

**MOS 3330B, Section 530  
Operations Management**

Contact	Virtual Office Hours	Classroom Sessions
Clarence Borja	By appointment via Zoom Email: <a href="mailto:cborja@uwo.ca">cborja@uwo.ca</a> Meeting ID & Password: See OWL	Tuesdays 230 – 530 pm

**COURSE DESCRIPTION**

An analysis of the principles, theories, and practices critical to managing an organization. Overview of analytical models and approaches to improving operating systems. Attention is paid to both service and manufacturing operations.

**COURSE STRUCTURE, CONTENT, AND LEARNING OUTCOMES**

This course is structured in six units. Upon successful completion of this course students will be able to:

Unit	Weeks	Course Learning Outcomes
1: Overview: Operations Management/Strategy	1-2	1. Identify the success factors and challenges decisions made in Operations/firms to foster optimum improvements and efficiencies. Exposure to the main concepts of OM in manufacturing, service and other organization that model the expectation of future employers.
2: Capacity & Inventory Planning	3-4	2. Apply a range of quantitative methods for managing capacity and inventory to make sound decisions with the goal of improving the Operations/Firms production Output in monetary terms (ie. Improve Throughput, Reduce Inventory and Operational Expense)
3: Supply Chain Management & Forecasting Location & Layout Design	5-6	3. Analyze and suggest improvements in a Just-in-Time (JIT) method for an Operations/Firms' Supply Chain and internal Manufacturing Control Systems.
4: Process Strategy/Configuration Aggregate Planning	7-9	4. Identify and Explain challenges in implementing ERP systems, planning tools and process change
5: Total Quality Management (TQM) & Tools for Improvements	10-11	5. Identify and Apply TQM tools to improve the Operations/Firms Output using TQM tools such as LEAN and Toyota Production Systems.
6: Managing Projects	12	6. Take Leadership responsibilities and effectively working in teams.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies and complete all learning activities in good faith and on time, demonstrate comprehension of the course content, and meet all other course expectations of you as a student.

A weekly learning plan, including topics covered, for this course is posted on OWL (see the Overview page). Following this plan is your responsibility. You can expect to spend approximately seven hours per week on this course. On average you might spend:

- three hours completing preparatory work (required readings, videos, self-assessments, etc.);
- three hours attending class; and
- one hour completing assignments/reviewing class material.

Depending on how much effort you put in and how fast you read, these times will vary.

### BRESCIA UNIVERSITY COLLEGE COMPETENCIES

Primary competencies developed in this course include:

Number	Competency	Level
1	Communication	3
2	Critical Thinking	3
3	Inquiry and Analysis	3
4	Problem Solving	3
5	Self-Awareness and Development	2

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

### PREREQUISITES AND ANTIREQUITES

**Antirequisite(s)** at Main campus: Business Administration 3304K.

**Prerequisite(s):** Business Administration 2257, or MOS 2227A/B and MOS 2228A/B and enrollment in BMOS.

### COURSE MATERIALS

1. Heizer, J., Render, B., Munson C., & Griffin, P., (2020), Operations Management: Sustainability and supply chain management (3rd Canadian Ed.), Pearson: Toronto, ON  
ISBN-10: 0135222664 • ISBN-13: 9780135222669 ©2020 • Pearson Education Canada • Cloth Bound with Access Card Published 01/01/2019
2. Selected readings and videos posted on OWL.
3. Case Pack, available on Ivey Cases Website (see OWL for link and details).

## COURSE EVALUATION

Component	Timing	Learning Outcomes	Brescia Competency	Weight
Application Activities (Forum Postings, Activity Submissions, Some Quizzes, etc.)	See Learning Plan	1,2,3,4,5,6	1,2,3,4,5	30%
Mid Term Exam	February 15th			30%
Individual Case Analysis Report	March 4th	1;2,3,4,5,6	1,2,3,4	25%
Case Group Presentation	March 11th	6	1,4,5	10%
Peer Evaluation	March 31st	6	1,4,5	5%

### Evaluation Policies

You must complete all evaluation components to pass the course. There will be no reweighting of components unless you have received an academic accommodation. Grades will not be adjusted based on need. Your mark in the course will be the mark that you earn based on your demonstrating understanding of course content. Extra credit assignments are not available, and evaluations cannot be rewritten to obtain a higher mark. Once you have completed an evaluation, you are committed to the mark earned.

Late assignments without an academic accommodation will receive a “0”. All assignments are subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All assignments submitted for such checking will be included as source documents in the reference database to detect plagiarism of assignments subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

### EVALUTION COMPONENT DESCRIPTIONS

#### Application Activities (30%)

Application Activities will be assigned each week and might include poll responses, forum postings, quiz completion, exercise and assignment submissions, etc. Detailed instructions will be provided on OWL. The completion deadline for all weekly activities is Monday at 11:59 pm Eastern Standard Time (EST Toronto-Canada). See <https://www.thetimezoneconverter.com/> for conversion to your local time, Each activity on the Weekly Learning Plan (with the exception of poll responses, which will be graded as either complete or incomplete), will be graded out of a total of 10 points.

#### Mid Term Exam (30%)

The exam will cover the first half of the course specifically ALL materials from Week 1 to 7. The exam will be a combination of multiple choice, short answers and problem resolution/computations conducted ONLINE using OWL Test and Quizzes module.

**Individual Case Analysis Report (25%)**

You will be asked to individually prepare a report, communicating analysis, recommendations, and an implementation plan to address a situation as communicated via a case study. Detailed assignment instructions, including how to access the case itself, will be posted on OWL.

**Case Group Presentation (10%)**

You will be part of a randomly assigned team tasked with preparing a group presentation via YouTube video/PPT, addressed to the Board of Directors/senior executives to share your recommendations and implementation plan based on one of your team members Case Analysis Report. Your task/project is to select ONE case among your selected group/team. Part of your challenge will be to choose which ONE case to present among several individual Case Analysis Report from your team. Detailed assignment instructions will be posted on OWL.

**Peer Evaluation (5%)**

Each student will evaluate each other's Case Analysis Report. Your task/project will be to provide thoughtful feedback to each of your group member's Case Report and choose which case report will be used for your Group Presentation. In addition, an individual confidential peer evaluation component assessing your individual contribution to the group presentation in relation to your other team members is required. Detailed assignment instructions will be posted on OWL.

**COURSE POLICIES****Teaching Methodology and Expectations of Students**

Students are expected to complete the preparatory work *before* they attend class where it will be discussed. Each class session may include a combination of mini-lectures, team discussions, active learning activities (individual and team), and guest speakers. The preparatory work, including relevant links, PPT slides and other materials will be posted on OWL by session.

**Class Schedule**

A weekly learning plan for this course is posted on the OWL Course Introduction page. Following this schedule is your responsibility. You should anticipate spending a minimum of four hours per week completing readings, viewing videos, completing activities and assignments.

**Preferred Method of Contact**

If you have questions about the course content or an activity or assignment, please check the course outline and OWL Forums to see whether your question has been answered. If you cannot find the information you need, please post your question on OWL Forums.

If you would like to discuss something personal, please contact me through email. You can also visit me during my office hours. If those times do not work for you, we can set up another meeting at a mutually convenient time. I check email and OWL daily Monday through Friday between the hours of 8:00 am and 4:30 pm. **I generally do not check OWL or email in the evenings or during the weekend, so plan accordingly.**

### Appointments

Students are welcome to meet with me during my virtual office hours or by arranging a virtual appointment at a mutually convenient time. Please be on time for your appointment, have an objective for the discussion and if possible, let me know in advance which activity or topic you wish to discuss, so I can be prepared.

### Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. To respect your privacy, I will discuss your grades only with you. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

### Attendance

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend. For this reason, students will be excused from one class without penalty. This absence will not negatively affect your In-Class Contribution to Learning grade. In the situation of an extended absence (see the final pages of this outline), please discuss with your Academic Advisor.

Under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Academic Dean who may stop your final paper from being marked, thus preventing you from passing the course. **At the discretion of the instructor, any student who misses more than 25% of scheduled classes will receive an In-Class Contribution to Learning grade of 0 for the course.**

### Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. To respect your privacy, I will discuss your grades only with you. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

### Academic Accommodation

If, on medical or compassionate grounds, a student is unable to complete a course component **worth greater than 10 per cent of the final course grade**, it is the responsibility of the student to consult with an Academic Advisor and follow the procedures documented in the "POLICY REGARDING ACADEMIC ACCOMMODATION" on the final pages of this outline.

For academic accommodation to be considered for any course component **worth less than 10 per cent of the final course grade**, it is the responsibility of the student to approach me in a timely fashion (within two business days of the missed deadline). Documentation may be required to be submitted to the academic advisor. If documentation is required, the request for accommodation will be decided by the academic advisor in consultation with me. If documentation is not required, I will make the final decision.

### DROPPING A COURSE

To drop a course without academic penalty, you must drop the course by the following date:

Winder Term Half Credit Course

March 7, 2022

For further details, check Western's online Academic Calendar. To book an appointment with one of Brescia's Academic Advisors, visit [https://www.brescia.uwo.ca/enrolment\\_services/academic\\_advising/book\\_an\\_appointment.php](https://www.brescia.uwo.ca/enrolment_services/academic_advising/book_an_appointment.php). If you are registered at another affiliate or main campus, please make an appointment to see your academic advisor at your home campus.

## 2021-22 Brescia University College Academic Policies and Regulations

### 1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding [Accommodation for Illness - Undergraduate Students](https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be found at [https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_12](https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12).

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services ([https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_10](https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_10)).

Personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

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

1. Submitting a **Self-Reported Absence** form provided that the conditions for submission are met;
2. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
3. For non-medical absences, submitting **appropriate documentation** (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

### Requests for Academic Consideration Using the Self-Reported Absence Portal

Students who experience an unexpected illness or injury or an extenuating circumstance of 48 hours or less that is sufficiently severe to render them unable to meet academic requirements should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours. Note that the excused absence includes all courses and academic requirements within the up to 48 hours, it is not intended to provide an excused absence from a single course while students fulfill their academic responsibilities in other courses during that time.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

1. Students will be allowed **a maximum of two self-reported absences** between September and April and one self-reported absence between May and August;
2. The duration of the absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
3. The excused absence will terminate prior to the end of the 48-hour period if the student undertakes significant academic responsibilities (writes a test, submits a paper) during that time;
4. Self-reported absences will **not** be allowed for scheduled final examinations; midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
5. Self-report absences may **not** be used for assessments worth more than 30% of any course;
6. Any absences in excess of 48 hours will require students to present a Student Medical Certificate (SMC), or appropriate documentation;

7. Students **must** communicate with their instructors **no later than 24 hours after the end of the period covered by the Self-Reported Absence form** to clarify how they will fulfil the academic expectations they may have missed during the absence.

### Request for Academic Consideration for a Medical Absence

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation.

Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. An SMC can be downloaded from [http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf) ;
2. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period;
3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;
4. Students **must** communicate with their instructors **no later than 24 hours** after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;
5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty.

The [full policy on requesting accommodation due to illness](#) can be viewed at:

[http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelecteCalendar=Live&ArchiveID=#Page\\_12](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelecteCalendar=Live&ArchiveID=#Page_12)

## 2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge that is interfering with your work, contact your instructor and Academic Advisor 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. Retroactive requests for academic accommodation on medical or compassionate grounds are not normally considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor ([https://www.brescia.uwo.ca/enrolment\\_services/academic\\_advising/index.php](https://www.brescia.uwo.ca/enrolment_services/academic_advising/index.php) ). If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please refer to <http://brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar (<http://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>).

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

### 3. ABSENCES

**Short Absences:** If you miss a class due to a minor illness or other problems, check your course outline 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. Contact the course instructor if you have any questions.

Please note that for asynchronous online courses, attendance or participation requirements maybe different than for synchronous or in-person courses.

**Extended Absences:** If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work, and arrange academic accommodations if appropriate and warranted.

It is important to note that the Academic Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory ([http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryId=5&SelectedCalendar=Live&ArchiveID=#SubHeading\\_68](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryId=5&SelectedCalendar=Live&ArchiveID=#SubHeading_68) ).

### 4. SCHOLASTIC OFFENCES

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence at: [http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryId=1&SelectedCalendar=Live&ArchiveID=#Page\\_20](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryId=1&SelectedCalendar=Live&ArchiveID=#Page_20).

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Note that such offences 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. Students are advised to consult the section on Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) 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.

#### **Plagiarism:**

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

#### **Computer-marked Tests/exams:**

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.



## 5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal is to be sent to the School Chair. If the response of the Chair is considered unsatisfactory to the student, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls within the jurisdiction of the SRBA. For information on academic appeals consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar

[http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=LIVE&ArchiveID=#Page\\_14](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=LIVE&ArchiveID=#Page_14).

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices.

## 6. PREREQUISITES

Unless you have either the prerequisites for a course or written Special Permission from the Dean to enroll in it, you will be removed from the 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 prerequisite(s).

## 7. SUPPORT

### Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. Students can access supports through Brescia's Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Skills Services at Western (<https://www.uwo.ca/sdc/learning/>)

### Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can obtain information about how to obtain help for yourself or others through **Health & Wellness at Brescia** ([https://brescia.uwo.ca/student\\_life/health\\_and\\_wellness/index.php](https://brescia.uwo.ca/student_life/health_and_wellness/index.php)) and **Health and Wellness at Western**, [http://uwo.ca/health/mental\\_wellbeing/index.html](http://uwo.ca/health/mental_wellbeing/index.html).

### Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at [https://brescia.uwo.ca/safe\\_campus/sexual\\_violence/index.php](https://brescia.uwo.ca/safe_campus/sexual_violence/index.php).