

MOS 3330B: Operations Management for Management and Organizational Studies

Winter 2012

DAN Management and Organizational Studies
Faculty of Social Science
The University of Western Ontario

An operation 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.

Calendar 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.]

General Coverage:

- Supply chain management – supply chain, inventory management, forecasting
- Planning – aggregate planning, MRP, ERP, scheduling, project management
- Process and quality – process and product design, just-in-time systems, total quality management, statistical quality control

Instructors						
Rick Burjaw SSC 2206 519-661-2111 ext. 87273 rburjaw@uwo.ca		May Tajima (course coordinator) SSC 2208 519-661-2111 ext. 87619 mtajima@uwo.ca		Kevin Thompson SSC 2231 519-661-2111 ext. 85040 kthomp65@uwo.ca		
Lecture Time & Location						
Section 1 W9:30-11:30 UCC 60 F9:30-10:30 UCC 60	Section 2 W12:30-1:30 TH 3102 F11:30-1:30 UCC 66	Section 3 W2:30-4:30 SSC 3018 F10:30-11:30 SSC 3018	Section 650 Online	Section 4 Tu10:30-11:30 SSC 3026 Th9:30-11:30 SSC 3026	Section 5 Tu12:30-1:30 KB K103 Th12:30-2:30 HSB 9	Section 6 Tu7:00-10:00 SSC 2024
Regular Office Hours						
Wed. 1:30-2:30 & 4:30-5:30; Fri. 8:30-9:30 Other times by appointment			Tue 1:30-3:30; Wed 2:30-3:30 Other times by appointment		By appointment Thu 6-7pm	

Pre-requisite:

- MOS 1020A/B or both MOS 1021A/B and 1023A/B, and enrollment in the 3rd or 4th year of BMOS or Music Administrative Studies (MAS)

Unless you have either the requisites for this course or written special permission from your Dean to enrol in it, you may 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.

Anti-requisite:

- Business Administration 3304K

Textbook: Operations Management, by Reid & Sanders, 4th edition, *customized version*
 The textbook is required and supplementary to the lecture notes. Many of the exam review problems and their solutions are provided from the textbook. The exam review files posted on the course web site specify which problems are relevant for each exam.

Lecture Notes:

- Required – **obtain a copy ASAP and bring it to every class**
- Copies of the lecture notes are available for purchase at the Book Store (University Community Centre, Lower Level)

The lecture notes contain 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.

Course Web Site: <http://mos.uwo.ca/courses/330/>

- Check here for exam and group presentation information, exam review files (including problems and solutions), and general course information
- Not through WebCT

Grading Scheme:

Test 1*	22.5%	Wed., February 8, 6:00-8:00pm <ul style="list-style-type: none"> • Sections 1, 2, 3 & Online (Prof. Burjaw) ⇒ NS 1 • Sections 4 & 5 (Prof. Tajima) ⇒ NS 7 • Section 6 (Prof. Thompson) ⇒ NS 1
Test 2*	22.5%	Wed., March 14, 6:00-8:00pm <ul style="list-style-type: none"> • Sections 1, 2, 3 & Online (Prof. Burjaw) ⇒ NS 1 • Sections 4 & 5 (Prof. Tajima) ⇒ NS 7 • Section 6 (Prof. Thompson) ⇒ NS 1
Final exam*	35%	Date & location to be announced by the Registrar's Office
Group presentation**	15%	Form your group by Friday, January 27 <ul style="list-style-type: none"> • 4-5 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%	Instructor-specific – e.g., peer evaluation, attendance; see the course web site for instructor-specific details

* 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.

** Zero marks in presentation participation may result in zero marks for the group presentation.

Exam Format:

- Mixture of calculation, multiple choice, and short answers – further details are provided on the course web site
- Closed book and no crib sheet – formula sheet will be provided with each exam (a copy of the formula sheet is provided on the course web site)

Multiple choice questions in the exams will be graded 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.

Presentation:

- Present for 15 min. **plus** answer questions for 5 min.
- To gain a deeper appreciation of the course subjects; to learn more about a particular subject beyond the scope of the lecture notes
- General topics are predetermined on the **sign-up sheet** provided by the instructor
- Choose a specific topic within the general topic area by **one week before** your presentation date; the instructor must approve your specific topic
- Presentation PowerPoint file is due the day before the presentation date by **10:00AM**
- The last slide of PowerPoint must show **sources/references** from which you got information for your presentation
- The same presentation mark will be given to all group members
- 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)
- 10 points will be deducted from the presentation mark if PowerPoint file is late or not submitted

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

Academic Resources: Student Development Centre (SDC) offers many useful Learning Skills Services for all students, including drop-in help hours, confidential counselling, online resources, and learning skills presentations (e.g., *preparing for and writing multiple-choice tests*). Visit SDC’s Learning Skills site, www.sdc.uwo.ca/learning for more information.

Career Resources: Social Science Career Services can provide you with MOS-specific career and grad school information. Visit Social Science Career site, www.ssc.uwo.ca/careers for more information.

Academic Offences: Scholastic offences (e.g., plagiarism) are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence at www.uwo.ca/univsec/handbook/appeals/scholoff.pdf

Grade Policy: The Dan Program has a grade policy which states that for courses in the 3000 range, the class average must fall between 70% and 75% 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 Assistant Director or the Director. Class averages are not grounds for appeals.

Weekly Schedule: guideline only; subject to change

Week Beginning	Lecture Topic – CMA Requirement (the order of topics follows the lecture notes)	Event
Jan. 9	Course information; introduction to operations, production and service management (nature and context); operations strategy, productivity, and competitiveness	Jan. 9: First day of classes
Jan. 16	Supply chain management; purchasing	Jan. 17: Last day to add MOS 3330A
Jan. 23	Inventory management	Jan. 27: Presentation group due
Jan. 30	Forecasting	
Feb. 6	Aggregate planning; strategic capacity planning	FEB. 8: TEST 1
Feb. 13	Material Requirements Planning (MRP)	Feb. 15: Last day to drop MOS 3330A
Feb. 20	READING WEEK	Feb. 20: Family Day
Feb. 27	MRP; scheduling; maintenance scheduling; Enterprise Resource Planning (ERP); manufacturing information systems	
Mar. 5	ERP; project management	Group presentations
Mar. 12	Process selection and design; facility layout; manufacturing technology; product and service design	MAR. 14: TEST 2
Mar. 19	Just-In-Time (JIT) systems; job design	Group presentations
Mar. 26	Quality management	Group presentations
Apr. 2	Statistical Process Control (SPC)	Group presentations
Apr. 9	Total Quality Management (TQM); Business Process Re-engineering (BPR)	Group presentations Apr. 11: End of classes

GENERAL INFORMATION: If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

TERM TESTS and MID-TERM EXAMS

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Social Science Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Social Science Academic Counselling Office and your instructor with supporting documentation.
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Social Science Academic Counselling Office for approval without delay.

LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Social Science Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

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

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. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

- **Personal Illness:** If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- **In Case of Serious Illness of a Family Member:** Obtain a medical certificate from the family member's physician.
- **In Case of a Death:** Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- **For Other Extenuating Circumstances:** If you are not sure what documentation to provide, ask an Academic Counsellor.
Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense and you will be subject to academic sanctions.

ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.