

**MOS 3330A Operations Management for MOS**  
**Course Outline: Sections 001-007 / Fall 2014**

*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.*

*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.*

**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

<b>Instructors</b>						
<p><b>Rick Burjaw</b></p> <p>SSC 4401                      519-661-2111                      ext. 87273                      rburjaw@uwo.ca</p>				<p><b>May Tajima</b>                      (course coordinator)</p> <p>SSC 4415                      519-661-2111                      ext. 87619                      mtajima@uwo.ca</p>		
<b>Lecture Time &amp; Location</b>						
<b>Section 1</b> W9:30-10:30 SSC 3028	<b>Section 2</b> M11:30-1:30 HSB 9	<b>Section 3</b> M2:30-4:30 SSC 3006	<b>Section 5</b> W1:30-2:30 TH 3102	<b>Section 4</b> Tu8:30-10:30 SSC 3014	<b>Section 6</b> Tu11:30-1:30 SSC 2028	<b>Section 7</b> Tu2:30-4:30 UCC 54A
F9:30-11:30 SSC 2020	W11:30-12:30 HSB 9	W2:30-3:30 TH 3102	F11:30-1:30 SSC 2020	Th8:30-9:30 SSC 3014	Th10:30-11:30 SSC 2028	Th2:30-3:30 UCC 54A
<b>Regular Office Hours</b> (between the first day of classes, Sep. 4, and the last day of classes, Dec. 3)						
Mon 10:30-11:30; Wed 10:30-11:30&3:30-4:30; Fri 8:30-9:30 Other times by appointment				Wed 11:30-2:30 Other times by appointment		

**Pre-requisite:**

- Enrollment in the 3rd or 4th year of BMOS or Music Administrative Studies (MAS)  
 Senate Regulations state: “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, 5<sup>th</sup> edition, customized version  
 ISBN 9781118797884  
 The textbook is required and supplementary to the lecture notes. Many of the exam review problems and their solutions are provided from the textbook. The exam review files posted on the course web site specify which problems are relevant for each exam.

**Lecture Notes:**

- Required (custom course book #M10961) – **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://dan.uwo.ca/courses/3330/>

- Check here for exam and group presentation information, exam review files (including problems and solutions), and general course information

**Grading Scheme:**

Test 1*	25%	<b>Wed., October 8, 6:30-8:30pm</b> <ul style="list-style-type: none"> <li>• By section: <b>Sec. 1,2,3</b> = EC 2168A/B; <b>Sec. 5</b> = EC 2155; <b>Sec. 4,6,7</b> = UCC 146</li> <li>• For students who have Wed. evening classes, an alternative test time will be offered on the same test date.</li> </ul>
Test 2*	25%	<b>Wed., November 5, 6:30-8:30pm</b> <ul style="list-style-type: none"> <li>• By section: <b>Sec. 1,2,3</b> = EC 2168A/B; <b>Sec. 5</b> = EC 2155; <b>Sec. 4,6,7</b> = UCC 146</li> <li>• For students who have Wed. evening classes, an alternative test time will be offered on the same test date.</li> </ul>
Final exam*	30%	Date & location to be announced by the Registrar's Office 2 hours; non-cumulative of Tests 1&2
Group presentation**	15%	<b>Form your group by Friday, September 26</b> <ul style="list-style-type: none"> <li>• 4-5 people per group, from the same section</li> <li>• If not in a group or not presented before the end of the term, <b>zero marks</b> will be given for the presentation</li> </ul>
Presentation participation**	5%	Instructor-specific – e.g., peer evaluation and 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. A make-up exam will be arranged when there is an exam conflict. The university policy states that an exam conflict consists of having **3 exams within 23 hours**.

\*\* 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 contain **sources/references** 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](http://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](http://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](http://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

<b>Week Beginning</b>	<b>Lecture Topic – CMA Requirement (the order of topics follows the lecture notes)</b>	<b>Event</b>
Sep. 1	Course information; introduction to operations, production and service management (nature and context); operations strategy, productivity, and competitiveness	Sep. 4: First day of classes
Sep. 8	Supply chain management; purchasing	Sep. 12: Last day to add MOS 3330A
Sep. 15	Inventory management	
Sep. 22	Forecasting	Sep. 26: Presentation group due
Sep. 29	Aggregate planning; strategic capacity planning	
Oct. 6	Aggregate planning; strategic capacity planning	<b>OCT. 8: TEST 1</b>
Oct. 13	Material Requirements Planning (MRP); scheduling; maintenance scheduling;	<b>Oct. 13: Thanksgiving Holiday</b>
Oct. 20	Enterprise Resource Planning (ERP); manufacturing information systems; project management	
Oct. 27	Process selection and design; facility layout; manufacturing technology; product and service design	Group presentations <b>Fall Study Break: Oct. 30-31</b>
Nov. 3	Just-In-Time (JIT) systems	Nov. 5: Last day to drop MOS 3330A <b>NOV. 5: TEST 2</b>
Nov. 10	JIT systems; job design; quality management	Group presentations
Nov. 17	Statistical Process Control (SPC)	Group presentations
Nov. 24	Statistical Process Control (SPC)	Group presentations
Dec. 1	Total Quality Management (TQM); Business Process Re-engineering (BPR)	Group presentations Dec. 3: End of classes Dec. 6-17: Final exams

## UNIVERSITY POLICIES

### Illness

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

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [<http://www.uwo.ca/univsec/handbook/general/privacy.pdf>].

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

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

A form to be completed by off-campus physicians is available at: <http://counselling.ssc.uwo.ca/forms/medicalNote.pdf>

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

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

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

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 Counselling office).

### University Policy on Cheating and Academic Misconduct

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

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

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

### Procedures For Appealing Academic Evaluations

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

### 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.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help."

**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.

**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.

**Academic Concerns**

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

**For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at:**  
**<http://www.uwo.ca/univsec/handbook/>**