
- Webcam
- Microphone
- Google Chrome or Mozilla Firefox are the preferred browsers to optimally use OWL

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, October 12
Time:	7:00-8:30pm (90 minutes)
Location:	Sections 1, 2, and 7 at Health Science Building (HSB) rooms 236 and 240; and sections 3, 4, 5, and 6 at Social Science Centre (SSC) rooms 2032, 2036, and 3022 – see OWL for specific room assignment
Coverage:	All materials covered in the lecture slides for the topics listed below
Topics:	(1) Introduction to Operations Management; (2) Supply Chain Management; (3) Inventory Management; and (4) Forecasting
Question type:	Mixed format: 30 multiple choice questions (1 mark each), and 1 short answer question (10 marks); a total of 40 marks
Aids permitted:	(1) Formula sheet will be provided on the last page of each exam paper; a copy of the formula sheet is available on OWL for your review; and (2) calculator (non-programmable)
Review info:	Provided on OWL
Conflict:	Having an officially scheduled 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, November 16
Time:	7:00-8:30pm (90 minutes)
Location:	Sections 1, 2, and 7 at Health Science Building (HSB) rooms 236 and 240; and sections 3, 4, 5, and 6 at Social Science Centre (SSC) rooms 2032, 2036, and 3022 – see OWL for specific room assignment
Coverage:	All materials covered in the lecture slides 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:	Mixed format: 30 multiple choice questions (1 mark each), and 1 short answer question (10 marks); a total of 40 marks
Aids permitted:	(1) Formula sheet will be provided on the last page of each exam paper; a copy of the formula sheet is available on OWL for your review; and (2) calculator (non-programmable)
Review info:	Provided on OWL
Conflict:	Having an officially scheduled 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 December 10-22)
Time:	Set by the Registrar's Office (90 minutes)
Location:	Set by the Registrar's Office (see OWL for room assignment by section)
Coverage:	All materials covered in the lecture slides 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:	Mixed format: 30 multiple choice questions (1 mark each), and 1 short answer question (10 marks); a total of 40 marks
Aids permitted:	(1) Formula sheet will be provided on the last page of each exam; a copy of the formula sheet is available on OWL for your review; and (2) calculator (non-programmable)
Review info:	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:	Groups have different presentation dates and different due dates for submitting PowerPoint; see OWL Assignments for specific due dates for each group
Time:	During class time
Location:	Same as class location; officially, all presentations are scheduled as in-person presentations. If it is not safe to have in-person presentations for some reason, then we would proceed with synchronous Zoom presentations (there will be no change to the presentation dates or time).
Topics:	General topic has been assigned to each presentation group – see OWL

Details:	See Section 6.7 for general information; see OWL for additional information
Groups:	5 to 6 people per group, all from the same section; all group members must present a portion of their presentation
Group sign-up:	See OWL for the sign-up procedure (first-come, first-served)
Group due:	Sign up for a group by Friday, September 23, 8:00am
Note:	If not in a group before the end of the term or if not participated in the group work, zero marks will be given for the presentation PowerPoint component

Presentation Participation

Weight:	5% of the course grade
Date:	See OWL for specific dates when and how students can participate
Time:	During class time
Location:	Same as class location; officially, all presentations are scheduled as in-person presentations. If it is not safe to have in-person presentations for some reason, then we would proceed with synchronous Zoom presentations (there will be no change to the presentation dates or time).
Details:	See OWL for instructions on participation

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 **90 minutes**.
 - Each exam is scheduled **outside** of class time since it is a common exam for all sections.
 - Exams are **closed book**, but 2 specific aids are permitted (see below)
- Aids permitted:
 - **Formula sheet** will be provided on the last page of each exam paper; a copy of the formula sheet is available on OWL for your review.
 - **Calculators** (non-programmable) will be allowed during 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.
 - Anything other than the 2 aids mentioned above is strictly prohibited.
 - Dictionaries, crib sheets, and scrap paper are not allowed.

- Each exam is **not cumulative** of previous exam coverage.
 - o Hence, students are required to write all 3 exams in this course. There are no exceptions to this.
 - o The weight (that is, percentage of course grade) of each exam will **not** be adjusted.
 - o Exam coverage is defined by the **lecture slide book** (custom course book), not by the course textbook.
 - o 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.
- Exams are in a **mixed format**: multiple choice and short answer.
 - o **Exam review materials** are provided on OWL for all exams.
 - o Makeup exams have a different format – see Section 6.5 for more details.
- Answers for multiple choice questions will be submitted on a **scantron sheet**.
 - o The students must fill in one and only one oval per question on the scantron sheet.
 - o Blank ovals will receive zero marks. Two or more filled ovals will also receive zero marks.
 - o **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.
 - o **Do not write any formulas/notes or doodle on the scantron sheets.**
 - o 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.
- What to bring to each exam
 - o Student ID
 - o Quality HB pencils and white erasers
 - o Non-programmable calculators
 - o Do not bring formula sheets, crib notes, or scrap paper
 - o Do not bring dictionaries
 - o No cell phones or any other electronic devices are allowed on person or on desk during the exam; even if you do not use it, having cell phones on you is an academic offense.
- **No-question policy during an exam**
 - o In order to maintain fairness among all students in a large course, instructors and proctors will not answer any questions related to clarification and word definitions of exam questions.
 - o However, the instructors and proctors will assist you if there is an issue with the exam (for example, some of the questions are missing).
- Exam results
 - o Exam marks will be posted on OWL Gradebook.
 - o 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.
 - o Exam papers will not be returned to students but may be reviewed in the instructor's office during the office hours.
- **Exam conflicts:** see Section 6.3 for more details.
- **Self-Reported Absence (SRA):** see Section 6.4 for more details.
- **Makeup exams:** see Section 6.5 for more details.
- **Accommodated exams:** see Section 6.6 for more details.
- **Final exam and course grades** cannot be released until the Undergraduate Chair approves them.

6.3 Exam Conflicts

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.
 - 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 Help Portal.
- If you have an exam conflict and write your exams at **Accommodated Exams**, then
 - You must report your conflict to the instructor.
 - You must also report to Social Science Academic Counselling Help Portal.
- 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 Help Portal how to resolve the conflict.

6.4 Self-Reported Absence (SRA)

For 2022-2023, the option of self-reported absence (SRA) is no longer available.

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 an extenuating circumstance that is supported by Student Medical Certificate (SMC) or other valid documentations.
 - As mentioned in section 6.4, SRA is no longer available for 2022-2023.
 - If you miss a makeup, you will need to provide a new, legitimate excuse for missing the makeup.
- **Makeup exams have a different format**
 - Each makeup consists of **short-answer questions** (not multiple choice), 5 questions, 8 marks each, a total of 40 marks.
 - At least one question will be a calculation question.
 - Each makeup exam is **60 minutes** long.
- There are 4 makeup dates scheduled for 2022-2023 school year:
 - Makeup #1 – the last Friday of the fall term (Friday, December 2, 2022)
 - Makeup #2 – the first Friday of the winter term (Friday, January 13, 2023)
 - Makeup #3 – the last Friday of the winter term (Friday, March 31, 2023)
 - Makeup #4 – the first Friday after April final exam period (Friday, May 5, 2023)
- 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 Fall Test 1 makeup on Makeup #1 date, then you are scheduled to write Test 1 in Winter 2023 term (February 8, 2023).**

- **If you miss Fall Test 2 makeup on Makeup #1 date, then you are scheduled to write Test 2 in Winter 2023 term (March 15, 2023).**
 - If you miss December Final Exam, then Makeup #2 is the makeup date.
 - **If you miss Fall Final Exam makeup on Makeup #2 date, then you are scheduled to write Final Exam in Winter 2023 term (to be scheduled in April 2023).**
- 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 Winter Test 1 makeup on Makeup #3 date, then you are scheduled to write Test 1 in Fall 2023 term (to be scheduled in October 2023).**
 - **If you miss Winter Test 2 makeup on Makeup #3 date, then you are scheduled to write Test 2 in Fall 2023 term (to be scheduled in November 2024).**
 - If you miss April Final Exam, then Makeup #4 is the makeup date.
 - **If you miss Winter Final Exam makeup on Makeup #4 date, then you are scheduled to write Final Exam in Fall 2023 term (to be scheduled in December 2023).**
- 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 any of the makeup dates, then your course grade is calculated with zero marks on the missed test(s), and your course grade will not be revised until you write the makeup(s).
 - In addition, if you miss any of the makeup dates, you will not be writing the makeup until the following term.
 - If you miss Makeup #3 or #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.
 - Please note that Makeup #4 is early May, which is typically a busy time for moving out of the residence, rental unit, etc.

6.6 Accommodated Exams

For students who write exams in the rooms provided by Accommodated Exams (AE), the following conditions apply:

- The instructors must receive an **accommodation advisory** from Accessible Education at the beginning of the term.
- **Booking a room with AE is students' responsibility.** It is strongly recommended to submit your room request **2 weeks before the exam date** to ensure room availability.
- **It is also students' responsibility to check that a room is actually assigned to you 2 days before the exam date.** You also need to check for the accuracy of the exam date, start time, and exam duration at that time.
- If students do not book a room by the exam date, then it is considered that those students failed to fulfill their responsibilities. In this case, **they are expected to write the exam with the rest of the class without any extra time.**
- Room booking for **makeup exams** is also students' responsibility.
 - Once the makeup date/time is confirmed by the instructor, the students must submit their makeup room requests to AE as soon as possible.

- If room booking is not done for the makeup, then the students are expected to write the exam with other students who are writing the makeup, without any extra time.

6.7 Group Presentation General Information

- Present for 15 minutes **plus** answer questions for 10 minutes.
- **Officially, all presentations are scheduled as in-person presentations. If it is not safe to have in-person presentations, then we would proceed with synchronous Zoom presentations (there will be no change to the presentation dates or time).**
- To gain a deeper appreciation of the course materials by researching a self-selected, real-life company.
 - See OWL for the **sign-up procedure** (first-come, first-served).
 - General topic is predetermined for each group.
 - Choose a specific **company** within the general topic by **one week before** your presentation due 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 and speech notes** are due 1 or 2 days before the presentation date by **8:00AM** – see OWL for the specific due dates.
 - PowerPoint file is what will be shown to the audience on the presentation day.
 - For each slide, you must prepare the speech notes. The notes do not have to be exactly what you are going to say on the presentation day, but the notes must have all the main points you will discuss for each slide. Point form is allowed for the speech notes.
 - For each slide, the speech notes must also include **speaker's name**, his/her **speech notes**, and **sources/references for that slide**.
- You must submit **via OWL Assignments**: (1) PowerPoint file, and (2) PDF showing slides and speech notes.
 - You can create a PDF from PowerPoint.
 - In PowerPoint, view your file as “Notes page.”
 - Go to “print” and change “printer” to “Microsoft print to PDF”
 - Also change the setting from “full page slides” to “notes pages.”
 - Then click on “print.” You will get a prompt for naming and saving the file as a PDF.
 - One submission per group
 - The contents will be analyzed for plagiarism by Turnitin.com. For Turnitin analysis, each file **cannot exceed 20MB**.
 - 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**:
 - Under each slide in PowerPoint
 - List only the references/sources used for a particular slide (you are not asked to list all references for the entire presentation under each slide).
 - 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 and 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 a backup for your group's PowerPoint file** to the classroom on the presentation day (for example, on a USB key or accessible from your Western account online).
 - Visual aid available 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.
 - The same presentation mark will be given to all group members; hence, all group members must participate in the group work and present at least for one slide.
 - If a student is not in a group before the end of the term or if the student does not participate in the group work, **zero marks** will be given to the particular student for the group presentation component.
- **Presentation participation:**
 - See OWL for instructions on participation.
- **If a student does not participate in the presentation work or is absent on the presentation day, then the student will receive zero marks** unless the student provides a legitimate excuse and completes an alternative assignment.
 - A legitimate excuse is an extenuating circumstance that is supported by Student Medical Certificate (SMC) or other valid documentations.
 - For missing the presentation work, an alternative assignment is **identical** to the group work **except**:
 - PowerPoint is completed by yourself and presentation is done by yourself, not as a group.
 - Prepare a PowerPoint file with speech notes as if you were making a 10-minute presentation (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.
 - You must submit your PowerPoint with speech notes via OWL Assignments by 8:00AM of the due date. You must contact the instructor to be assigned a due date.
 - On the due date, at a mutually agreed time, you will present your PowerPoint to your instructor via Zoom. After the presentation, the instructor will ask you some questions.
 - If your PowerPoint is not submitted by the due date, **zero marks** will be given for the group presentation component.
 - 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 Weekly Lecture Schedule

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

Week 1 (September 8, 9, and week beginning September 12)

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

Lecture slides: Introduction to OM 1-7, Supply Chain Management 1-18

Textbook: Custom textbook pages 1-8 and 14-24 (chapter 1 but skip historical development); and 89-134 (chapter 4)

Event: September 8 – fall session classes begin; September 16 – last day to add MOS 3330A

Week 2 (beginning September 19)

Topics: Inventory management

Lecture slides: Inventory Management 1-21

Textbook: Custom textbook pages 399-424 and 426-446 (chapter 12 but skip single-period inventory model)

Event: September 23 – presentation groups due

Week 3 (beginning September 26)

Topics: Forecasting

Lecture slides: Forecasting 1-17

Textbook: Custom textbook pages 245-265 and 270-292 (chapter 8 but skip the details of causal models)

Week 4 (beginning October 3)

Topics: Aggregate planning; strategic capacity planning

Lecture slides: Aggregate Planning 1-18

Textbook: Custom textbook pages 447-479 (chapter 13)

Event: PowerPoint due (the first set of groups) – see OWL for specific due dates

Week 5 (beginning October 10)

Event: October 10 – Thanksgiving holiday (no classes); October 12 – **TEST 1**

Topics: No new topics assigned

Lecture slides: No new pages assigned

Textbook: No new pages assigned

Week 6 (beginning October 17)

Topics: Material Requirements Planning (MRP); scheduling; maintenance scheduling

Lecture slides: MRP 1-14

Textbook: Custom textbook pages 486-500 (chapter 14); 517-529 and 532-549 (chapter 15 but skip sequencing 2 work centres)

Week 7 (beginning October 24)

Topics: Enterprise Resource Planning (ERP); manufacturing information systems; project management

Lecture slides: ERP 1-15

Textbook: Custom textbook pages 480-486 and 500-516 (chapter 14)

Week 8 (beginning October 31)

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

Week 9 (beginning November 7)

Topics: Process selection and design; facility layout; manufacturing technology; product and service design; Just-In-Time (JIT) systems; job design
Lecture slides: Process and Product Design 1-10; JIT Systems 1-19
Textbook: Custom textbook pages 49-88 (chapter 3) and 214-244 (chapter 7)
Event: PowerPoint due (the second set of groups) – see OWL for specific due dates; November 12 – last day to drop MOS 3330A

Week 10 (beginning November 14)

Event: November 16 – **TEST 2**
Topics: No new topics assigned
Lecture slides: No new pages assigned
Textbook: No new pages assigned

Week 11 (beginning November 21)

Topics: Quality management; Total Quality Management (TQM)
Lecture slides: Quality Management 1-12; TQM 1-14
Textbook: Custom textbook pages 135-149 and 153-166 (chapter 5 but skip the details of house of quality)

Week 12 (beginning November 28)

Topics: Statistical Process Control (SPC)
Lecture slides: SPC 1-27
Textbook: Custom textbook pages 167-191 and 196-213 (chapter 6 but skip OC curves)

Week 13 (beginning December 5)

Event: PowerPoint due (the last set of groups) – see OWL for specific due dates
December 8 – winter session classes end
December 9 – study day
December 10-22 – final exam period

8. Student Responsibilities

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

IF ONLINE:

- Have student identification ready.
- Nothing is to be on/at one's desk during an exam, except your computer and any approved materials.
- No other browsers or programs may be open while an exam is in progress.
- Students may be required to use ProctorTrack or other proctoring software.
- To ensure fairness to all students, questions will not be answered during exams.

IF IN-PERSON:

- 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

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 (for example, 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

IF ONLINE: It is expected that students will attend all synchronous lectures. The professor will not provide access to the lecture after it has been presented. Students are encouraged to obtain missed lecture notes from a fellow student.

IF IN-PERSON: 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.

You, the student, are responsible for the grades earned.

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, Absence and Accommodation

14.1 Illness

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

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

Students can download the Student Medical Certificate (SMC) here:

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

14.2 Accessible Education

Students with disabilities work with Accessible Education (formerly SSD) which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The accommodation policy can be found here:

[https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic Accommodation_disabilities.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Accommodation_disabilities.pdf)

Students needing access to Accessible Education should register here:

http://academicsupport.uwo.ca/accessible_education/index.html

14.3 Religious Accommodation

Students should consult the University's list of recognized religious holidays, and should give reasonable notice in writing, prior to the holiday, to the Instructor and an Academic Counsellor if their course requirements will be affected by a religious observance. Additional information is given in the [Western Multicultural Calendar](#).

14.4 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

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

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 Office of the Ombudsperson.

17. Support Services

17.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation 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/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Students who are in emotional/mental distress should refer to Health and Wellness: <http://www.uwo.ca/uwocom/mentalhealth/> 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.