

Management and Organizational Studies 3330B

Operations Management

1.0 BASIC COURSE INFORMATION

CONTACT INFORMATION

Hannah Standing Rasmussen

Office Hours: Monday 1:30pm – 2:30pm or by appointment

E-mail: hasmus@uwo.ca; standinghannah@gmail.com

Web: owl.uwo.ca

CLASS INFORMATION

Tuesday 6:30 to 9:30pm

Room: BR-302

2.0 COURSE DESCRIPTION

Operations Management is about transforming inputs into finished goods and services. This constitutes the primary activity of virtually every organization. Hence, acquiring skills in operations management becomes essential for every manager whether or not he/she is pursuing a career directly in operations.

3.0 COURSE LEARNING OBJECTIVES

At the end of this course students will be able to:

1. Understand and explain the fundamental concepts and techniques involved in operations management for both service and manufacturing firms
2. Develop an awareness of the managerial issues related to a firm's operations and the current trends and challenges faced in operations management
3. Use the concepts, techniques and awareness to provide solutions to real world operations management problems and issues

4.0 DESCRIPTION OF CLASS METHODS

Course activities include: Guest speakers, lectures, presentations and exercises. Class attendance is essential

5.0 TEXTBOOKS AND OTHER REQUIRED RESOURCES

A recent (ideally published after 2010) Operations Management.

6.0 METHOD OF EVALUATION/ASSESSMENT

Operations report	Tuesday April 7 th , 2015 (at midnight)	20%
Class participation	Throughout term	10%
Mid-term exam	Feb. 10 th , 2015	20%
Final exam	During exam period April.	20%
1 page assignments	January 20 th , February 3rd, March 3rd	30%
		100%

All components of evaluation must be completed for students to be eligible for a passing grade in the course. There will be no re-weighting of components within the course.

Missed exams will receive zero marks unless a legitimate excuse is provided by the student and approved by Brescia and a makeup exam is scheduled by the instructor. Brescia organizes makeup exams and the student will be expected to attend this exam after communicating with the professor. Makeup exams will not be arranged prior to the original test date.

7.0 SCHEDULE OF CLASSES

Before each class please review slides on OWL. Read from the appropriate chapter in your textbook after class to ensure you have a good grasp of the concepts and are ready for the next week's in class discussion

Tuesday January 6th, 2015

- Introduction to course – Review of course syllabus
- Introduction to Operations Management

Tuesday January 13th, 2015

- Supply Chain Management
- Purchasing

First assignment assigned

Tuesday January 20th, 2015

- Inventory Management
- Forecasting

First assignment due

Tuesday January 27th, 2015

Second assignment assigned

- Aggregate planning;
- Strategic capacity planning

Tuesday February 3rd, 2015

Second assignment due

- MRP
- Scheduling
- Enterprise Resource Planning (ERP)
- manufacturing information systems

Tuesday February 10th, 2015

Mid-term exam – in class

Tuesday February 17th , 2015

Reading Week – No Class

Tuesday February 24th, 2015

- Project Management

Third assignment assigned

Tuesday March 3rd, 2015

- Just-In-Time (JIT) systems; job design

Third assignment due

Tuesday March 10th, 2015

- facility layout; manufacturing technology

Tuesday March 17th, 2015

- product and service design
- Process selection and design

Tuesday March 24th 2015

- Quality Management/Statistical Process Control (SPC)

Tuesday March 31st 2015

- Total Quality Management (TQM)
- Business Process Re-engineering (BPR)

Tuesday April 7th, 2015

- Final exam review/course wrap up

ACADEMIC POLICIES

Attendance

Attendance at all sessions in this course is expected; however, circumstances may arise which make it impossible for you to attend. For example, if you are unable to attend a class due to health-related reasons, you are expected to advise your instructor in advance. Under University regulations, your instructor can determine at what point absenteeism has become excessive and thus can prevent you from passing the course. The course will adhere to the following ruling as stated in the Academic Calendar:

“Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean, the student will be debarred from taking the regular examination in the course.”

Prerequisites

The prerequisite for MOS 2320 Business Administration 1220E or MOS 1021A/B and MOS 1023A/B and enrolment in BMOS.

Students are responsible for ensuring that they have successfully completed all course prerequisites. If you do not have the prerequisites for this course or written special permission from the Dean to enrol in this course, 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.

CLASS ETIQUETTE

Student Use of Technology in Class

Talking privately with classmates or using your computer during class for personal activities such as reading/writing email, surfing the Web, or playing games is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. In addition, cell phones ringing during class will not be tolerated: please ensure your phones are turned OFF prior to entering the classroom and placed inside a bag (not on desk or in your pocket). **Texting in class will result in an immediate “0” in contribution for that class.** I welcome the use of laptops in the classroom as long as they are used for class related purposes, such as research, participation in class exercises and the like.

Recent research has shown that laptop use in class for non-education related purposes, such as checking email, IMing, using Facebook or other social networking websites, to view movies, listening to music or surf unrelated websites is negatively related to academic performance. **That is, grades decline when you use laptops in the classroom for non-educational tasks.** Additionally, students find other students use of laptops in the classroom the number one source of interference with their ability to learn. (Fried, 2008) As a result, if I find a student using a laptop for **non-class related activities**, I will ask them to close the laptop for the remainder of the class or until a class exercise requires the use of the laptop. Research also shows that texting substantially reduces academic performance. Researchers asked half the students in an accounting class to text their professor three times, while the other half were requested to refrain from texting. Students were then tested at the end of the lecture on the contents of the lecture. ***The students who texted scored 16% points lower than those who did not text.*** (Ellis, Daniels & Jauregui, 2010). As a

result, if I find a student texting I will ask them to put their cell phone away. Texting in class may result in a “0” on class participation for that class.

A Note Regarding Email

Email is a useful tool for sharing news, setting up meetings or for a simple assignment clarification, but for more complex questions, a face to face meeting is best. Please make an appointment to discuss any personal, academic, group work or controversial issues in person, especially any concerns that you might have about your grades. I will check email regularly Monday through Friday during office hours; you can expect a response within 24 hours during the work week. Over weekends and holidays, I will not be checking email, so plan accordingly.

Appointments

If you wish to meet with your instructor it is recommended that see your instructor during the designated weekly office hours or that you make an appointment. Appointments can be arranged by approaching your instructor after class or by sending an email to set up a mutually convenient time. Make sure to be on time, have an objective for the discussion and bring a copy of your paper or exam if you wish to discuss it.

Privacy

In order to respect privacy laws, and the privacy of individual students, all grades will be distributed on WebCT only. If a student wishes to discuss a grade, or review a test or paper, she must make an appointment with the professor to do so in person. In order to respect the privacy of each student, the professor may only discuss grades with the student in question. Please do not share or compare your grades. The professor cannot share information about another student’s grades, so discussions comparing grades between students will not be entertained.

COURSE MATERIALS

A recent Operations Management textbook is *recommended* for students registered in MOS 3330B.

TEACHING METHODOLOGY AND EXPECTATIONS OF STUDENTS

A combination of lectures, exercises, case studies, small group-work and student presentations will be used in MOS 3330. Some class content will either mirror or complement the reading assignments, while other classes will cover material in addition to the assigned readings.

Students are expected to be fully engaged in the entire learning process. This means devoting time and energy to preparation before class, listening to others during class discussions and engaging in class discussions.

Detailed note-taking during class can often be counterproductive to your own learning. Instead, try to be selective in taking notes during class. It is a good idea to consolidate what you have learned at the end of each class or at the end of the day. Also, bring copies of the day’s PowerPoint slides with you so that you can make your own (preferably brief) additions to the notes.

CLASS ETIQUETTE

Attendance

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend. For example, if you are unable to attend a class due to health-related or other compelling reasons, you are expected to advise your instructor in advance (email communication is perfectly acceptable). Under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Dean who may prevent you from writing the final exam, thus preventing you from passing the course. **At the discretion of individual instructors, any student who misses more than 25% of scheduled classes will receive a class contribution grade of 0 out of 10 for the course.**

Student Use of Technology in Class

Talking privately with classmates or using your computer during class for personal activities such as reading/writing e-mail, surfing the Web, playing games, etc. is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. In addition, cell phones ringing during class will not be tolerated: please ensure your phones are turned OFF prior to entering the classroom and placed inside a bag (not on desk or in your pocket).

A Note Regarding Email

Email is a useful communication tool, especially if used for sharing information; however, it is not a good tool for discussion or for decision making. Therefore please follow these guidelines regarding the use of email in this course:

1. Email is fine for sharing info (e.g. you will be absent or late for class, or about what assignments are planned for class that week).
2. Email is fine for setting up meetings and appointments.
3. It is useful for simple questions of clarification regarding assignments, but do not use it for anything that requires more than a one or two sentence response. Instead, make an appointment with your instructor to discuss more complex questions.
4. Email is not an appropriate way to discuss grades or an issue with group dynamics, please make an appointment to discuss in person.
5. Email, although informal, still requires a tone of respect and proper language. Rudeness and disrespect will not be tolerated.
6. I will check email on a daily basis Monday through Friday during the term. I will try to respond to your emails as promptly as possible, usually within 24 hours. Instantaneous responses will not be provided.

Appointments

If you wish to meet with your instructor it is recommended that see your instructor during the designated weekly office hours or that you make an appointment. Appointments can be arranged by approaching your instructor after class or by sending an email to set up a mutually convenient time.

Make sure to be on time, have an objective for the discussion and bring a copy of your paper or exam if you wish to discuss it.

Privacy

In order to respect privacy laws, and the privacy of individual students, the only methods student grades

will be communicated will be via WebCT, direct contact with your professor or on a test/exam/report/essay paper. Your professor is not able to email your grade to any email address.

Student grades are confidential. Please take this into consideration when sharing your grades or asking others to share their grades. Your choice to share your grades will not be taken into consideration in any grading decision made by your professor and in order to respect the privacy of each student, the professor will only discuss individual grades with the student in question.

The University is committed to protecting specific types of information, which, if disclosed, could reasonably be expected to result in harm to the University, an identifiable individual, or a third party. As a result, your professor is not able to release any information including, but not limited to, a student's personal information, attendance or grade records, to anyone other than the individual involved.

EVALUATION

Students must complete all elements of evaluation in order to receive a passing grade in the course. There will be no reweighting of components within the course. Please note that grades cannot be adjusted on the basis of need. Your mark in the course will be the mark that you earn based on your demonstrated understanding of the course content. Extra credit assignments are not available and tests and exams cannot be rewritten to obtain a higher mark. Once a student has written a test or examination she is committed to the mark earned.

Evaluation Component Descriptions

Midterm Exam

The midterm may include multiple-choice, true and false, short-answer, essay or computational questions and may include material from the assigned readings, lectures, exercises, case studies, videos, small group-work and student presentations. Formula sheets will be provided to students at each exam.

Final Exam

The final exam may include multiple-choice, true and false, short-answer, essay or computational questions and may include material from the assigned readings, lectures, exercises, case studies, videos, small group-work and student presentations. Formula sheets will be provided to students at each exam. While this exam will be cumulative, the weight of the material will focus on the second half of the course.

Contribution

Contribution by each and every student is a cornerstone of any effective learning experience. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. Students' contribution to this course is initiated through thorough class preparation. Contribution is expected to be relevant to the current discussion and includes answering direct questions, volunteering answers, advancing the discussion to a new issue, developing one side of an argument, clarifying difficult concepts and asking questions pertinent to the topic. Class contribution may also include assignments, hand-ins, group evaluations and prompt attendance. Just as important is listening attentively to your classmates and critiquing ideas constructively.

Contribution will be graded on a daily basis. Attending class is important but minimal credit will be given for attendance alone. If you are unable to attend a class for any reason you must advise your instructor in advance so that your absence will not negatively affect your contribution grade. Students are encouraged to speak to the instructor if they have concerns about their performance or if they would like to discuss strategies to support regular contribution.

Your class contribution grade will be made up of peer evaluations as well as instructor evaluations of each class. During each class two students will be asked to fill out an evaluation form for the class. The students will record the number and quality of participant by the other students. These forms will be used by the instructor to ensure an accurate evaluation of your participation is recorded. If you are asked to perform the peer evaluation, you will receive full participation credit for the class. If you are not comfortable filling out a peer evaluation please tell the instructor. You will not be penalized for this choice.

BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

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 on medical grounds 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 her academic responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that 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.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded under the Medical Documentation heading of the following website: <https://studentservices.uwo.ca/secure/index.cfm> . If it is not possible to have an SMC completed by the attending physician/nurse practitioner, the student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation. All documentation is to be submitted to an Academic Advisor.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full statement of University policy regarding extensions of deadlines or makeup exams can be found at <http://www.westerncalendar.uwo.ca/2014/pg117.html>

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem 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 may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by

the appropriate deadlines (refer to the Registrar's website, www.registrar.uwo.ca, for official dates). 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.*

The 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.

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.

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.

4. POLICY ON CHEATING & 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 offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. 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 Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, 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 (see Scholastic Offence Policy in the Western Academic Calendar).

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.

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 signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. 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, or you can consult an Academic Advisor. Students are advised to consult the section on Academic Rights and Responsibilities in the Western Academic Calendar.

6. PREREQUISITES AND ANTIREQUISITES

Unless you have either the prerequisites for a course or written special permission from your 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 prerequisites.

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

7. SUPPORT SERVICES

The Brescia University College Registrar's website, with a link to Academic Advisors, is at http://www.brescia.uwo.ca/academics/registrar_services/index.html. The Western Registrar's website is at <http://www.registrar.uwo.ca/index.cfm>. The website for the Student Development Centre at Western is 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.

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Weste