

## Fall 2025 Course Syllabus

### **F2526 – MOS 3330A – 001, 002, 003, 004, 005, 006, 007, 008 Operations Management**

Course Mode: In-Person

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#### **1. Course Information:**

##### **1.1 Class Location and Time**

Section 001: See your OWL Brightspace Classroom Site

Section 002: See your OWL Brightspace Classroom Site

Section 003: See your OWL Brightspace Classroom Site

Section 004: See your OWL Brightspace Classroom Site

Section 005: See your OWL Brightspace Classroom Site

Section 006: See your OWL Brightspace Classroom Site

Section 007: See your OWL Brightspace Classroom Site

Section 008: See your OWL Brightspace Classroom Site

**Please note:** officially, all class time is scheduled as in-person lecture. However, in-person lecture may be switched to **synchronous Zoom lecture temporarily** depending on public health guidelines, weather conditions, and personal illness related considerations.

## 1.2 Instructor Contact Information

For sections 001, 002, 003, and 004:

Instructor: May Tajima, PhD (course coordinator)

Email: mtajima@uwo.ca

Office Hours: **By appointment to reduce crowding and wait time** – please e-mail your instructor first

For sections 005, 006, 007, and 008:

Instructor: Lene Kromann, PhD

Email: Lkromann@uwo.ca

Office Hours: **By appointment to reduce crowding and wait time** – please e-mail your instructor first

## 1.3 Course Description

**Calendar description:** An analysis of the principles, theories and practices critical to managing an organization. Overview of analytical models and approaches to improving operating systems. Attention is paid to both service and manufacturing operations.

3 lecture hours, 0.5 course

Antirequisite(s): Business Administration 3304K

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

**General description:** 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 topics:** supply chain, inventory management, forecasting

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

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

## 1.4 Key Sessional Dates

### Fall 2025:

Classes begin: September 4, 2025

- First day of MOS 3330A classes: See OWL Brightspace Classroom Site for the specific starting date for your section

Truth and Reconciliation Day: September 30, 2025

Thanksgiving: October 11-13, 2025

Fall Reading Week: November 3-9, 2025

Classes end: December 9, 2025

- Last day of MOS 3330A classes: See OWL Brightspace Classroom Site for the specific ending date for your section
- Exam period: December 11 – 22, 2025

### **Winter 2026:**

Classes begin: January 5, 2026

- First day of MOS 3330B classes: See OWL Brightspace Classroom Site for the specific starting date for your section

Spring Reading Week: February 14-22, 2026

Classes end: April 9, 2026

- Last day of MOS 3330B classes: See OWL Brightspace Classroom Site for the specific ending date for your section

Exam period: April 12-30, 2026

## **1.5 Accessibility**

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.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education.

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

## **1.6 Land Acknowledgement**

We acknowledge that Western University is located on the traditional lands of the Anishinaabek (Ah-nish-in-a-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ahpay- wuk) and Chonnonton (Chun-ongk-ton) Nations, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and community service.

## **1.7 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."

## **1.8 Gender-Based and Sexual Violence**

Western is committed to reducing incidents of gender-based and sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these

traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website: [https://www.uwo.ca/health/student\\_support/survivor\\_support/gethelp.html](https://www.uwo.ca/health/student_support/survivor_support/gethelp.html) To connect with a case manager or set up an appointment, please contact [support@uwo.ca](mailto:support@uwo.ca)."

Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

## 2. Course Materials

### 2.1 Textbook

Operations Management

Reid & Sanders, 8<sup>th</sup> edition, **customized version**, Wiley

ISBN 9781394299256 (custom print book)

ISBN 9781394299645 (custom e-book with no expiry date)

- The textbook is required and supplementary to the lecture slides.
  - Many of the exam review problems are assigned from the textbook.
  - The exam review documents (posted on OWL) specify which problems are relevant for each exam.
- No need to bring the print textbook to lectures.
- There are 2 purchase options:
  - Purchase the custom print book (the custom has fewer chapters than the original textbook) at the price of **\$78.70**.
  - Purchase the custom e-book with no expiry date at the price of **\$71.00**.
- Both options are available at Western Bookstore.
- Older editions will not be sufficient. Hence, students need to purchase the most recent edition.
  - However, we use the same edition as long as we can. Hence, second-hand copies of the most recent edition may be available for purchase, and they are fine to use.
- How to purchase the e-book:
  - Obtain the **redemption code** from Western's Bookstore web site.
  - Download a free app called **Bookshelf** from VitalSource (<https://www.vitalsource.com/en-ca/>) or from 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.

### 2.2 Lecture Slides

A set of lecture slides containing the essential course materials will be provided to students via OWL (<https://westernu.brightspace.com/d2l/login>). The slides are provided in order to reduce writing time and to increase thinking/discussion time in the classroom. The slides, however, do **not** contain everything that will be discussed in the lecture, and hence, the students should not assume that the slides represent the entire lecture contents.

- You will need to have access to the lecture slides in **every** class.
- **It is your responsibility** to bring a mobile device (for example, a laptop, tablet, etc.) to every class.
- **It is also your responsibility** to take additional notes either directly on a mobile device or on paper (bring pens or pencils!).

Students are responsible for checking the course OWL site <https://westernu.brightspace.com/d2l/login> regularly for news and updates. This is the primary method by which information will be disseminated to all students in the class.

If students need assistance with the course OWL site, they can seek support on the [OWL Brightspace Help](#) page. Alternatively, they can contact the Western Technology Services Helpdesk. They can be contacted by phone at 519-661-3800 or ext. 83800.

## 2.3 Technical Requirements

**Due to uncertainties related to inclement weather and personal illnesses, students in this course will be required to have the following just in case:**

- Laptop or computer
- Stable internet connection
- Webcam
- Microphone
- The latest version of a supported browser such as Google Chrome and Mozilla Firefox

## 3. 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.

### 3.1 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.

### 3.2 Course format

The course format will consist of synchronous in-person lectures. It is expected that students will attend all lectures. Students are strongly encouraged to participate in the classroom discussion. Private discussions that are distracting to others will not be tolerated; and those involved in the distracting private discussion will be asked to finish the conversation outside of the classroom.

- If students miss a lecture for any reason, it is their responsibility to **catch up on their own** by reading the corresponding lecture slides and textbook sections.
- The best way to obtain missed lecture notes is through classmates.
- Delaying of studying until right before the exam 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. 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. Evaluation

### Test 1

Weight:	<b>25% of the course grade</b>
Date:	Wednesday, October 8
Time:	7:00-8:30pm (90 minutes)
Location:	Location assigned by section – see OWL for specific room assignment
Coverage:	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:	Mixed format: 30 multiple choice questions (1 mark each), and 1 short answer question (10 marks); a total of 40 marks
Aids permitted:	(1) Formula sheet and topic outline will be provided on the last 2 pages of each exam paper; a copy of the formula sheet and topic outline are available on OWL for your review; and (2) calculator (non-programmable)
Review info:	Provided on OWL
Conflict:	See section 5.3 for more details.
Absence:	(1) Absence from any test in this course requires you to report to Student Absence Portal no later than 48 hours after the missed test; and (2) absence from Test 1 requires you to upload Student Medical Certificate (SMC) or other valid documentations if you have already used up your consideration request without supporting documentation for this course.
Makeup:	See section 5.4 for more details on the makeups. Please note that the <b>format for makeup tests is different</b> from that of the original test.

### Test 2

Weight:	<b>25% of the course grade</b>
Date:	Wednesday, November 12
Time:	7:00-8:30pm (90 minutes)
Location:	Location assigned by section – see OWL for specific room assignment
Coverage:	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:	Mixed format: 30 multiple choice questions (1 mark each), and 1 short answer question (10 marks); a total of 40 marks
Aids permitted:	(1) Formula sheet and topic outline will be provided on the last 2 pages of each exam paper; a copy of the formula sheet and topic outline are available on OWL for your review; and (2) calculator (non-programmable)

Review info:	Provided on OWL
Conflict:	See section 5.3 for more details.
Absence:	(1) Absence from any test in this course requires you to report to Student Absence Portal no later than 48 hours after the missed test; and (2) for this course, Test 2 is designated to require supporting documentations. Hence, for missing Test 2, you must upload Student Medical Certificate (SMC) or other valid documentations.
Makeup:	See section 5.4 for more details on the makeups. Please note that the <b>format for makeup tests is different</b> from that of the original test.

## **Final Exam**

Weight:	<b>30% of the course grade</b>
Date:	Set by the Registrar's Office (sometime during December 11-22)
Time:	Set by the Registrar's Office (2.0 hours)
Location:	Set by the Registrar's Office (see OWL for room assignment by section)
Coverage:	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:	Mixed format: 40 multiple choice questions (1 mark each), and 1 short answer question (10 marks); a total of 50 marks
Aids permitted:	(1) Formula sheet and topic outline will be provided on the last 2 pages of each exam paper; a copy of the formula sheet and topic outline are available on OWL for your review; and (2) calculator (non-programmable)
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.
Absence:	(1) Absence from any test in this course requires you to report to Student Absence Portal no later than 48 hours after the missed test; and (2) absence from the final exam requires you to upload Student Medical Certificate (SMC) or other valid documentations.
Makeup:	See section 5.4 for more details on the makeups. Please note that the <b>format for makeup tests is different</b> from that of the original test.

## **Group Presentation**

Weight:	<b>15% of the course grade</b>
Date:	Groups have different presentation dates and different due dates for submitting PowerPoint; see OWL Assignments for specific due dates for each group
Time:	During class time
Location:	Same as class location; <b>officially, all presentations are scheduled as in-person presentations. If it is not safe to have in-person presentations for some reason, then we would proceed with synchronous Zoom presentations (there will be no change to the presentation dates or time).</b>
Topics:	General topic has been assigned to each presentation group – see OWL
Details:	See Section 5.6 for general information; see OWL for additional information
Groups:	Typically 5 to 6 people per group, all from the same section; all group members must present a portion of their presentation
Group sign-up:	See OWL for the sign-up procedure (first-come, first-served)
Group due:	Sign up for a group by <b>Friday, September 19, 8:00am</b>

Note:	If a student is not in a group before the end of the term, <b>zero marks</b> will be given for the presentation component (for details, see section 5.6).
Absence:	(1) Absence from the presentation group work or absence on the presentation date requires you to report to Student Absence Portal no later than 48 hours after the missed presentation; and (2) absence from the presentation work or the presentation date requires you to upload Student Medical Certificate (SMC) or other valid documentations if you have already used up your consideration request without supporting documentation for this course.
Makeup:	See section 5.6 for more details on the makeup assignment for the missed presentation work. Please note that the <b>makeup assignment is done individually</b> and not by group.

### **Presentation Participation**

Weight:	<b>5% of the course grade</b>
Date:	See OWL for specific dates when and how students can participate
Time:	During class time
Location:	Same as class location; <b>officially, all presentations are scheduled as in-person presentations. If it is not safe to have in-person presentations for some reason, then we would proceed with synchronous Zoom presentations (there will be no change to the presentation dates or time).</b>
Details:	See OWL for instructions on participation
Absence:	For missing any component of <b>presentation participation</b> work (a total of 5%), <b>zero marks</b> will be given unless (1) you report to Student Absence Portal no later than 48 hours after the missed presentation; and (2) you upload Student Medical Certificate (SMC) or other valid documentations if you have already used up your consideration request without supporting documentation for this course. An alternative instructor-specific assignment may be granted by the instructor on a case-by-case basis.

### **Bonus Mark Opportunities**

Task:	Attend one designated guest speaker presentation in person. Only the guest speaker talk that is specified by the instructor will receive the bonus mark.
Bonus mark:	1% added to the course grade.
Date and time:	See OWL for the specific date and time of the designated guest speaker talk.
Location:	See OWL for the specific location of the designated guest speaker talk.
Absence:	The bonus mark of 1% is <b>not</b> a part of the required components of the course. Hence, if you cannot attend or choose not to attend the guest speaker talk, you will <b>not</b> lose any marks from the required components. There will be no other way to earn the bonus point in this course. The guest speaker attendance is not compulsory.
Exception:	Scheduling of guest speaker talks is done at the department level. Hence, it is out of the instructor's control if there are no suitable guest speaker talks scheduled in the term. If the instructor cannot specify the guest speaker talk, then there will be no bonus marks available for the term.

## **5.1 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.

## 5.2 Exam General Information

- There are 3 exams in this course.
  - Each midterm exam is scheduled for **90 minutes**.
  - Final exam is scheduled for 2.0 hours (120 minutes).
  - Each exam is scheduled **outside** of class time since it is a common exam for all sections.
  - Exams are **closed book**, but 3 specific aids are permitted (see below)
- Aids permitted:
  - **Formula sheet** will be provided on the last page of each exam paper; a copy of the formula sheet is available on OWL for your review.
  - **Topic outline** will be provided on the second last page of each exam paper; a copy of the topic outline sheet is available on OWL for your review. The topic outline is **not** comprehensive and does **not** include all topics and subtopics mentioned in the lecture slides. It is provided only as an anxiety reduction measure. All materials covered in the lecture slides are test materials.
  - **Calculators** (non-programmable) will be allowed during the exams.
  - If you are unsure about the suitability of your calculator, please ask your instructor to check it **before** the exam starts; calculators that are not suitable will be removed from the owner during the exams.
  - Anything other than the 3 aids mentioned above is strictly prohibited.
  - Dictionaries, crib sheets, and scrap paper 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.
  - Exam coverage is defined by the **lecture slides**, not by the course textbook.
  - The materials that are in the textbook but not in the lecture slide book will **not** be on the exam; therefore, you do not have to memorize everything in the textbook.
- Exams are in a **mixed format**: multiple choice and short answer.
  - **Exam review materials** are provided on OWL for all exams.
  - Makeup exams have a different format – see Section 5.5 for more details.
- Answers for short answer questions will be written directly on the test papers.
- Answers for multiple choice questions will be submitted on **Gradescope bubble sheets**.
  - The students must fill in one and only one bubble per question on the scantron sheet.
  - Blank bubbles will receive zero marks. Two or more filled bubbles will also receive zero marks.
  - If there is a discrepancy between the student answer on the bubble sheet and on the test paper, only the answer on the bubble sheet is considered.
  - **Warning:** The scanner may not recognize lightly coloured or half-filled/half-erased bubbles. It is the students' responsibility to fill in the bubbles completely with quality HB pencils and to use white erasers.
  - **Do not write any formulas/notes or doodle on the bubble sheets.**
  - Multiple choice questions in the exams will be processed via computer software and may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

- What to bring to each exam
  - Student ID
  - Quality HB pencils and white erasers
  - Non-programmable calculators
  - Do not bring formula sheets, crib notes, or scrap paper
  - Do not bring dictionaries
  - Cell phones, smart watches, smart eyeglasses, or any other electronic devices are prohibited to have on person or on desk during the exam; even if you do not use it, having electronic devices on you is an academic offence.
  - Any academic offence that occurs in this course will result in the penalty of failing of the course.
- **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 (for example, some of the questions are missing).
- Exam results
  - Exam marks will be posted on OWL Gradebook.
  - 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 papers will not be returned to students. Please e-mail your instructor to request test review.
  - **Final exam and course grades** cannot be released until the Associate Chair approves them.
- **Exam conflicts:** see Section 5.3 for more details.
- **Makeup exams:** see Section 5.4 for more details.
- **Accommodated exams:** see Section 5.5 for more details.

### 5.3 Exam Conflicts

In MOS 3330, the following scenarios are considered as the valid exam conflicts for which an **alternative test time** will be offered.

- Having another class that **overlaps** with 3330 test time.
- Having **3 synchronous exams** (including MOS 3330 test) on the **same day** as 3330 test.
- Having **another synchronous exam** ending **within 59 min** of the start of 3330 test.
- For the final exam conflict, the alternative test time will not be offered. Please ask Social Science Academic Counselling Help Portal how to resolve the conflict.

For the students who have valid exam conflicts:

- Students with conflicts must inform the instructor about their conflicts at least **one week** before the test date.
- 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 date, time, and location one week before the original test date.
- If you report your conflict to the instructor, then you do **not** have to report to Student Absence Portal.

- If you do not report your conflict to the instructor at least one week before the test date, you must then report to Student Absence Portal.
- If you have an exam conflict and write your exams at **Accommodated Exams**, then you must inform the instructor about your conflict at least **two weeks** before the test date.
  - The instructor will get back to you with specific instructions on how to deal with your conflict.

## 5.4 Make-up Exams

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

- All requests for academic consideration must be made to Student Absence Portal.
- Students must request academic consideration as soon as possible and no later than 48 hours after the missed assessment.
- Absence from Test 2 or the final exam requires you to report to Student Absence Portal with Student Medical Certificate (SMC) or other valid documentations.
- Absence from Test 1 requires you to report to Student Absence Portal with Student Medical Certificate (SMC) or other valid documentations if you have already used up your consideration request without supporting documentation for this course.
- **Makeup exams have a different format**
  - Each makeup consists of 20 multiple choice questions (conceptual) and 2 short answer questions (1 conceptual and 1 calculation).
  - Multiple choice question is 1 mark each, and short answer question is 10 marks each. A total mark for the makeup is  $20 + 20 = 40$  marks.
  - Each makeup exam is **60 minutes** long.
- There are 4 makeup dates scheduled for 2025-2026 school year:
  - Makeup #1 – the second last Friday of the fall term (Friday, November 28, 2025)
  - Makeup #2 – the second Friday of the winter term (Friday, January 16, 2026)
  - Makeup #3 – the second last Friday of the winter term (Friday, March 27, 2026)
  - Makeup #4 – the second Friday after April final exam period (Friday, May 8, 2026)
- 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 Fall Test 1 and/or Test 2 makeup on Makeup #1 date, then the next opportunity to write the makeup is on Makeup #3 date.**
  - If you miss December Final Exam, then Makeup #2 is the makeup date.
  - **If you miss Fall Final Exam makeup on Makeup #2 date, then the next opportunity to write the makeup is on Makeup #3 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 Winter Test 1 and/or Test 2 makeup on Makeup #3 date, then the next opportunity to write the makeup is on Makeup #4 date.**
  - If you miss April Final Exam, then Makeup #4 is the makeup date.
  - **If you miss Winter Final Exam makeup on Makeup #4 date, then the next opportunity to write the makeup is on the first makeup date set for the next fall term.**
- 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.

- **If you miss a makeup**, you will need to report to Student Absence Portal with new Student Medical Certificate (SMC) or other valid documentations.
- **Consequences of delayed makeups:**
  - If you miss any of the makeup dates, then your course grade is calculated with zero marks on the missed test(s), and your course grade will not be revised until you write the makeup(s).
  - In addition, if you miss any of the makeup dates, you will not be writing the makeup until the following term.
  - If you miss Makeup #3 or #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.
  - Please note that Makeup #4 is early May, which is typically a busy time for moving out of the residence, rental unit, etc.

## 5.5 Accommodated Exams

For students who write exams in the rooms provided by Accommodated Exams (AE), the following conditions apply:

- The instructors must receive an **accommodation advisory** from Accessible Education at the beginning of the term.
- **Booking a room with AE is students' responsibility.** You must submit your room request **10 days before the exam date at the latest** to ensure room availability.
- **It is also students' responsibility to check that a room is actually assigned to you 2 days before the exam date.** You also need to check for the accuracy of the exam date, start time, and exam duration at that time.
- If students do not book a room by the exam date, then it is considered that those students failed to fulfill their responsibilities. In this case, **they are expected to write the exam with the rest of the class without any extra time.**
- Room booking for **makeup exams** is also students' responsibility.
  - Once the makeup date/time is confirmed by the instructor, the students must submit their makeup room requests to AE as soon as possible.
  - Makeups are not available to be requested in your Examination Services portal like regular exams. Instead, you must submit a makeup request form, which is found at the bottom of your Examination Services portal.
  - If room booking is not done for the makeup, then the students are expected to write the exam with other students who are writing the makeup, without any extra time.

## 5.6 Group Presentation General Information

- Present for 15 minutes **plus** answer questions for 10 minutes.
- **Officially, all presentations are scheduled as in-person presentations. If it is not safe to have in-person presentations, then we would proceed with synchronous Zoom presentations (there will be no change to the presentation dates or time).**
- 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.
- **Presentation PowerPoint file and speech notes** are due 1 to 4 days before the presentation date – see OWL for the specific due dates.
  - PowerPoint file is what will be shown to the audience on the presentation day.
  - For each slide, you must prepare the speech notes. The notes do not have to be exactly what you are going to say on the presentation day, but the notes must have all the main points you will discuss for each slide. Point form is allowed for the speech notes.
  - For each slide, the speech notes must also include **speaker's name**, his/her **speech notes**, and **sources/references for that slide**.
- You must submit **via OWL Assignments**: (1) PowerPoint file, and (2) PDF showing slides and speech notes.
  - You can create a PDF from PowerPoint.
    - In PowerPoint, view your file as “Notes page.”
    - Go to “print” and change “printer” to “Microsoft print to PDF”
    - Also change the setting from “full page slides” to “notes pages.”
    - Then click on “print.” You will get a prompt for naming and saving the file as a PDF.
  - One submission per group
  - The contents will be analyzed for plagiarism by Turnitin.com.
  - If PowerPoint file is submitted late or not submitted at all by the due date, the group will not be allowed to present and will receive **zero marks** for the presentation.
- **Presentation references**:
  - Under each slide in PowerPoint
  - List only the references/sources used for a particular slide (you are not asked to list all references for the entire presentation under each slide).
  - 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.
  - If any of the references turn out to be fake and non-existent, this will be considered as a case of plagiarism. Please ensure that all your references are from credible sources.
- Within this course, the students are permitted to use Artificial Intelligence (AI) tools exclusively for information gathering and preliminary research purposes. However, the students are expected to create their own PowerPoint slides and speech notes.
  - **Please note that information produced by AI tools may contain errors.**
  - **AI tools may also produce references that are completely made up.**
  - Turnitin analysis now includes some AI writing detection capability.
  - Please use AI tools responsibly.
  - You cannot cite information produced by AI. You need to cite the original sources of information.
- It is the **group's responsibility to bring a backup for your group's PowerPoint file** to the classroom on the presentation day (for example, on a USB key or accessible from your Western account online).
- **Presentation evaluation** is based on 50 points allocated over the following 8 categories:
  - (1) organization = 5, (2) timing = 5, (3) visual aid = 5, (4) creativity = 10, (5) research quality = 10, (6) sufficient amount of materials = 5, (7) correctness = 5, and (8) quality of answers to the end-of-presentation questions = 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 for one slide.
  - If **not everyone contributes equally**, the instructors may **differentiate** the grades within the group.

- If a student is not in a group before the end of the term, or if the student does not present or 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.
- **If a student does not participate in the presentation work or is absent on the presentation day, then the student will receive zero marks** unless the student provides a valid rationale and completes a makeup assignment.
  - All requests for academic consideration must be made to Student Absence Portal.
  - Students must request academic consideration as soon as possible and no later than 48 hours after the missed assessment.
  - Absence from the presentation work or the presentation date requires you to (1) report to Student Absence Portal no later than 48 hours after the missed presentation; and (2) upload Student Medical Certificate (SMC) or other valid documentations if you have already used up your consideration request without supporting documentation for this course.
  - For missing the presentation work, an alternative assignment is **identical** to the group work **except**:
    - PowerPoint is completed **by yourself** and presented **by yourself**, not as a group.
    - Prepare a PowerPoint file with speech notes 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 PowerPoint with speech notes via OWL Assignments by the due date scheduled by the instructor.
    - The instructor also specifies your presentation date, time, and the presentation mode (in person or on Zoom). After the presentation, the instructor will ask you some questions.
    - If your PowerPoint is not submitted by the due date or if you do not present to the instructor, **zero marks** will be given for the group presentation component.
  - For missing any component of **presentation participation** work (a total of 5%), **zero marks** will be given unless you (1) report to Student Absence Portal no later than 48 hours after the missed presentation; and (2) upload Student Medical Certificate (SMC) or other valid documentations if you have already used up your consideration request without supporting documentation for this course. An alternative instructor-specific assignment may be granted by the instructor on a case-by-case basis.

## 5.7 General Information about Missed Coursework

Students must familiarize themselves with the *University Policy on Academic Consideration – Undergraduate Students in First Entry Programs* posted on the Academic Calendar:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/academic\\_consideration\\_Sep24.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf).

This policy does not apply to requests for Academic Consideration submitted for **attempted or completed work**, whether online or in person.

The policy also does not apply to students experiencing longer-term impacts on their academic responsibilities. These students should consult [Accessible Education](#).

For procedures on how to submit Academic Consideration requests, please see the information posted on the Office of the Registrar's webpage:

[https://registrar.uwo.ca/academics/academic\\_considerations/](https://registrar.uwo.ca/academics/academic_considerations/)

All requests for Academic Consideration must be made within 48 hours after the assessment date or submission deadline.

All Academic Consideration requests must include supporting documentation; however, recognizing that formal documentation may not be available in some extenuating circumstances, the policy allows students to make one Academic Consideration request **without supporting documentation** in this course. However, the following assessments are excluded from this, and therefore always require formal supporting documentation:

- Examinations scheduled during official examination periods (Defined by policy)
- Test 2 is designated by the instructor as the one assessment that always requires documentation when requesting Academic Consideration. Since this assessment is designated as “always requiring documentation”, the instructor will provide the student with a make-up test to demonstrate proficiency in the content evaluated by the missed assessment within the time frame of the course. See section 5.4 for further information on all make-up tests in this course.

When a student mistakenly submits their one allowed Academic Consideration request **without supporting documentation** for the assessments listed above or those in the **Coursework with Assessment Flexibility** section below, the request cannot be recalled and reapplied. This privilege is forfeited.

## 5.8 Evaluation Scheme for Missed Assessments

**Missed exams:** See section 5.4 for information on all make-up tests in this course.

**Missed group presentations:** See section 5.6 for information on the make-up assignment.

**Missed presentation participation tasks:** See section 5.6 for information on the make-up assignment.

When a student misses the Final Exam and their Academic Consideration has been granted, they will be allowed to write the Special Examination (the name given by the University to a makeup Final Exam). See the Academic Calendar for details (under Special Examinations), especially for those who miss multiple final exams within one examination period.

The date and time of the make-up examination will be determined by the department and the University Special Examination dates as outlined in the Academic Handbook:  
[https://www.uwo.ca/univsec/pdf/academic\\_policies/exam/definitions.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/exam/definitions.pdf).

The make-up exam for the missed final exam will be held **after the first Thursday in January following the beginning of classes**. 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, then the student is responsible for obtaining new accommodation from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

**Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: *You* are responsible for your grades in this course.**

The DAN Department has a grade policy which states that for courses in the 3000-4000 range, the class average must fall between 70% and 77% for all sections of a course taught by the same instructor. In

very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

## 6. Lecture and Examination Schedule

The following weekly 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 and HRP.

### **Week 1 (September 4, 5, and week beginning September 8)**

Topics: Course information; introduction to operations, production and service management (nature and context); operations strategy, productivity, and competitiveness; supply chain management; purchasing  
Lecture slides: All slides in Introduction to OM, Supply Chain Management  
Textbook: Custom textbook chapters 1 and 4 (read only the topics covered in the lecture slides)  
Event: September 4 – fall session classes begin  
September 12 – last day to add MOS 3330

### **Week 2 (beginning September 15)**

Topics: Inventory management  
Lecture slides: All slides in Inventory Management  
Textbook: Custom textbook chapter 12 (read only the topics covered in the lecture slides)  
Event: September 19 – presentation groups due

### **Week 3 (beginning September 22)**

Topics: Forecasting  
Lecture slides: All slides in Forecasting  
Textbook: Custom textbook chapter 8 (read only the topics covered in the lecture slides)

### **Week 4 (beginning September 29)**

Topics: Aggregate planning; strategic capacity planning  
Lecture slides: All slides in Aggregate Planning  
Textbook: Custom textbook chapter 13  
Event: PowerPoint due for the first set of groups – see OWL for specific due dates;  
September 30 – National Day for Truth and Reconciliation (no classes)

### **Week 5 (beginning October 6)**

Topics: No new topics assigned  
Lecture slides: No new pages assigned  
Textbook: No new pages assigned  
Event: October 8 – **TEST 1, 7:00-8:30pm**

### **Week 6 (beginning October 13)**

Topics: Material Requirements Planning (MRP); scheduling; maintenance scheduling  
Lecture slides: All slides in MRP  
Textbook: Custom textbook chapters 14 and 15 (read only the topics covered in the lecture slides)  
Event: October 13 – Thanksgiving Holiday (no classes)

### **Week 7 (beginning October 20)**



Topics: Enterprise Resource Planning (ERP); manufacturing information systems; project management  
Lecture slides: All slides in ERP  
Textbook: Custom textbook chapter 14 (read only the topics covered in the lecture slides)

**Week 8 (beginning October 27)**

Topics: Process selection and design; facility layout; manufacturing technology; product and service design; Just-In-Time (JIT) systems; job design  
Lecture slides: All slides in Process and Product Design and JIT Systems  
Textbook: Custom textbook chapters 3 and 7 (read only the topics covered in the lecture slides)  
Event: PowerPoint due for the second set of groups – see OWL for specific due dates

**Week 9 (beginning November 3)**

Topics: No new topics assigned  
Lecture slides: No new pages assigned  
Textbook: No new pages assigned  
Event: FALL READING WEEK, November 3 to 9 (no classes)

**Week 10 (beginning November 10)**

Topics: No new topics assigned  
Lecture slides: No new pages assigned  
Textbook: No new pages assigned  
Event: November 13 – **TEST 2, 7:00-8:30pm**

**Week 11 (beginning November 17)**

Topics: Quality management; Total Quality Management (TQM)  
Lecture slides: All slides in Quality Management and TQM  
Textbook: Custom textbook chapter 5 (read only the topics covered in the lecture slides)

**Week 12 (beginning November 24)**

Topics: Statistical Process Control (SPC)  
Lecture slides: All slides in SPC  
Textbook: Custom textbook chapter 6 (read only the topics covered in the lecture slides)

**Week 13 (beginning December 1)**

Event: PowerPoint due for the last set of groups – see OWL for specific due dates  
December 1 – last day to drop MOS 3330  
December 9 – fall session classes end  
December 10 – study day  
December 11-22 – final exam period

## **7. Student Responsibilities**

Students should familiarize themselves with Western University Senate Regulations, please see:  
[http://www.uwo.ca/univsec/academic\\_policies/index.html](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 instructors' lecture notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

## 7.1 Respect

Please act respectfully towards the classroom, the instructor 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 instructor. 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 your instructor.

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

Student Code of Conduct <https://www.uwo.ca/univsec/pdf/board/code.pdf>

## 7.2 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 instructor.

## 7.3 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 the written consent of your instructor.

# 8. Exam Policies (In-Person)

## IN-PERSON

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card.
- Do not wear baseball caps to exams.
- Do not bring or wear smart watches, music players, cell phones, beepers, or other electronic devices to exams.

## 9. E-mail Policies

The following policies apply to all emails between students and the instructor. Please respect the fact that your instructor 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".

### 9.1 UWO.CA Email Addresses Only

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

### 9.2 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 instructor teaches different courses and sections and cannot properly respond to questions if they do not know which course or section you are enrolled in.

### 9.3 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

### 9.4 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

## 10. Attendance (In-Person)

IN-PERSON: It is expected that students will attend all classes. The instructor does not provide access to instructors' lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

### 10.1 Short Absences.

If you miss a class due to minor illness or other problems, check your course outline 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.

### 10.2 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.

## 11. 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 Ivey 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.

**You, the student, are responsible for the grades earned.**

## 12. 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.

## 13. University Policy Regarding Illness, Absence and Accommodation

### 13.1 Illness

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question.

Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

[https://uwo.ca/univsec/pdf/academic\\_policies/appeals/academic\\_consideration\\_Sep24.pdf](https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf)

Students can download the Student Medical Certificate (SMC) here:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medical\\_certificate.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medical_certificate.pdf)

### 13.2 Religious Accommodation

When conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request accommodation for their absence in writing to the Academic Advising office of their Faculty of Registration. This notice should be made as early as possible but not later than two weeks prior to the writing of the examination (or one week prior to the writing of the test).

Please visit the Diversity Calendars posted on our university's EDID website for the recognized religious holidays: <https://www.edi.uwo.ca>.

## 14. University Policy on Cheating and Academic Misconduct

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/scholastic\\_offences.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_offences.pdf)

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.

**The use of AI and translation tools** in exams and work submitted for presentations is not permitted. Any presentation work submitted must be the work of the student in its entirety. Within this course, students are permitted to use AI tools while working on the presentation work exclusively for information gathering and preliminary research purposes. These tools are intended to enhance the learning experience by providing access to diverse information sources. However, it is essential that students critically evaluate the obtained information, exercise independent thinking, and engage in original research to synthesize and develop their own ideas, arguments and perspectives. The use of AI tools can serve as a starting point for exploring a topic, with students expected to uphold academic integrity by appropriately attributing

all sources of information and avoiding plagiarism. Work submitted for presentations should reflect the student's own thoughts and independent written work. By adhering to these guidelines, students contribute to a responsible and effective learning environment that promotes critical thinking, independent inquiry and all them to produce original written contributions. The same principles also apply to the use of translation software to support the writing the presentation slides and speech notes. When used, any such AI or translation tool should be used ethically and responsibly, and students must cite or credit the tools used in line with the expectation to use AI as a tool to learn, not only to produce content.

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](mailto:ombuds@uwo.ca).

All required written work is subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All written work 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 Western University and Turnitin.com (<http://www.turnitin.com>).

Computer-marked multiple-choice tests and/or exams may be Course Outlines subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

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. 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 may include a zero grade on the assessment, 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.

## 15. 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 of the Department of Management and Organizational Studies via the DAN Help Portal. <https://help.sci.uwo.ca/servicedesk/customer/portal/10>
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, they may then appeal to the Associate Dean, Undergraduate 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 Office of the Ombudsperson.

## 16. Support Services

### 16.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation 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/services/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Western is committed to reducing incidents of gender-based and sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website: [https://www.uwo.ca/health/student\\_support/survivor\\_support/get-help.html](https://www.uwo.ca/health/student_support/survivor_support/get-help.html)  
To connect with a case manager or set up an appointment, please contact [support@uwo.ca](mailto:support@uwo.ca).

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

## **16.2 Academic Concerns.**

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.