

Management and Organizational Studies
MOS 3330A Section 551 Operations Management (Fall 2022)

Instructor: Aria Teimourzadeh, PhD

E-mail address: ateimour@uwo.ca

Course schedule: Monday 6:30 PM - 9:30 PM

Classroom: W106

Office Hours: By appointment (In-person or 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 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. Following class, the solutions (for study purposes) will be uploaded to OWL. 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 and late submission of assignments will not be accepted.

© 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: Heizer, J., Render, B., Munson, C. & Griffin, P. (2020), Operations Management: Sustainability and Supply Chain Management (3rd Cdn. Ed.), Pearson: Toronto, ON

IVEY CASE PACKAGE, available for download (see Appendix A)

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 | 18% |
| Midterm Exam | 31% |
| Group Assignment | 20% |
| Final Exam | 31% |

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

PARTICIPATION (18%)

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

- Participation in class discussions, Questions & answers
- Submission of weekly exercises (end of chapter problems, Excel exercises, etc.)
- Submission of case studies (individual analysis and findings for each case)

LATE SUBMISSIONS WILL NOT BE ACCEPTED.

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 (20%)

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 30th, 2022**. 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 4th, 2022**. All the presentations will be held on **December 5th, 2022**.

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.

| Week | Date | Topic | Chapter(s) & Exercise/Problems/Case |
|---|---------|---|--|
| 1 | Sept 12 | 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 course pack) |
| 2 | Sept 19 | Inventory Management | <ul style="list-style-type: none"> • Text: Ch. 12 • Questions/Problems (Refer to course slides) • Case: QUANTICO COMPUTERWARE |
| 3 | Sept 26 | <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 3 | <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 (Ivey course pack) |
| October 10, 2022 – Thanksgiving Holiday | | | |
| 5 | Oct 17 | 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 24 | 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 |
| October 31, 2022 to November 6, 2022 - Fall Reading Week | | | |
| 7 | Nov 7 | <ul style="list-style-type: none"> • Scheduling & Sequencing | <ul style="list-style-type: none"> • Group Proposals • Text: Ch. 15 • Questions/Problems (Refer to course slides) |

| | | | |
|----|--------|---|---|
| 8 | Nov 14 | • Product Design & Process Strategy | • Text: Ch. 5, 7, 11 & 16 • Questions/Problems (Refer to course slides) |
| 9 | Nov 21 | • Just-in-Time (JIT) and Lean Operations | Text: Ch. 3, 6, & 6 Supplement • Questions/Problems (Refer to course slides) |
| 10 | Nov 28 | • Total Quality Management (TQM) • Six Sigma | Text : Ch. 3 & 6 • Questions/Problems (Refer to course slides) |
| 11 | Dec 5 | • Group Presentations | • 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

Note: The registration will begin on August 31, 2022.

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: **teimourzadeh89602**, 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):

Please see the step by step instructions below to purchase the materials required for your course.

Course: **MOS 3330A Operations Management / Fall 2022**

Professor(s): Aria Teimourzadeh

Starting: August 31, 2022

Ending: December 31, 2022

1. Go to the Ivey Publishing website at www.iveypublishing.ca
2. 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" role.
3. Click on this link or copy into your browser: <https://www.iveypublishing.ca/s/ivey-coursepack/a1R5c00000F3K34EAF>
4. Click "Add to Cart".

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

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

8. Once you have completed your order, click on your username on the top right --> Orders --> Downloads

HIDDEN FILES: Any hidden course materials will be released on the specified date provided by your Professor after purchasing your coursepack. An automated email will be sent to your email on the release date to download.

IMPORTANT: Access to downloadable files will expire on the course end date, so be sure to save a copy on your computer.

NEED HELP ? Contact Ivey Publishing's Customer Support Team at cases@ivey.ca.



Appendix to Course Outlines: Academic Policies & Regulations Fall/Winter 2022

Pandemic Contingency

Huron will continue to follow the guidance of public health and government officials. It is anticipated that there will be no further disruptions to in-person instruction. This is subject to change.

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>.

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.

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: [Academic Calendar - Western University \(uwo.ca\)](#)

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: [Academic Calendar - Western University \(uwo.ca\)](#). 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, tablets, 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

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, 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) Medical Grounds for assignments worth 10% or more of final grade: Go Directly to Academic Advising

University Senate policy, which can be found at [Academic Calendar - Western University \(uwo.ca\)](https://www.uwo.ca/academic_calendar/western_university/uwo.ca)

requires that all student requests for accommodation on medical grounds for assignments worth 10% or more of the final grade be made directly to the academic advising office of the home faculty (for Huron students, the “home faculty” is Huron), with supporting documentation in the form (minimally) of the Senate-approved Student Medical Certificate found at: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf.

The documentation is submitted in confidence and will not be shown to instructors. 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. The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will consult with the Dean. The instructor’s decision is appealable to the Dean.

c) Consideration on Non-Medical Grounds: Consult Huron Support Services/Academic Advising, or email huronsss@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. 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: [accommodation_medical.pdf \(uwo.ca\)](#). Consult [Huron Academic Advising](#) at huronsss@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 huronsss@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>

Wellness and Health Supports 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. All Huron staff and faculty have received training on responding to disclosures of Gender-Based Sexual Violence (GBSV); students should know that the Community Safety Office is a resource for survivors, providing support and, if desired, guidance while referring them to the further supports that they may require. 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
Additional supports for Health and Wellness may be found and accessed at Western through, <https://www.uwo.ca/health/>.

Western Calendar - Policy Pages -

[Academic Calendar - Western University \(uwo.ca\)](#)