Course Outline
Faculty of Arts and Social Science, Huron University College

1.0 BASIC COURSE INFORMATION

MANAGEMENT AND ORGANIZATIONAL STUDIES 3330B
OPERATIONS MANAGEMENT – MOS 3330B
Winter 2021
Course Meets: Thursdays 1:30pm - 4:30pm (Toronto EST (Eastern Standard Time)) / Online version

Instructor: Fernando Naranjo
E-Mail: fnaranjo@uwo.ca
Webpage: http://owl.uwo.ca (you need to use your UWO login id and password)
Phone: 226-236-2080 (At night - Toronto EST)
Office Hours: by appointment or Thursdays 4:30pm-5:30pm (Toronto EST) (Online)

Course Prerequisites
Prerequisites: 1) the successful completion of Business 2257 and 2) enrolment in the four-year BMOS program.

2.0 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 engaging 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, facility location, lean management, and quality control.

3.0 COURSE LEARNING OBJECTIVES

The objectives of this course are:

• 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 teamwork abilities.
4.0 DESCRIPTION OF CLASS METHODS

The delivery method of this class will be synchronous online Zoom lectures, but there may be some cases that asynchronous sessions are also included if necessary. Each week, a PowerPoint presentation will be delivered to students covering the material required and testable on the mid-term and final exams. Videos related to the topic studied will be presented and discussed in some sessions. Presentations will be uploaded to OWL prior to class, excluding any solutions to exercise/problems/case analyses. Following the presentation, class will discuss solutions to a variety of operations management problems/exercises and business cases to be assigned weekly. Cases from Ivey Business School will be utilized to facilitate enhanced class participation. Operations management models will be discussed as part of these materials. Learning points will be summarized weekly by the Professor, as key “take-aways” from the class discussion. Additional activities may include guest speakers, polls, break-out rooms, and collaborative digital whiteboards (Google Jamboards). Class attendance and class participation are essential components of this course.

5.0 TEXTBOOKS AND OTHER REQUIRED RESOURCES


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

6.0 METHOD OF EVALUATION/ASSESSMENT

<table>
<thead>
<tr>
<th>Course Component</th>
<th>Weight</th>
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<tr>
<td>In-class Participation</td>
<td>20%</td>
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<tr>
<td>Group Case Reports (4 cases)</td>
<td>20%</td>
</tr>
<tr>
<td>Homework problems</td>
<td>10%</td>
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<tr>
<td>Individual Mid-Term Exam</td>
<td>20%</td>
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<tr>
<td>Individual Final Exam</td>
<td>30%</td>
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**In-class**

Two components are evaluated here: 1) Attendance, and 2) In-class participation learning. All contributions are welcome, and I will strive to provide a diverse, equitable and inclusive learning environment from which we can all benefit. I will look for and guide towards insightful contributions that add to the analysis, problem-solving and decision-making aspects of cases and topics studied.

**Group Case Reports (20%) (4 x 5%):** You will be tasked with creating groups of five members, to complete and submit (via OWL) four case reports (see the schedule for selected cases) by midnight the day before the class discussion of that case. Questions for each case will be posted to guide your preparation. Your report grade is based on a rubric also posted for each case. For more details about your grade calculation, please see section Teamwork and Group Involvement.

**Individual homework problems (10%) (10 x 1%):** You will be assigned weekly homework problems, which will be individually submitted by midnight the day before each exam (Mid-Term and Final). Problem resolution can be done by-hand and then the documents will be scanned.
and submitted or typed in Microsoft Office and submitted. No difference regarding grading exists, so please feel free to choose the most convenient method for you.

**Individual Mid-Term Exam (20%)**: There will be one Online live midterm (Zoom proctored), covering several chapters in the textbook and cases discussed. The mid-term will include multiple choice questions, short answers, and problem resolution. Duration 2-3 hours max. Closed book, with formula sheet provided by the instructor, if needed.

**Individual Final Exam (30%)**: The final exam will be scheduled during the exam period at the end of the course and will utilize a similar format to the Mid-Term Exam. Duration 2-3 hours max.

**Summary of Important Dates (Other than project deadlines)**

Monday January 11, 2021 Classes Resume  
Thursday January 14, 2021 First Day of Classes for MOS 3330B  
February 15 – February 19, 2021 Spring Reading Week  
February 25, 2021 Mid-Term Exam  
Thursday April 8, 2021 Last Day of Classes for MOS 3330B  
April 15 – April 30, 2021 Final Examination Period

**Class instructions and Course Work**

**Attendance to Class** – Online synchronous presence in class and active engagement in weekly discussions is expected of all students and will be monitored as part of your grade. All material presented in class is testable as part of the evaluations noted above.

**Structure of each Class** – Each class will follow a three-part agenda (conceptual foundation, problems resolution and case application) focused on increasing understanding of course material, applying course material and analytical tools to the problems, exercises and/or case, and summarizing our key lessons learned.

The structure of the class will have the following timeline:

- Topical Discussion of general operational management issues on the PowerPoint slides (required readings), led by the Professor with class participation.
- Commence Problem, Exercise, and/or Case Discussion(s).
- 5-10-minute break.
- Complete Problem, Exercise, and/or Case Discussion(s).
- Summary main Learning Points.
- Class Ends.
- Office Hours Commence at 4:30pm for 1 hour (Thursdays).

Every student is strongly encouraged to participate during every class. I usually invite multiple students to participate so I normally use “cold-calls” to request answers. Therefore, every student needs to be present and prepared to contribute to the class discussion.

**Respect in each Class** – Respect for fellow students and the Professor is expected and mandatory (see Standard of Conduct section below) and required to encourage participation by all. Respect will further ensure that all relevant case concepts are raised, therefore increasing the depth of the analysis and discussion. Respect encompasses the following concepts:
• Attend all classes and arrive on time.
• Allow and encourage others to participate.
• Refrain from “cat-calls” or derogatory comments – if students disagree with an analysis or comment, it is fully expected that counter arguments will be presented in a clear, concise, and professional manner.
• Coming to class prepared, including having read the chapter of the textbook and the case in detail (focus on the questions posted for each case) and having prepared any relevant analysis yourself.
• Inappropriate or immature conduct during an exam situation will automatically result in a grade of zero. An example would be the inappropriate use of your virtual tools (chat, video, sound).

Use of Nametags in Class – Each student is requested to display his/her complete name in front of him/her. The use of nametags facilitates tracking participation in each class, which is an important component of your final grade. Given the virtual format of this class, students will have their cameras open (microphones off) with their complete names displayed.

Teamwork and Group Involvement – Groups will self-select and self-manage. In the first class, you will be tasked with creating groups of 5 members. During the course, you will have to complete four case reports (see the schedule for selected cases). It is my expectation that all participants contribute equally to the group work. Your grade will be common to the whole group. However, I will also request group self-evaluations in order to ensure fairness and I will make individual adjustments if needed. Therefore, for all group assignment, teams should allocate the work evenly among each team member. All team members should be familiar with all aspects of the materials developed and presented. Groups should meet after hours to discuss and complete their four case reports. Also, it is strongly encouraged that groups meet every week to analyze and prepare the business cases to be discussed in class.

Feedback to Instructor: Please send any written or oral feedback to the instructor whenever you feel it is necessary. After session #2-#3, I will ask for your written feedback (using a quick and short anonymous Online survey) on any issues you have or things you want to see addressed in the class. This feedback will be confidential, so there is no need to provide your name unless you feel you would like to do so. This type of feedback will then be welcomed at any point during the term. The feedback will be addressed and used to improve the course and your learning experience. During the midpoint of term, a formal feedback survey will be conducted by the university seeking your feedback on the course to-date with a view to implementing suggestions for improvement for the second part of term.

Submission of Assignments - Late submissions of any assignment must be avoided. In extreme or justified cases, a resolution may be determined at the Professor’s sole discretion and include an academic penalty (10%).

Standard of Conduct in this Course

Since this course is part of a degree designed to give you a broad understanding of the world of business, I aim to run the course in a way which will be consistent with the world of business - where many of you will spend your working lives. I strive to provide accurate information, quality materials and good service, consistent with our obligations to maintain the high academic standards of Huron University College and Western University.
In return, I expect that you will conduct yourself in a way that prepares you for the world of work.
Case Reports are due when originally assigned as due. Also, the answers for the rest of cases (apart from the case reports) are to be prepared fully in advance.

The following policies will be enforced in this course:

1. We start on time, so please do not arrive late, and disrupt others.
2. Leaving class early is also disruptive to your colleagues and will not be permitted unless you have made prior arrangements with the instructor before class.
3. Turn off your cell phone, pager, and watch alarm.
4. Keep up to date. Make sure that you know the class schedule. Check on the course web page for updates and posted materials.
5. During the class, respect the learning opportunities of others. Do not distract others. My expectation is that you will not only contribute in class to your own learning, but also to that of others.

**Email communication:** At times, the course instructor may decide to communicate important course information by email. As such, all Huron University College students are required to have a valid huron.uwo.ca or UWO email address. You are responsible for ensuring that your university email address is set up. Forwarding your huron.uwo.ca email to a Hotmail, Gmail, Yahoo, or other type of email account is not advisable. In some cases, messages from huron.uwo.ca addresses sent to Hotmail, Gmail, or Yahoo, etc. accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

**7.0 TENTATIVE SCHEDULE OF CLASSES, INCLUDING REQUIRED READINGS, TOPICS AND DUE DATES FOR CASE REPORTS**

Please see table below.

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Appendix to Course Outlines: Academic Policies & Regulations 2020 - 2021

**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 enrol in it without them, you may be removed from this course and it will be deleted from your record. If you enrol in this course despite having already taken an antirequisite you may be removed from this course and it will be deleted from your record. Removals for these reasons 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 or for having already taken the antirequisites.
Conduct of Students in Classes, Lectures, and Seminars

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. The academic and social privileges granted to each student are conditional upon the fulfillment of these responsibilities.

While in the physical classroom or online classroom, students are expected to behave in a manner that supports the learning environment of others. Students can avoid any unnecessary disruption of the class by arriving in sufficient time and ready for the start of the class, by remaining silent while the professor is speaking or another student has the floor, and by taking care of personal needs prior to the start of class. If a student is late or knows that he/she will have to leave class early, be courteous: enter and leave quietly. Please see the Code of Student Conduct at: www.huronuc.on.ca/sites/default/files/pdfs/Code%20of%20Student%20Conduct.pdf.

Technology

It is not appropriate to use technology (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.

Adding / Dropping Courses

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 Huron website, https://huronatwestern.ca/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.

Class Cancellations

In the event of a cancellation of class, every effort will be made to post all relevant information on the OWL class site and on the Huron website at, https://huronatwestern.ca/about/accessibility.

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.

Please see the policy on Attendance Regulations for Examinations here: https://www.uwo.ca/univsec/pdf/academic_policies/exam/attendance.pdf.

**Academic Student 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/academic-advising.

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/contact-directory.

**Copyright Regarding Course Material**

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Similarly, students own copyright in their own original papers and exam essays. If a faculty member is interested in posting a student’s answers or papers on the course website, he/she should ask for the student’s written permission.

**Statement on Academic Integrity**

The International Centre for Academic Integrity defines academic integrity as "a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and responsibility. From these values flow principles of behaviour that enable academic communities to translate ideals to action." (CAI Fundamental Values Project, 1999).

A lack of academic integrity is indicated by such behaviours as the following:

- Cheating on tests;
- Fraudulent submissions online;
- Plagiarism in papers submitted (including failure to cite and piecing together unattributed sources);
- Unauthorized resubmission of course work to a different course;
- Helping someone else cheat;
- Unauthorized collaboration;
- Fabrication of results or sources;
- Purchasing work and representing it as one’s own.

**Academic Integrity: Importance and Impact**
Being at university means engaging with a variety of communities in the pursuit and sharing of knowledge and understanding in ways that are clear, respectful, efficient, and productive. University communities have established norms of academic integrity to ensure responsible, honest, and ethical behavior in the academic work of the university, which is best done when sources of ideas are properly and fully acknowledged and when responsibility for ideas is fully and accurately represented.

In the academic sphere, unacknowledged use of another’s work or ideas is not only an offence against the community of scholars, it is also an obstacle to academic productivity. It may also be understood as fraud and may constitute an infringement of legal copyright.

A university is a place for fulfilling one’s potential and challenging oneself, and this means rising to challenges rather than finding ways around them. The achievements in an individual’s university studies can only be fairly evaluated quantitatively through true and honest representation of the actual learning done by the student. Equity in assessment for all students is ensured through fair representation of the efforts by each.

Acting with integrity at university constitutes a good set of practices for maintaining integrity in later life. Offences against academic integrity are therefore taken very seriously as part of the university’s work in preparing students to serve, lead, and innovate in the world at large.

A university degree is a significant investment of an individual’s, and the public’s, time, energies, and resources in the future, and habits of academic integrity protect that investment by preserving the university’s reputation and ensuring public confidence in higher education.

Students found guilty of plagiarism will suffer consequences ranging from a grade reduction, to failure in the course, to expulsion from the university. In addition, a formal letter documenting the offence will be filed in the Dean’s Office, and this record of the offence will be retained in the Dean’s Office for the duration of the student’s academic career at Huron University College.

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, as per the Academic Calendar: http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#SubHeading_189.

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 (https://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.

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 Accommodation for Students with Disabilities**

Students who require special accommodation for tests and/or other course components must make the appropriate arrangements with the Student Development Centre (SDC). Further details concerning policies and procedures may be found at: [http://academicsupport.uwo.ca/](http://academicsupport.uwo.ca/).

Please review the full policy at, [https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic%20Accommodation_disabilities.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic%20Accommodation_disabilities.pdf).

**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/Academic_Consideration_for_absences.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Consideration_for_absences.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](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.

**Requests for Academic Consideration Using the Self-Reported Absence Form**

Students who experience an unexpected illness or injury or an extenuating circumstance (48 hours or less) that is sufficiently severe to temporarily render them unable to meet academic requirements (e.g., attending lectures or labs, writing tests or midterm exams, completing, and submitting assignments, participating in presentations) 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 or less.

Please note the following conditions that are in place for self-reporting of medical or extenuating circumstances:

- Students will be allowed a maximum of two self-reported absences between September and April and one self-reported absence between May and August;

- Any absences in excess of the number designated in clause a above, regardless of duration, will require students to present a Student Medical Certificate (SMC), signed by a licensed medical or mental health practitioner, detailing the duration and severity of illness, or appropriate documentation supporting extenuating circumstances to the Academic Counselling unit in their Faculty of registration no later than two business days after the date specified for resuming responsibilities.

- Self-reported absences will not be allowed for scheduled final examinations; for midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term.

- Self-reporting may not be used for assessments (e.g., midterm exams, tests, reports, presentations, or essays) worth more than 30% of any given course.

- Students must be in touch 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 be expected to fulfil the academic expectations they may have missed during the absence.

Please review the full policy at, https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf.

Policy on “Academic” Accommodation - Medical / Non-Medical Grounds

(a) Medical Grounds for assignments worth 10% or more of final grade: Go directly to Huron Support Services/ Academic Advising, or email huronsss@uwo.ca.

University Senate policy, which can be found at, https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf, 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.

(b) Accommodation on Medical Grounds: for assignments worth less than 10% of final grade:
Consult Instructor Directly

When seeking accommodation 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. 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.

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) Non-Medical Grounds: Consult Huron Support Services/ Academic Advising

Where the grounds for seeking accommodation are not medical (e.g., varsity sports, religious,
compassionate, bereavement) the student should contact an academic advisor directly. All
accommodation requests must include a completed Accommodation Request Form. Late penalties may
apply at the discretion of the instructor.

Where a student seeks accommodation on non-medical grounds where confidentiality is a concern, the
student should approach an academic advisor with any documentation available. The advisors will contact
the instructor after the student’s request is received and will outline the severity and duration of the
challenge without breaching confidence. The student will be informed that the instructor has been notified
that significant circumstances are affecting or have affected the student’s ability to complete work, and
the student will be instructed to work as quickly as possible with the instructor on an agreement for
accommodation. Before denying a request for accommodation where documentation has been submitted
to an academic advisor, the instructor will consult with the Dean. The instructor’s decision is appealable
to the Dean.

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,
www.uwo.ca/uwocom/mentalhealth/.
**Important Dates & Directory**

For a current and up-to-date list of important dates and campus directories, please visit:

- **Huron – Important Dates:** [https://huronuc.ca/important-dates-and-deadlines](https://huronuc.ca/important-dates-and-deadlines)
- **Academic Calendar & Sessional Dates:** [http://www.westerncalendar.uwo.ca/SessionalDates.cfm](http://www.westerncalendar.uwo.ca/SessionalDates.cfm)
- **Huron Directory – Faculty, Staff and Administration:** [https://huronuc.ca/index.php/contact/contact-directory](https://huronuc.ca/index.php/contact/contact-directory)
- **Western Directory – Faculty, Staff and Administration:** [https://www.uwo.ca/directory.html](https://www.uwo.ca/directory.html)
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<td>Apple Inc.: Global Supply Chain Mgmt</td>
<td>9B20D013</td>
<td>GROUP REPORT 2 Due</td>
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<td>CH11:11</td>
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<tr>
<td>11-Feb-20</td>
<td>5</td>
<td>Facility Location Facility</td>
<td>8 &amp; 9</td>
<td>Guest Speaker</td>
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<td>CH8: 8-18-22</td>
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<td>18-Feb-20</td>
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<td>Reading week</td>
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<td>18-Feb-20</td>
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<td>IN-CLASS MIDTERM EXAM</td>
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<td>25-Feb-20</td>
<td>8</td>
<td>Managing Quality / SPC / LEAN</td>
<td>6-6s-16</td>
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<td>CH6: 10-20-30</td>
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<td>11-Mar-20</td>
<td>9</td>
<td>Managing Quality / SPC / LEAN</td>
<td>6-6s-16</td>
<td>Benevento Foods</td>
<td>9B15D014</td>
<td>GROUP REPORT 3 Due</td>
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<td>25-Mar-20</td>
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<td>Process Strategy Capacity</td>
<td>7 &amp; 7s</td>
<td>Belle Inc</td>
<td>UVA-OM-1518</td>
<td>GROUP REPORT 4 Due</td>
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<td>01-Apr-20</td>
<td>12</td>
<td>Forecasting</td>
<td>4 &amp; 15</td>
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<td>CH4: 1-9-33</td>
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<td>Operations Planning and Scheduling</td>
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<tr>
<td>08-Apr-20</td>
<td>13</td>
<td>Aggregate Planning / MRP</td>
<td>13 &amp; 14</td>
<td></td>
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<td>CH 13: 3-7 CH14: 3-5-7-13</td>
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<tr>
<td>15-Apr-20</td>
<td>14</td>
<td>General Review</td>
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<td>22-Apr-20</td>
<td>15</td>
<td>Examination period</td>
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</table>

8.0  STANDARD FASS REGULATIONS
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 enrol in it without them, you may be removed from this course and it will be deleted from your record. If you enrol in this course despite having already taken an antirequisite you may be removed from this course and it will be deleted from your record. Removals for these reasons 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 or for having already taken the antirequisites.

Conduct of Students in Classes, Lectures, and Seminars
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. The academic and social privileges granted to each student are conditional upon the fulfillment of these responsibilities.

While in the physical classroom or online classroom, students are expected to behave in a manner that supports the learning environment of others. Students can avoid any unnecessary disruption of the class by arriving in sufficient time and ready for the start of the class, by remaining silent while the professor is speaking or another student has the floor, and by taking care of personal needs prior to the start of class. If a student is late or knows that he/she will have to leave class early, be courteous: enter and leave quietly. Please see the Code of Student Conduct at: www.huromuc.on.ca/sites/default/files/pdfs/Code%20of%20Student%20Conduct.pdf.

Technology
It is not appropriate to use technology (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.

Adding / Dropping Courses
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 Huron website, https://huronatwestern.ca/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.

Class Cancellations
In the event of a cancellation of class, every effort will be made to post all relevant information on the OWL class site and on the Huron website at, https://huronatwestern.ca/about/accessibility.

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.

Please see the policy on Attendance Regulations for Examinations here: https://www.uwo.ca/univsec/pdf/academic_policies/exam/attendance.pdf.

**Academic Student 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/academic-advising.

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/contact-directory.

**Copyright Regarding Course Material**

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Similarly, students own copyright in their own original papers and exam essays. If a faculty member is interested in posting a student’s answers or papers on the course website, he/she should ask for the student’s written permission.

**Statement on Academic Integrity**

The International Centre for Academic Integrity defines academic integrity as "a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and responsibility. From these values flow principles of behaviour that enable academic communities to translate ideals to action." (CAI Fundamental Values Project, 1999).

A lack of academic integrity is indicated by such behaviours as the following:

- Cheating on tests;
- Fraudulent submissions online;
- Plagiarism in papers submitted (including failure to cite and piecing together unattributed sources);
- Unauthorized resubmission of course work to a different course;
- Helping someone else cheat;
- Unauthorized collaboration;
- Fabrication of results or sources;
- Purchasing work and representing it as one’s own.
Academic Integrity: Importance and Impact
Being at university means engaging with a variety of communities in the pursuit and sharing of knowledge and understanding in ways that are clear, respectful, efficient, and productive. University communities have established norms of academic integrity to ensure responsible, honest, and ethical behavior in the academic work of the university, which is best done when sources of ideas are properly and fully acknowledged and when responsibility for ideas is fully and accurately represented.

In the academic sphere, unacknowledged use of another’s work or ideas is not only an offence against the community of scholars, it is also an obstacle to academic productivity. It may also be understood as fraud and may constitute an infringement of legal copyright.

A university is a place for fulfilling one's potential and challenging oneself, and this means rising to challenges rather than finding ways around them. The achievements in an individual’s university studies can only be fairly evaluated quantitatively through true and honest representation of the actual learning done by the student. Equity in assessment for all students is ensured through fair representation of the efforts by each.

Acting with integrity at university constitutes a good set of practices for maintaining integrity in later life. Offences against academic integrity are therefore taken very seriously as part of the university’s work in preparing students to serve, lead, and innovate in the world at large.

A university degree is a significant investment of an individual’s, and the public’s, time, energies, and resources in the future, and habits of academic integrity protect that investment by preserving the university’s reputation and ensuring public confidence in higher education.

Students found guilty of plagiarism will suffer consequences ranging from a grade reduction, to failure in the course, to expulsion from the university. In addition, a formal letter documenting the offence will be filed in the Dean’s Office, and this record of the offence will be retained in the Dean’s Office for the duration of the student’s academic career at Huron University College.

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, as per the Academic Calendar: http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#SubHeading_189.

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 (https://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.

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 Accommodation for Students with Disabilities**
Students who require special accommodation for tests and/or other course components must make the appropriate arrangements with the Student Development Centre (SDC). Further details concerning policies and procedures may be found at: [http://academicsupport.uwo.ca/](http://academicsupport.uwo.ca/).

Please review the full policy at, [https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic%20Accommodation_disabilities.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic%20Accommodation_disabilities.pdf).

**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/Academic_Consideration_for_absences.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Consideration_for_absences.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](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.

**Requests for Academic Consideration Using the Self-Reported Absence Form**
Students who experience an unexpected illness or injury or an extenuating circumstance (48 hours or less) that is sufficiently severe to temporarily render them unable to meet academic requirements (e.g., attending lectures or labs, writing tests or midterm exams, completing, and submitting assignments, participating in presentations) 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 or less.

Please note the following conditions that are in place for self-reporting or medical of extenuating circumstances:
• Students will be allowed a maximum of two self-reported absences between September and April and one self-reported absence between May and August;
• Any absences in excess of the number designated in clause a above, regardless of duration, will require students to present a Student Medical Certificate (SMC), signed by a licensed medical or mental health practitioner, detailing the duration and severity of illness, or appropriate documentation supporting extenuating circumstances to the Academic Counselling unit in their Faculty of registration no later than two business days after the date specified for resuming responsibilities.
• Self-reported absences will not be allowed for scheduled final examinations; for midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term.
• Self-reporting may not be used for assessments (e.g., midterm exams, tests, reports, presentations, or essays) worth more than 30% of any given course.
• Students must be in touch 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 be expected to fulfil the academic expectations they may have missed during the absence.

Please review the full policy at, https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf.

Policy on “Academic” Accommodation - Medical / Non-Medical Grounds

(a) Medical Grounds for assignments worth 10% or more of final grade: Go directly to Huron Support Services/ Academic Advising, or email huronsss@uwo.ca.

University Senate policy, which can be found at, https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf, 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.

(b) Accommodation on Medical Grounds for assignments worth less than 10% of final grade: Consult Instructor Directly

When seeking accommodation 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. 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.

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) Non-Medical Grounds: Consult Huron Support Services/ Academic Advising

Where the grounds for seeking accommodation are not medical (e.g., varsity sports, religious, compassionate, bereavement) the student should contact an academic advisor directly. All accommodation requests must include a completed Accommodation Request Form. Late penalties may apply at the discretion of the instructor.

Where a student seeks accommodation on non-medical grounds where confidentiality is a concern, the student should approach an academic advisor with any documentation available. The advisors will contact the instructor after the student’s request is received and will outline the severity and duration of the challenge without breaching confidence. The student will be informed that the instructor has been notified that significant circumstances are affecting or have affected the student’s ability to complete work, and the student will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. Before denying a request for accommodation where documentation has been submitted to an academic advisor, the instructor will consult with the Dean. The instructor’s decision is appealable to the Dean.

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, www.uwo.ca/uwocom/mentalhealth/.

Important Dates & Directory

For a current and up-to-date list of important dates and campus directories, please visit:

• Huron – Important Dates: https://huronuc.ca/important-dates-and-deadlines
• Academic Calendar & Sessional Dates: http://www.westerncalendar.uwo.ca/SessionalDates.cfm
• Huron Directory – Faculty, Staff and Administration:
  https://huronuc.ca/index.php/contact/contact-directory
• Western Directory – Faculty, Staff and Administration: https://www.uwo.ca/directory.html

APPENDIX A:

Ivey Case pack Ordering Instructions
Greetings,

This message explains how to purchase materials needed for your course.
Course: Operations Management
Professor(s): Fernando Naranjo
Starting: Jan 01, 2021
Ending: Apr 30, 2021

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

1. 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.
2. Click on this link or copy into your browser:
3. Click "Add to Cart".
4. You may choose to order in either print or digital format.
   o To order the material in digital format, check "digital download" and click "OK".
   o To order a printed copy for delivery, enter the print quantity required and click "OK". Please note that shipping charges will apply.
5. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.
6. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
   o If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.
   o 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.

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