

Management and Organizational Studies 3330A 550

Operations Management (Fall 2021)

Instructor: Aria Teimourzadeh, PhD

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Course schedule: Monday 9:30 AM - 12:30 PM

Office Hours: By appointment (Zoom)

COURSE DESCRIPTION:

Operations is the term that refers to the process by which an organization converts inputs (e.g. labor, material, knowledge, equipment) into outputs (goods and/or services) for both internal and external markets. In this course, we will study how to manage this process. MOS 3330 is an introductory course providing an overview of the operations management concept used as a framework for analyzing operations management situations and as a basis for general management situations. We will study strategic issues related to how firms determine the way in which they will compete as well as tactical and operational decision making. Topics include: scheduling, forecasting and planning, inventory policy, queueing theory, and aggregate planning.

COURSE LEARNING OBJECTIVES

As a result of this course, you will be able to:

- to develop your decision-making skills by applying operations management concepts to business situations.
- to expose you to the main concepts of operations management in manufacturing, service, and other organizations that model the expectations of future employers.
- to provide you with useful tools for problem solving in business and government environments.
- to provide you with opportunities to hone and demonstrate effective written & oral communication skills, and strengthen team work abilities.

COURSE PREREQUISITES

1) Successful completion of Business 2257 and 2) enrolment in the four-year BMOS program.

DESCRIPTION OF CLASS METHODS

Each week, a PowerPoint presentation will be delivered to students covering the material required and testable on the mid-term and final exams. The slides will be uploaded to OWL prior to class, excluding any solutions to exercise/problems/case analyses. These solutions will be updated

following class and the final presentation (for study purposes) will be uploaded to OWL. Following the presentation, class will discuss their pre-prepared solutions to a variety of operations management problems/exercises and business cases to be assigned weekly. Cases from Ivey will also be utilized to facilitate enhanced class participation. Operations management models will be discussed as part of these materials. Learning points will be summarized weekly, as key “take-aways” from the class discussion. Other materials the instructor wishes to hand-out will be distributed on an as-needed basis. Please note that class attendance is essential.

© Instructor generated course materials (e.g., any video, notes, summaries, exam questions, etc.) are protected by law and may not be copied or distributed in any form or in any medium without explicit permission of the instructor. Note that infringements of copyright can be subject to follow up by the University under the Code of Student Conduct and Disciplinary Procedures.

TEXTBOOKS AND OTHER REQUIRED RESOURCES

Required textbook and materials:	<p>1. Heizer, J., Render, B., Munson, C. & Griffin, P. (2020), Operations Management: Sustainability and Supply Chain Management (3rd Cdn. Ed.), Pearson: Toronto, ON</p> <p>2. IVEY CASE PACKAGE, available for download (see Appendix A)</p>
Course materials	To be found on the course website at https://owl.uwo.ca .
Course Software & Computers	Note that MS Office 365, which includes Microsoft Excel is available for free. If you are interested in installing it on your personal computer, visit: https://wts.uwo.ca/sitelicense/microsoft/homeuse.html

METHOD OF EVALUATION/ASSESSMENT

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials. Please submit all work in .pdf or .docx or .xlsx format.

Class Participation	20%
Midterm Exam	31%
Group Assignment	18%
Final Exam	31%

NOTE: The content and/or evaluation scheme in this course is subject to change.

SUMMARY OF IMPORTANT DATES (OTHER THAN PROJECT DEADLINES)

September 13, 2021 First Day of Classes for MOS 3330A

October 11, 2021 Thanksgiving day– No Class

November 1, 2021 Fall Reading Week– No Class

December 6, 2021 Last Day of Classes for MOS 3330A

For more information, please visit <https://huronatwestern.ca/important-dates-and-deadlines>

PARTICIPATION (20%)

The participation grade of students will be calculated based on the following:

- Submission of weekly exercises (end of chapter problems, Excel exercises, etc.)
- Submission of case studies (individual analysis and findings for each case)

MIDTERM EXAM (31%)

This closed-book exam will be 2-hours in length and may include multiple-choice, true and false, short-answer, essay or computational questions and may include material from the assigned readings, lectures (PowerPoint presentations), exercises/problems, case studies, videos, small group-work. The students will receive the exam instructions a few days before the exam.

GROUP ASSIGNMENT : PROPOSAL, REPORT AND PRESENTATIONS (18%)

A complete firm operations management analysis will be undertaken by groups of three-five (3-5) students from the same section. The group proposals should be submitted by **October 31st, 2021**. Groups will select an industry to study and described the use of various operations management approaches, tools & techniques for competitive advantage. Groups will work together on their own time and should allocate the work effort evenly to each of the team members. The report and PPT slides must be completed and submitted by **December 5th, 2021**. All the presentations will be held on **December 6th, 2021 from 9:30 AM to 12:30 PM**.

FINAL EXAM (31%)

The date of final exam will be scheduled by central exam office. The final exam is designed to test your knowledge of the material that is discussed in class sessions and found in the PowerPoints, readings, and case learnings. The duration of exam will be 2 hours and the students will receive the exam instructions before the exam date.

GRADE REVIEW

The instructor does not discuss grades without a substantive reason. Substantive reasons include errors made during grading. If you would like me to re-evaluate your grade in any component of the course, you should follow this procedure:

- a) Write a memo explaining why you need me to re-evaluate your grade. The memo should contain substantive arguments only, and not humanitarian (e.g., "I really need an A," "I worked so hard"), or social justice (e.g. "he got an A for saying the same thing") appeals. If you do feel that a social justice appeal is justified, you should get the cooperation of the person who you are comparing with, and have them also submit their paper. You may submit this memo to the commerce office.
- b) You will normally get a response from me within a week.
- c) The entire exam or paper will be re-evaluated, and you should be aware that any grade changes are possible (i.e. decrease, increase or none). The only exception to the "entire

paper gets re-evaluated” policy is a case where there is a mathematical error in determining a grade.

The instructor is responsible for your grade in MOS 3330A but not responsible for any administrative decisions that may make use of your grade in MOS 3330A. If you believe that your grade requires review, please follow the procedure above.

REQUIREMENTS AND CRITERIA

Performance in the course will be evaluated using a variety of methods that support the objectives identified above. A combination of exams, individual participation, group presentation, and case summary assignments will be used to evaluate participants on a number of different levels.

The criteria for success, in no particular order, are:

- Comprehension of the material
- Demonstration of an ability to think cross-functionally
- A willingness to participate for the benefit of oneself and fellow participants
- Strong work ethic to “pull your weight” in group assignments

TENTATIVE SCHEDULE OF CLASSES

- This is a brief summary of the current plan for session-by-session topics and readings.
- This schedule may change – updates are posted on OWL.

Session	Date	Topic	Chapter(s) & Exercise/Problems/Case
1	Sept 13	Course Overview & Introduction <ul style="list-style-type: none"> • Introduction to Operations Management • Supply Chain Management (SCM) 	Text: Ch. 1-2 <ul style="list-style-type: none"> • Questions/Problems (Refer to course slides) • Case: SUPPLY CHAIN MANAGEMENT AT WAL-MART (Ivey coursepack)
2	Sept 20	Inventory Management	<ul style="list-style-type: none"> • Text: Ch. 12 • Questions/Problems (Refer to course slides) • Case: QUANTICO COMPUTERWARE
3	Sept 27	<ul style="list-style-type: none"> • Forecasting • Capacity and Constraint Management 	<ul style="list-style-type: none"> • Text: Ch. 4 & Supplement 7 • Questions/Problems (Refer to course slides)
4	Oct 4	<ul style="list-style-type: none"> • Aggregate Planning, Sales and Operations planning 	<ul style="list-style-type: none"> • Text: Ch. 13 • Questions/Problems (Refer to course slides) • Case: AGGREGATE PLANNING AT GREENMILLS (Iveycourse pack)
October 11, 2021 – Thanksgiving Holiday			
5	Oct 18	Resource Planning (Material Requirements Planning (MRP) & Enterprise Resource Planning (ERP))	<ul style="list-style-type: none"> • Text: Ch. 14 • Questions/Problems (Refer to course slides)
6	Oct 25	Midterm Exam (2 hours) during class time	<ul style="list-style-type: none"> • All course textbook, PowerPoint, exercise/problem/case material covered to date will be testable on the mid-term exam
November 1, 2021 to November 7, 2021 - Fall Reading Week			
7	Nov 8	<ul style="list-style-type: none"> • Group Proposal Discussion • Scheduling & Sequencing 	<ul style="list-style-type: none"> • Group Proposals • Text: Ch. 15 • Questions/Problems (Refer to course slides)

8	Nov 15	<ul style="list-style-type: none"> • Product Design & Process Strategy • Just-in-Time (JIT) and Lean Operations 	<ul style="list-style-type: none"> • Text: Ch. 5, 7, 11 & 16 • Questions/Problems (Refer to course slides)
9	Nov 22	<ul style="list-style-type: none"> • Just-in-Time (JIT) and Lean Operations (continued) • Total Quality Management (TQM) 	<ul style="list-style-type: none"> Text: Ch. 3, 6, & 6 Supplement • Questions/Problems (Refer to course slides)
10	Nov 29	<ul style="list-style-type: none"> • Project Management • Six Sigma 	<ul style="list-style-type: none"> Text : Ch. 3 & 6 • Questions/Problems (Refer to course slides)
11	Dec 6	<ul style="list-style-type: none"> • Group Presentations 	<ul style="list-style-type: none"> • Group Presentations, Q&A • Written reports

MOS 3330A Tentative Course Schedule (Note: Additional required and/or supplementary readings may be assigned weekly on OWL to be prepared before class for in-class discussion)

NB:

- All questions are found in the text at the back of each chapter and all cases are to be downloaded from the Ivey website; both are to be prepared in advance.

- Text chapters refer to the chapter ordering presented in the Western University customized version of the Heizer et al. textbook used in this course. Figure and question/answer references in the customized textbook reflect numbering in original non-customized version.

- Text contains solutions to many odd-numbered problems which will be utilized for self-study, therefore each week students should complete all even-numbered problems, in advance of class, which will be discussed in class (please note that for later chapters, certain even numbered questions will require you to complete the odd-numbered problem in order to proceed)

APPENDIX A:

E-Textbook Ordering Instructions

The registration will begin on August 30, 2021.

To register for **Operations Management, 3Ce:**

1. Go to <https://www.pearson.com/mylab> .
2. Under Register, select Student.
3. Confirm you have the information needed, then select OK! Register now.
4. Enter your instructor’s course ID: **teimourzadeh61664**, and Continue.

5. Enter your existing Pearson account username and password to Sign In.
You have an account if you have ever used a MyLab or Mastering product.
»If you don't have an account, select Create and complete the required fields.

6. Select an access option.

» Enter the access code that came with your textbook or that you purchased separately from the bookstore.

» If available for your course,

- Buy access using a credit card or PayPal.
- Get temporary access.

Ivey Coursepack Ordering Instructions (Mandatory):

Dear Student,

This message explains how to purchase materials needed for your course.

Course: **Operations Management**

Professor(s): **Aria Teimourzadeh**

Starting: August 15, 2021

Ending: Dec 31, 2021

Go to the Ivey Publishing website at www.iveycases.com

Log in to your existing account or click "**Register**" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student User" role.

Click on this link or copy into your browser:

<https://www.iveycases.com/CoursepackView.aspx?id=30533>

Click "Add to Cart".

You may choose to order in either print or digital format.

To order the material in digital format, check "digital download" and click "OK".

To order a printed copy for delivery, enter the print quantity required and click "OK". Please note that shipping charges will apply.

Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.

When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.

If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.

If you ordered printed copies: Your order will be printed and shipped within 2 to 3 business days.

IMPORTANT: Access to downloadable files will expire 30 days from the order date, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened using Adobe Reader.

This material is for your personal use only and is not to be shared or distributed in any form.

Ivey Publishing
Ivey Business School
Western University

Email: cases@ivey.ca
t. 519.661.3208 | tf. 800.649.6355
www.iveycases.com

Business Hours:
Monday to Thursday: 8:00am-4:30pm (ET)
Friday: 8:00am-4:00pm (ET)

Scholastic Offences, Plagiarism and Collusion

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 website:

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

Plagiarism is the submission of work that is in whole or in part someone else's work (including, but not limited to, text, calculations and exhibits), which you claim as your own.

Students must write their assignments, essays, reports, exams, etc. 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 using proper references such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required case exams and reports may be subject to submission for similarity review to the commercial plagiarism detection software under licence to the University for the detection of plagiarism. All papers submitted 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 in effect between The University of Western Ontario and Turnitin.com (www.turnitin.com).

UNIVERSITY RESOURCES

The website for the Office of the Registrar is <http://www.registrar.uwo.ca>. Students may also wish to contact Student Development Services at <http://www.sdc.uwo.ca>.



Appendix to Course Outlines: Academic Policies & Regulations 2021 - 2022

Prerequisite and Antirequisite Information

Students are responsible for ensuring that they have successfully completed all course prerequisites and that they have not completed any course antirequisites. Unless you have either the requisites for this course or written special permission from your Dean to enroll 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.

Pandemic Contingency

In the event of a COVID-19 resurgence during the course that necessitates the course delivery moving away from face-to-face interaction, all remaining course content will be delivered entirely online, typically using a combination of synchronous instruction (i.e., at the times indicated in the timetable) and asynchronous material (e.g., posted on OWL for students to view at their convenience). Any remaining assessments will also be conducted online at the discretion of the course instructor. In the unlikely event that changes to the grading scheme are necessary, these changes will be clearly communicated as soon as possible.

Student Code of Conduct

Membership in the community of Huron University College and Western University implies acceptance by every student of the principle of respect for the rights, responsibilities, dignity and well-being of others and a readiness to support an environment conducive to the intellectual and personal growth of all who study, work and live within it. Upon registration, students assume the responsibilities that such registration entails. While in the physical or online classroom, students are expected to behave in a manner that supports the learning environment of others. Please review the Student Code of Conduct at: <https://huronatwestern.ca/sites/default/files/Res%20Life/Student%20Code%20of%20Conduct%20-%20Revised%20September%202019.pdf>.

Attendance Regulations for Examinations

A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations:

- 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year.
- 2) 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 of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course. The Dean of the Faculty offering the course will communicate that decision to the Dean of the Faculty of registration.

Review the policy on Attendance Regulations for Examinations here:

https://www.uwo.ca/univsec/pdf/academic_policies/exam/attendance.pdf.

Statement on Academic 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 the following website: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf. The appeals process is also outlined in this policy as well as more generally at the following website: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/appealsundergrad.pdf.

Turnitin.com

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>).

Statement on Use of Electronic Devices

It is not appropriate to use electronic devices (such as, but not limited to, laptops, cell phones) in the classroom for non-classroom activities. Such activity is disruptive and distracting to other students and to the instructor, and can inhibit learning. Students are expected to respect the classroom environment and to refrain from inappropriate use of technology and other electronic devices in class.

Statement on Use of Personal Response Systems (“Clickers”)

Personal Response Systems (“clickers”) may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning. Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else’s clicker in class constitutes a scholastic offence
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence.

Academic Consideration for Missed Work

Students who are seeking academic consideration for missed work during the semester may submit a self-reported absence form online provided that the absence is **48 hours or less** and the other conditions specified in the Senate policy at

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf are met.

Students whose absences are expected to last **longer than 48 hours**, or where the other conditions detailed in the policy are not met (e.g., work is worth more than 30% of the final grade, the student has already used 2 self-reported absences, the absence is during the final exam period), may receive academic consideration by submitting a Student Medical Certificate (for illness) or other appropriate documentation (for compassionate grounds). The Student Medical Certificate is available online at

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

All students pursuing academic consideration, regardless of type, must contact their instructors no less than 24 hours following the end of the period of absence to clarify how they will be expected to fulfill the academic responsibilities missed during their absence. **Students are reminded that they should consider carefully the implications of postponing tests or midterm exams or delaying submission of work, and are encouraged to make appropriate decisions based on their specific circumstances.**

Students who have conditions for which academic accommodation is appropriate, such as disabilities or ongoing or chronic health conditions, should work with Accessible Education Services to determine appropriate forms of accommodation. Further details concerning policies and procedures may be found at: <http://academicsupport.uwo.ca/>.

Policy on Academic Consideration for a Medical/ Non-Medical Absence

(a) Consideration on Medical Grounds for assignments worth *less than 10%* of final grade: Consult Instructor Directly and Contact Academic Advising

When seeking consideration on **medical grounds** for assignments worth *less than 10%* of the final course grade, and if the student has exceeded the maximum number of permissible Self-Reported absences, the student should contact the instructor directly. The student need only share broad outlines of the medical situation. The instructor **may** require the student to submit documentation to the academic advisors, in which case she or he will advise the student and inform the academic advisors to expect documentation. If documentation is requested, the student will need to complete and submit the [Student Medical Certificate](#).

The instructor may not collect medical documentation. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation.

(b) Consideration on Non-Medical Grounds: Consult Huron Support Services/Academic Advising, or email hurousss@uwo.ca.

Students seeking academic consideration for a **non-medical** absence (e.g. varsity sports, religious, compassionate, or bereavement) will be required to provide appropriate documentation where the conditions for a Self-Reported Absence have not been met, including where the student has exceeded the maximum number of permissible Self-Reported. All consideration requests must include a completed [Consideration Request Form](#). Late penalties may apply at the discretion of the instructor.

Please review the full policy on Academic Consideration for medical and non-medical absence at: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf. Consult [Huron Academic Advising](#) at hurousss@uwo.ca for any further questions or information.

Support Services

For advice on course selections, degree requirements, and for assistance with requests for medical accommodation, students should email an Academic Advisor in Huron's Student Support Services at hurousss@uwo.ca. An outline of the range of services offered is found on the Huron website at: <https://huronatwestern.ca/student-life/student-services/>.

Department Chairs, Program Directors and Coordinators are also able to answer questions about individual programs. Contact information can be found on the Huron website at: <https://huronatwestern.ca/contact/faculty-staff-directory/>.

If you think that you are too far behind to catch up or that your workload is not manageable, you should consult your Academic Advisor. If you are considering reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines. Please refer to the Advising website, <https://huronatwestern.ca/student-life/student-services/academic-advising/> or review the list of official Sessional Dates on the Academic Calendar, available here: <http://www.westerncalendar.uwo.ca/SessionalDates.cfm>.

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 and/or Scholarship/Bursary eligibility.

Huron Student Support Services: <https://huronatwestern.ca/student-life/student-services/>
Office of the Registrar: <https://registrar.uwo.ca/>
Student Quick Reference Guide: <https://huronatwestern.ca/student-life/student-services/#1>
Academic Support & Engagement: <http://academicsupport.uwo.ca/>
Huron University College Student Council: <https://huronatwestern.ca/student-life/beyond-classroom/hucsc/>
Western USC: <http://westernusc.ca/your-services/#studentservices>

Mental Health & Wellness Support at Huron and Western

University students may encounter setbacks from time to time that can impact academic performance. Huron offers a variety of services that are here to support your success and wellbeing. Please visit

<https://huronatwestern.ca/student-life-campus/student-services/wellness-safety> for more information or contact staff directly:

Wellness Services: huronwellness@huron.uwo.ca

Community Safety Office: safety@huron.uwo.ca

Chaplaincy: gthorne@huron.uwo.ca

Additional supports for Health and Wellness may be found and accessed at Western through, <https://www.uwo.ca/health/>.