
MOS 3330A Sections 001-006
Operations Management
Fall 2020
Course Syllabus for Remote Learning

The format change from in-class to remote learning is due to the COVID-19 pandemic. This is not a permanent change to the course.

1. Course Information:

1.1 Class Location and Time:

- Section 001: **Remote learning**
Section 002: **Remote learning**
Section 003: **Remote learning**
Section 004: **Remote learning**
Section 005: **Remote learning**
Section 006: **Remote learning**

1.2 Contact Information:

For sections 001 and 002:

Instructor: Dan Shin, PhD candidate
Office: SSC 4434
Office Hours: **Virtual office hours** – see OWL for specific hours
Phone: 519-661-2111 extension 86720
Email: dashin.phd@ivey.ca

For sections 003, 004, 005 and 006:

Instructor: May Tajima, PhD (course coordinator)
Office: SSC 4415
Office Hours: **Virtual office hours** – see OWL for specific hours
Phone: 519-661-2111 extension 87619
Email: mtajima@uwo.ca

DAN Department of Management & Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2147 for any specific question regarding an accommodation.

More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

2. Calendar Description

2.1 Course Description:

An analysis of the principles, theories, and practices critical to managing an organization's operations. To gain an understanding of fundamental concepts and techniques (quantitative models), and to develop awareness related to managerial issues and current trends/challenges in managing operations.

3 lecture hours, 0.5 course

Antirequisite(s): Business Administration 3304K

Prerequisite(s): Enrollment in the 3rd or 4th year of BMOS or Music Administrative Studies (MAS)

2.2 General Topics

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

Supply chain management: supply chain, inventory management, forecasting

Operations planning: aggregate planning, material requirements planning (MRP), enterprise resource planning (ERP), scheduling, project management

Process and quality: process and product design, just-in-time systems, total quality management, statistical quality control

2.3 Senate Regulations

Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

This regulation is in regard to the COURSES required.

Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable.

3. Textbook

Operations Management

Reid & Sanders, 7th edition, *customized version*

ISBN 9781119766520 (**e-book only**)

- The textbook is required and supplementary to the lecture slides.

- Many of the exam review problems are assigned from the textbook.
- This is a new edition and is different from the last year's version.
- Purchase options:
 - Purchase the custom e-book with no expiry date (the custom has fewer chapters than the original textbook)
 - Rent the e-book for 150 days (the rental e-book is the original textbook with all the chapters).
- How to purchase or rent:
 - Obtain the **redemption code** from Western's Bookstore for either purchasing or renting option.
 - Download a free app called **Bookshelf** from VitalSource (<https://www.vitalsource.com/en-ca/>) or any App Store.
 - Once Bookshelf app is installed, create an account with VitalSource as a **student**. Look for "redeem code" where you can enter your redemption code.

4. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

4.1 Course objectives

Rooted in principles of the **evidence-based management (EBM)**, this course will expose students to the current, best available evidence in managing operations, and will also cultivate a thinking process to understand and evaluate multiple sources of evidence that is needed for making operational decisions and policies.

4.2 Course format

All lecture materials are delivered remotely on OWL (<http://owl.uwo.ca>). A certain amount of lecture materials is assigned for students to learn each week. It is expected that students will study all posted materials every week during the term.

- If students have any questions, virtual office hours will be available throughout the week – see OWL for specific hours.
- Students can also e-mail the instructors if they have a few quick questions.
- If students fall behind for one reason or another, it is their responsibility to **catch up on their own** before the test date.
- Delaying of studying until right before the test date is strongly discouraged as there would be too much materials to learn.

Please note that all course materials (including video and audio) created by instructors are copyrighted and **cannot be sold or shared**. Recordings of any course-related materials (including video, audio, Zoom meetings, and student presentations) are **not permitted** without explicit permission.

4.3 Technical requirements

Due to remote learning, students in this course will be required to have the following:

- Laptop or computer
- Stable internet connection
- Webcam

- Microphone
- Google Chrome or Mozilla Firefox are the preferred browsers to optimally use OWL

5. Learning Outcomes

- 1) Ability to apply a range of quantitative methods to analyze decisions related to inventory, forecasting, production/service planning, and quality control
- 2) Ability to analyze and suggest improvement for managing supply chains, inventory, production/service planning, production processes, and product/service quality
- 3) Ability to explain the effects of the evolution of supply chain management, manufacturing control systems, just-in-time systems, and total quality management on global businesses
- 4) Ability to identify the success factors and major challenges faced in implementing enterprise-wide information systems, just-in-time systems, and total quality management
- 5) Ability to work effectively in teams

6. Evaluation

Test 1

- Weight: **31% of the course grade**
- Date: Tentatively scheduled for Friday, October 16; the date may shift within the week of October 12 depending on OWL availability; the finalized date will be posted on OWL
- Time: Tentatively scheduled for 9:10-10:30am (80 minutes)
- Location: **Remotely on OWL**
- Coverage: Clearly specified on OWL; all materials covered in the lecture slides for the topics listed below
- Topics: (1) Introduction to Operations Management; (2) Supply Chain Management; (3) Inventory Management; and (4) Forecasting
- Question type: Multiple choice, 40 questions, 1 mark each, a total of 40 marks
- Aids permitted:** (1) Formula sheet posted on OWL Resources, to be printed by each student; (2) calculator (non-programmable); and (3) one blank sheet of paper to be used for doing calculation work
- Review info: Provided on OWL
- Conflict: Having an officially scheduled synchronous class that **overlaps** with 3330 test time – see Section 6.3 for how to deal with exam conflicts

Test 2

- Weight: **31% of the course grade**
- Date: Tentatively scheduled for Wednesday, November 18; the date may shift within the week of November 16 depending on OWL availability; the finalized date will be posted on OWL
- Time: Tentatively scheduled for 9:10-10:30am (80 minutes)
- Location: **Remotely on OWL**
- Coverage: Clearly specified on OWL; all materials covered in the lecture slides for the topics listed below

Topics: (1) Aggregate Production Planning; (2) Material Requirements Planning (MRP) including Scheduling; and (3) Enterprise Resource Planning (ERP) including Project Management

Question type: Multiple choice, 40 questions, 1 mark each, a total of 40 marks

Aids permitted: (1) Formula sheet posted on OWL Resources, to be printed by each student; (2) calculator (non-programmable); and (3) one blank sheet of paper to be used for doing calculation work

Review info: Provided on OWL

Conflict: Having an officially scheduled synchronous class that **overlaps** with 3330 test time – see Section 6.3 for how to deal with exam conflicts

Final Exam

Weight: **20% of the course grade**

Date: Set by the Registrar's Office (sometime during December 11-22)

Time: Set by the Registrar's Office (80 minutes)

Location: **Remotely on OWL**

Coverage: Clearly specified on OWL; all materials covered in the lecture slides for the topics listed below

Topics: (1) Process and Product Design; (2) Just-In-Time Systems; (3) Quality; (4) Statistical Process Control (SPC); and (5) Total Quality Management (TQM)

Question type: Multiple choice, 40 questions, 1 mark each, a total of 40 marks

Aids permitted: (1) Formula sheet posted on OWL Resources, to be printed by each student; (2) calculator (non-programmable); and (3) one blank sheet of paper to be used for doing calculation work

Review info: Provided on OWL

Conflict: (1) Having 3 exams within 23 hours; or (2) having multiple exams scheduled at the same time – please ask Social Science Academic Counselling (SSC 2105) how to resolve the final exam conflict

Group Presentation Using PowerPoint **Video Recording**

Weight: **16% of the course grade**

Date: Different groups have different due dates for submitting PowerPoint; see OWL Assignments for specific due date for each group

Time/location: **In-person (or virtual) presentation of PowerPoint is not required**

Topics: General topic has been assigned to each group – see OWL

Details: See Section 6.6 for general information; see OWL for additional information

Groups: 5 to 6 people per group, all from the same section

Group sign-up: See OWL for the sign-up procedure (first-come, first-served)

Group due: Sign up for a group by **Friday, September 25, 8:00AM**

Note: If not in a group before the end of the term or if not participated in the group work, **zero marks** will be given for the presentation PowerPoint component

Presentation Participation

Weight: **2% of the course grade**

Date: See OWL for specific dates when students can participate

Time/location: **Synchronous attendance (in-person or virtual) is not required**

Details: See OWL for instructions on participation

6.1 Course Grade Distribution Policy

In order to maintain parity across sections and courses, and to ensure that uniform standards of performance are maintained within DAN Department, all instructors are expected to adhere to the following guidelines when submitting end of term marks.

- **3000 level courses:** Mean in the range of 70-77% for all sections of the same course taught by the same instructor in that semester.
- Class averages are not grounds for appeals.
- The weight (that is, percentage of course grade) of each exam or presentation work will **not** be adjusted. Extra assignments to improve grades will **not** be available. Grades will **not** be adjusted on the basis of need.
- It is important to monitor your performance in the course. You are responsible for your grades in this course.

6.2 Exam General Information

- **All exams are administered remotely on OWL.**
 - Makeup exams may differ – see Section 6.5 for more details.
- There are 3 exams in this course.
 - Each exam is scheduled for 80 minutes.
 - Each exam is a common exam for all sections.
 - Exams are **closed book**, but 3 specific aids are permitted (see below)
- Aids permitted:
 - **Formula sheet** posted on OWL Resources, to be printed by each student.
 - **Calculators** (non-programmable) will be allowed during the exams.
 - **One blank sheet of paper** to be used for doing calculation work.
 - Anything other than the 3 aids mentioned above is strictly prohibited. For example, e-textbook, lecture notes posted on OWL, dictionaries, and crib sheets are not allowed.
- Each exam is not cumulative of previous exam coverage.
 - Hence, students are required to write all 3 exams in this course. There are no exceptions to this.
 - The weight (that is, percentage of course grade) of each exam will **not** be adjusted.
- Exam questions are multiple choice.
 - Exam coverage is clearly specified on OWL.
 - Exam review materials are provided on OWL for all exams.
- What to bring to each exam
 - Student ID
 - Formula sheet posted on OWL Resources, to be printed by each student
 - Calculators (non-programmable)
 - One blank sheet of paper for doing calculation work
 - Pens, pencils, and erasers for doing calculation work on paper
- No-question policy during an exam
 - In order to maintain fairness among all students in a large course, instructors and proctors will not answer any questions related to clarification and word definitions of exam questions.
 - However, the instructors and proctors will assist you if there is an issue with the exam itself (for example, some of the questions are missing) or if you experience any technical difficulties.
- Exam results
 - Exam marks will be either posted on OWL or e-mailed individually to students' Western e-mail addresses; in case of e-mail, please ensure that your Western inbox is not full.

- The weight (that is, percentage of course grade) of each exam will **not** be adjusted. Extra assignments to improve grades will **not** be available. Grades will **not** be adjusted on the basis of need.
- **Exam conflicts:** see Section 6.3 for more details.
- **Accommodated exams:** see Section 6.3 for more details.
- **Time zone difference:** see Section 6.3 for more details
- **Makeup exams:** see Section 6.5 for more details.
- **Final exam and course grades** cannot be released until the Undergraduate Chair approves them.

6.3 Alternative Exam Time

- An alternative exam time will be considered for the following students:
 - Students who have conflicts due to having an officially scheduled synchronous class that **overlaps** with 3330 exam time
 - Students who write their exams with Accommodated Exams
- **For students with exam conflicts:**
 - Students with conflicts must inform the instructor about their conflicts at least **one week** before the test date if they wish to be accommodated.
 - Students with conflicts must e-mail the instructor a copy (a screen shot) of their Western **course schedules** that show all of their courses in a table format.
 - The instructor will confirm the alternative test time one week before the original test date.
 - If you report your conflict to the instructor, then you do **not** have to report to Social Science Academic Counselling (SSC 2105)
 - If you do not report your conflict to the instructor at least one week before the test date, you must then report to Social Science Academic Counselling (SSC 2105).
 - **Having 3 exams** within 23 hours is a conflict **only for final exams** (university policy), not for the midterm exams or makeup exams.
 - For the **final exam conflict**, please ask Social Science Academic Counselling (SSC 2105) how to resolve the conflict.
- **For students with Accommodated Exams:**
 - The instructors must receive an **accommodation advisory** from Accessible Education at the beginning of the term.
 - The duration of each exam will be adjusted based on the accommodation advisory for online exams.
 - Makeup exams may differ – see Section 6.5 for more details.
- **For students with time difference:**
 - For students who do not live in the Eastern Daylight/Standard Time during the term, an alternative test time may be considered on a **case-by-case** basis.
 - Please note that the university policy does not require instructors to accommodate for the time difference: “All students will be expected to write at the time of exam regardless of living in an incongruous time zone”.
 - If you wish to be accommodated for the time difference, you must inform the instructor about their conflicts at least **one week** before the test date so that the matter can be discussed further.

6.4 Self-Reported Absence (SRA)

For students who experience an unexpected illness, injury or an extenuating circumstance that is expected to last for 48 hours or less, they have the option to self-declare absences from academic requirements such as writing exams.

- Self-Reported Absence (SRA) are not allowed to be used for assessments that are worth more than 30% of any given course.

- **3330 test 1 and test 2 are 31% each**, and therefore, SRA cannot be used to report student absences from 3330 tests.
- SRA are not allowed to be used for final exams.

6.5 Make-Up Exams

Any missed exams will receive **zero marks** unless the student provides a legitimate excuse **and** writes a make-up exam.

- A **legitimate excuse** is either (1) Self-Reported Absence, or (2) an extenuating circumstance that is supported by Student Medical Certificate (SMC) or other valid documentations.
 - Each of 3330 tests 1 and 2 is 31% of the course grade, and therefore, SRA cannot be used to report student absences.
 - If you miss a makeup, you will need to provide a new, legitimate excuse for missing the makeup.
- **Makeup exams have a different format**
 - Each makeup consists of **short-answer questions** (not multiple choice), 5 questions, 8 marks each, a total of 40 marks.
 - Each makeup exam is 80 minutes long.
 - **If it is safe to have in-person exams, then the makeups would be scheduled as in-person exams.** If it is not safe to have in-person exams, then the makeups would be administered remotely on OWL.
- There are 5 makeup dates scheduled for 2020-2021 school year:
 - Makeup #1 – the last Friday of the fall term (Friday, December 4, 2020)
 - Makeup #2 – the first Friday of the winter term (Friday, January 8, 2021)
 - Makeup #3 – the last Friday of the winter term (Friday, March 26, 2021)
 - Makeup #4 – the first Friday after April final exam period (Friday, May 7, 2021)
 - Makeup #5 – the first Friday of the next school year (Friday, September 10, 2021)
- For the Fall term:
 - If you miss Fall Test 1, then Makeup #1 is the makeup date.
 - If you miss Fall Test 2, then Makeup #1 is the makeup date.
 - If you miss both Fall Test 1 and Test 2, then Makeup #1 is the makeup date for both.
 - If you miss Makeup #1 or December Final Exam, then Makeup #2 is the makeup date.
 - If you miss Makeup #2, then Makeup #4 is the makeup date.
 - If you miss Makeup #4, then Makeup #5 is the makeup date.
- For the Winter term:
 - If you miss Winter Test 1, then Makeup #3 is the makeup date.
 - If you miss Winter Test 2, then Makeup #3 is the makeup date.
 - If you miss both Winter Test 1 and Test 2, then Makeup #3 is the makeup date for both.
 - If you miss Makeup #3 or April Final Exam, then Makeup #4 is the makeup date.
 - If you miss Makeup #4, then Makeup #5 is the makeup date.
- Makeup time/location depends on the number of students who will be writing the makeup; it will be e-mailed closer to the makeup date.
- Having 3 exams within 23 hours is a conflict only for final exams (university policy), not for the midterm exams or makeup exams
- **Consequences of delayed makeups:**
 - **If you miss Makeup #1**, then your course grade is calculated with zero marks on the missed test(s) and is submitted in December; your course grade will not be revised until you write the makeup(s).

- **If you miss Makeup #2 or #3**, then you will not be writing the makeup until Makeup #4 (Friday, May 7), which is typically a busy time for moving out of the residence, rental unit, etc.
- **If you miss Makeup #4**, your progression or graduation adjudication will likely be delayed; also, you may not be able to register for summer courses; and you may not be able to select courses for the next school year over summer.

6.6 Group Presentation Using PowerPoint Video Recording

- **Prepare a PowerPoint file with video recording as if you were making a 15-minute group presentation.**
- Presentation of PowerPoint (in-person or virtual) is not required.
- To gain a deeper appreciation of the course materials by researching a self-selected, real-life company.
 - See OWL for the sign-up procedure (first-come, first-served).
 - General topic is predetermined for each group.
 - Choose a specific **company** within the general topic by **one week before** your presentation due date; the instructor must approve your specific company.
 - Find out and describe what a real company is doing in terms of the general topic you signed up for.
 - You must also give **insight** into why the company does things the way it does and make suggestions for improvement wherever possible.
 - For **detailed instructions** on the presentation work, see OWL.
- **PowerPoint file** is due by **8:00AM** on the due date – see OWL for the specific due dates for each group.
 - Prepare a PowerPoint file with video recording.
 - Instruction on how to record videos using PowerPoint is provided on OWL.
 - When you complete the PowerPoint file, you need to have 2 copies: one copy saved as a PowerPoint file and the second copy saved as a MP4 file.
 - **MP4 file** then must be saved on one group member's **Western Office 365 OneDrive**.
 - "Copy link" of the MP4 file. Share only with people in UWO with the link. Do not allow editing. Do not set any passwords.
 - After you copy the link, please leave the MP4 file in OneDrive and do not make any changes to it.
 - The PowerPoint file must contain the following:
 - Title page clearly showing the **link to the MP4 file**.
 - Do not include your student ID anywhere in the file (since other students will view your presentation).
 - Presentation slides
 - It is easiest to have one speaker (one recording) per slide.
 - The last slide of PowerPoint must contain **sources/references** for your presentation.
 - The PowerPoint file must then be saved as a **PDF file**.
 - Please submit the PDF file to **OWL Assignments**.
 - One submission per group is sufficient; the contents will be analyzed for plagiarism by Turnitin.com.
 - You need to submit the PDF file because the file size cannot exceed 20MB for Turnitin.com.
 - 10 points will be deducted from the presentation mark (total = 45 points) if the PDF is submitted late.

- If the PDF is not submitted, the group will receive zero marks for the group presentation mark.
- **Presentation references:**
 - The last slide of PowerPoint
 - Any reference format is acceptable for journal articles and books.
 - For the web sites, list the web site addresses (URL).
 - For referencing people, list their names, job titles, and organizations.
 - Presentation references should **not include essay and slide sharing web sites** (for example, slideshare.net, ukessays.com, essayupload.com, etc.) – you can have a look at these sites to get ideas, but you should always cite the original sources of information.
- **Presentation evaluation** is based on 45 points allocated over the following 7 categories:
 - (1) organization = 5, (2) timing = 5, (3) visual aid = 5, (4) creativity = 10, (5) research quality = 10, (6) sufficient amount of materials = 5, and (7) correctness = 5.
 - The same presentation mark will be given to all group members; hence, all group members must participate in the group work and present at least once.
 - If a student is not in a group before the end of the term or if the student does not participate in the group work, **zero marks** will be given to the particular student for the group presentation component.
- **Presentation participation:**
 - See OWL for instructions on participation.
- **Any missed presentation-related work will receive zero marks** unless the student provides a legitimate excuse and completes an alternative assignment.
 - A legitimate excuse is either (1) Self-Reported Absence, or (2) an extenuating circumstance that is supported by Student Medical Certificate (SMC) or other valid documentations.
 - For missing the group presentation work, an alternative assignment is **identical** to the group work **except**:
 - PowerPoint is done by yourself, not as a group.
 - Prepare a PowerPoint file with recording as if you were making a 10-minute presentation (not 15 minutes)
 - General topic will remain the same as your original group, but you must choose a **different** company; you cannot use the same company as your original group.
 - You must submit your PDF of PowerPoint via OWL Assignments by 8:00AM of the due date. The title page must include the link to MP4 file on Western Office 365 OneDrive.
 - You must contact the instructor to be assigned a due date.
 - If your PDF of PowerPoint is not submitted by the due date, **zero marks** will be given for the group presentation component.
 - For missing the **presentation participation** work, an alternative assignment is instructor-specific – please contact your+ instructor to discuss your options.

7. Lecture and Examination Schedule

7.1 Weekly Lecture Schedule

The following schedule is a guideline only and subject to change. The order of topics follows the lecture slides, not the textbook chapter numbers. These topics are required by CPA.

Week 1 (September 9-11 & week beginning September 14)

Topics: Course information; introduction to operations, production and service management (nature and context); operations strategy, productivity, and competitiveness; supply chain management; purchasing
Lecture slides: Introduction to OM 1-7, Supply Chain Management 1-18
Event: September 9 – fall session classes begin; September 17 – last day to add MOS 3330A

Week 2 (beginning September 21)

Topics: Inventory management
Lecture slides: Inventory Management 1-21
Event: September 25 – presentation groups due

Week 3 (beginning September 28)

Topics: Forecasting
Lecture slides: Forecasting 1-17

Week 4 (beginning October 5)

Topics: Aggregate planning; strategic capacity planning
Lecture slides: Aggregate Planning 1-18
Event: October 5 – PowerPoint due (groups 1, 2 & 3)

Week 5 (beginning October 12)

Event: October 16 –TEST 1 (date may shift during the same week depending on OWL availability)
Topics: No topics assigned
Lecture slides: No pages assigned

Week 6 (beginning October 19)

Topics: Material Requirements Planning (MRP); scheduling; maintenance scheduling
Lecture slides: MRP 1-14

Week 7 (beginning October 26)

Topics: Enterprise Resource Planning (ERP); manufacturing information systems; project management
Lecture slides: ERP 1-15

Week 8 (beginning November 2)

Topics: FALL READING WEEK (no classes)
Lecture slides: No new pages assigned

Week 9 (beginning November 9)

Topics: Process selection and design; facility layout; manufacturing technology; product and service design; Just-In-Time (JIT) systems; job design
Lecture slides: Process and Product Design 1-10; JIT Systems 1-19
Event: November 11 – PowerPoint due (groups 4, 5 & 6); November 12 – last day to drop MOS 3330A

Week 10 (beginning November 16)

Event: November 20 –TEST 2 (date may shift during the same week depending on OWL availability)
Topics: No topics assigned
Lecture slides: No pages assigned

Week 11 (beginning November 23)

Topics: Quality management; Total Quality Management (TQM)
Lecture slides: Quality Management 1-12; TQM 1-14

Week 12 (beginning November 30)

Topics: Statistical Process Control (SPC)
Lecture slides: SPC 1-27

Week 13 (beginning December 7)

Event: December 7 – PowerPoint due (groups 7, 8 & 9);
December 9 – fall session classes end
December 10 – study day
December 11-22 – final exam period

8. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: http://www.uwo.ca/univsec/academic_policies/index.html.

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

8.1 Respect

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

8.2 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

8.3 Copyright Notice

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may **not** record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

9. Exam Policies

- Have student identification ready.
- Nothing is to be on/at one's desk during an exam, except your computer and any approved materials
- No other browsers or programs may be open while an exam is in progress.

- Students may be required to use ProctorTrack or other proctoring software.
- To ensure fairness to all students, questions will not be answered during exams.

10. E-mail Policies

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only “Please see Email Policies on the course outline”.

10.1 UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

10.2 Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

10.3 Acceptable Emails

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

10.4 Unacceptable Emails

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

11. Attendance

It is expected that students will attend all synchronous lectures. The professor will not provide access to the lecture after it has been presented. Students are encouraged to obtain missed lecture notes from a fellow student.

11.1 Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

11.2 Extended Absences.

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The [Academic Counsellors](#) can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

12. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to lvey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

13. Posting of Grades

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the Student Centre website.

14. University Policy Regarding Illness

14.1 Illness

For details on University Policy and student responsibilities go to:

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

The current Illness Policy is available here (subject to change):

https://dan.uwo.ca/undergraduate/course_information/IllnessPolicy.pdf

14.2 Make Up Examinations

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling office).

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student.

If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

15. University Policy on Cheating and Academic Misconduct

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, ombuds@uwo.ca.

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating.

Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to

move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

16. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken.
4. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the [Ombudsperson's Office](#).

17. Support Services

17.1 Support Services

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>
Student Support Services (***including the services provided by the USC listed here***) can be reached at: <http://westernusc.ca/your-services/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to Health and Wellness at Western University: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

17.2 Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your [academic counsellor](#).