



**MOS3330B 571**  
**Operations Management**  
**Winter 2026**

Instructor: Fernando Naranjo  
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**Course Information**

**Mode of Instruction:**

**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.

**Pre-requisite(s):** Business Administration 2257, or MOS 2227A/B and MOS 2228A/B and enrollment in BMOS.

**Extra Information:** 3 lecture hours.

**Course Weight:** 0.50

**Breadth:** CATEGORY A

**Subject Code:** MOS

Notice: Unless you have either the requisites for this course (fulfilment of pre-requisites, no anti-requisite conflicts), or special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.



**SCHOOL OF MANAGEMENT, ECONOMICS AND MATHEMATICS  
MOS 3330B (570 and 571)  
Operations Management for Management & Organizational Studies  
Spring 2026  
Course Description**

**Section 570**

Professor: Dr. Felipe Rodrigues  
Van Winckle Office: DL 310  
Phone: contact via MS Teams  
Email: [felipe.rodrigues@uwo.ca](mailto:felipe.rodrigues@uwo.ca)

School Administrator: Estelle  
Office: DL111  
Phone: (519) 433-3491, Ext. 4577  
Email: Estelle.VanWinckle@kings.uwo.ca

Office Hours: Tuesdays, 1:00 pm to 2:00 pm, or by appointment

**Section 571**

Professor: Dr. Fernando Naranjo  
Office: TBD  
Phone: (226)582-3958  
Email: [fnaranjo@uwo.ca](mailto:fnaranjo@uwo.ca)

Office Hours: Mondays, 1:30 pm to 2:30 pm, or by appointment

**COURSE DESCRIPTION**

The goal of MOS 3330 is to provide you with a broad overview of the principles of operations and supply chain management, along with an understanding of how these functions contribute to an organization's broader goals. Operations is one of the key functions within a firm, and regardless of whether you ultimately work in the field or another unrelated area, you must possess an understanding of the essentials. In class, we will explore both strategic and tactical, process-based decisions in operations management and introduce key concepts in the field. The class will combine lectures, in-class cases, videos, and discussions to enhance your understanding of the material through application.

Antirequisite: None

Prerequisite: Business Administration 2257, or MOS 2227A/B and MOS 2228A/B and enrollment in BMOS.

Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course, and it will be deleted from your

record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites. You are also responsible for ensuring that this course is not an anti-requisite to another course you have already taken.

## REQUIRED COURSE MATERIALS

**Textbook: The textbook is required for this course; you will be using it frequently!**

**DO NOT BUY THE TEXTBOOK DIRECTLY FROM THE PUBLISHER. PLEASE USE THE UWO BOOKSTORE LINK** Section 570 and 571: <https://bookstore.uwo.ca/product/cebcodeid49523>

**Cachon, Operations Management + Proctorio (2025 Release)  
Connect ISBN: 9781266005787**

**Print + Connect+Proctorio  
Print + Digital ISBN: 9781266503382**

Operations Management e-text Connect Proctorio | Western Bookstore (uwo.ca) \$119.00

**All versions** of the textbook are accompanied by:  
“Connect” access code (for Cachon), the online learning system that includes the e-text and where I will post assignments and class materials.

I have also ordered a copy to be placed on reserve at the King’s Library for your use.

You are also required to have access to a computer and Microsoft Excel (you need to know the fundamental functions).

**General Software:** You are required to have access to a personal computer with internet access since we will use OWL for our class schedules and communication, as well as McGraw-Hill’s Connect ® platform for assignments and exams. Your computer should also have MS Excel ® software (with Solver engine installed), preferably running in MS Windows ®. The Excel add-ins are known to either run only in Windows or be more stable in the Windows environment than in other systems. Please be aware of that.

**OWL:** I will post grades, questions, comments, notes, and so forth on OWL. I will also post the latest version of the syllabus if it changes. It is your responsibility to ensure that you have the most up-to-date version of the syllabus and all other course materials by visiting OWL regularly.

## METHODS OF EVALUATION

Course Component	Breakdown
In-class Participation (approximately 2 points per class)	20%
Online Smart Book [Connect]	0%
Simulation-Practice Operations [Connect]	20%

Online Homework [Connect]	10%
Mid-Term Exam [Connect]	25%
Final Exam [Connect]	25%

**In-class Participation (20%):** Each class is graded approximately 2%. All contributions are welcome, and I will strive to provide an equitable learning environment that benefits us all. I will identify and guide toward insightful contributions that enhance the analysis, problem-solving, and decision-making aspects of the cases.

**Participation is not merely speaking in class; it entails a meaningful contribution to class discussion.** The instructor is the sole evaluator of what constitutes a meaningful contribution. Monthly updates will be given on participation marks. Participation marks are final and are not subject to discussion.

*Hint: What is a good start for a participation mark? Link your comment to the readings and to the topic at hand, make an "if X, then Y" (cause-effect) argument, and give an example.*

*Outstanding Contribution (90-100%)*

- Contributes at the highest levels throughout the class;
- Contributions indicate thorough preparation;
- Contributions reflect careful attention to the ongoing discussion;
- Contributions include strong follow-up comments and questions;
- Helps integrate operations concepts with other subjects;
- Frequently explains difficult points or concepts;
- Provides sustained strong support to enrich classroom learning;
- Builds and develops outstanding arguments for a position.

*Excellent Contribution (80-89%)*

- Contributes frequently to discussions;
- Contributions indicate careful preparation;
- Contributions reflect attention to and consideration of the ongoing discussion;
- Explains difficult points and concepts;
- Helps guide class discussions;
- Regularly builds and develops strong arguments for a position.

*Good Contribution (70-79%)*

- Contributes fairly regularly to discussions, but primarily in the beginning of the class;
- Contributions indicate consistent preparation;
- Contributions reflect thoughtful responses to the ongoing discussions;
- Raises questions that help focus on difficult points or concepts;
- Occasionally builds reasonable arguments for a position.

*Fair Contribution (60-69%)*

- Contributes irregularly to class discussions;
- Gives occasional indication of preparation;
- Rarely builds on the ongoing discussion.

*Poor Contribution (50-59%)*

- Contributes rarely to discussions;
- Gives little indication of preparation and thought;
- Does not aid in providing a positive atmosphere for meaningful discussion.

*Unsatisfactory Contribution (0-49%)*

- Almost never contributes to discussions;
- Gives minimal indication of preparation or thought; *Page 5 of 2*
- Actively inhibits or impedes the course of class discussions;
- Misses a significant number of class sessions.

**On-line Smart Book (0%):** Students need to preview the content of each chapter to be discussed in class and to complete their assignments using Connect.

**Simulation-Practice Operations (20%):** The “Practice Operations” game is an experiential learning tool that will significantly improve the course's theory-building and applicability. Practice Operations positions players as decision-makers in a clothing manufacturing company. Students will apply all concepts and tools of Operations Management as they manage their own companies toward profitability. Here are the modules:

<b>Module</b>	<b>Title</b>	<b>Topic</b>	<b>Time</b>	<b>Weight</b>
1	The production process	Make-to-order process analysis	~ 30 min	2%
2	Managing suppliers	Lean processes and quality operations	~ 45 min	3%
3	Forecasting and contracts	Make-to-order vs Make-to-stock operations	~ 45 min	5%
4	Human resources and capacity planning	Training, scheduling, process analysis and improvement	~ 45min	5%
5	New branch	Workforce capacity decisions	~ 90 min	N/A
6	Maximize Net worth	Long-term perspective in operations	~ 120 min	5%

Students will be marked individually according to each of the module’s objectives (curved scores of the highest mark of up to THREE tries each). The average class score will be approximately 70, with a standard deviation of approximately 9 marks. Modules will become available as we progress through the course, and students may play each module as many times as they wish, up to a maximum of three tries. Only the highest mark will be recorded. The main objective is to expose students to realistic operations management and decision-making in a learning environment as closely aligned with practice as possible. Each module will be debriefed in class, and learning opportunities will be highlighted to enrich the experiential learning activity further. I hope you enjoy it!

**Online Homework (10%) (4 x 2.5%):** Students must complete 4 assignments, each covering homework problems for one or more chapters, and submit them via Connect by the deadline.

**Mid-Term Exam (25%):** There will be one in-class midterm exam, covering several chapters in the textbook. The midterm will be multiple-choice and short-answer using Connect. **Self-reported absence is not allowed for the midterm.**

**Final Exam (25%):** The final exam will be scheduled during the exam period at the end of the course and will be in-class, using Connect, and will include multiple-choice, problem-solving, and short-answer formats.

### **GRADE DESCRIPTORS (Western University)**

A+ 90–100 One could scarcely expect better from a student at this level

A 80–89 Superior work which is clearly above average

B 70–79 Good work, meeting all requirements, and eminently satisfactory

C 60–69 Competent work, meeting requirements

D 50–59 Fair work, minimally acceptable

F below 50 Fail

### **A NOTE ON ABSENCES**

NB: Below, I outline how I plan to address absences and grading for the various components of the course. You will find additional, more general information relating to absences further down in the syllabus, under the section heading “Course Policies & Procedures”.

If you miss either the mid-term or the final exam for a medical reason, you will complete an alternate make-up exam instead. This exam will be scheduled during the make-up exam dates established by King’s exam centre.

If you know that you will miss a class, please let me know by email in advance.

### **COURSE POLICIES AND PROCEDURES**

#### ***Examinations and Projects Assigned for Grades***

Students who have any problems that may hinder their academic performance are encouraged to discuss these issues with the Professor or the appropriate College official *well before* exams and projects are due. It is much more difficult to justify giving special consideration after this fact.

Students are expected to complete all required evaluation components in order to receive a grade in this course. Students with course conflicts and approved inter-university athletic conflicts, or students unable to write an exam or test based on medical or compassionate grounds, may apply to be excused.

Requests to be excused for any reason *always* must be accompanied by appropriate documentation – either with the request or as soon as possible after the fact. A Medical Excuse Documentation Form is available from the Academic Dean’s office. Please refer to the Policy and all documentation forms on Accommodation for Medical Illness at:

<http://www.kings.uwo.ca/current-students/courses-enrolment/exams-and-tests/medical-accommodation/> .

The use of programmable calculators that allow storage of programmed information during examinations will not be permitted. When in doubt, check with the professor well before the exam.

### ***Attendance***

This course will adhere to the following, as stated in the Academic Calendar: "Any student who, in the opinion of the instructor, is absent too frequently\* from class or laboratory periods in any course, will be reported to the Dean (after due warning has been given). On the recommendation of the department concerned, and with the permission of the Dean, the student will be debarred from taking the regular examination in the course".

\* Missing over one quarter of scheduled classes is considered to be too frequent → this means that you should not miss more than three classes!

### ***Punctuality***

Students whose schedules require arriving late or leaving early are asked to notify the professor of the situation and to select a seat and doorway that minimizes disruption to the rest of the class.

Tardiness at exams or for assignment hand-ins is unacceptable for any reason other than medical or compassionate grounds similar to those that excuse you from writing an exam. Students who are unacceptably late for an exam or test will not be given extra time beyond the scheduled conclusion time. **Late hand-ins will be penalized at a minimum of 5% of the possible grade. In cases of self-report (for assignments only), late penalties will apply 72 hours later.**

### ***Plagiarism and Cheating***

Plagiarism and cheating are serious scholastic offences.

All required papers (including your case presentations/reports!) may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Full and proper citations are required in each and every case where you have utilized another person's work or ideas in your papers or projects. Citations for this course require the MLA style format, which is detailed in almost any grammar book, including books on reserve at the King's library.

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

**My position on laptop use: Preferably, no laptops during our classes.** Personally, I prefer that you do not use laptops during class discussions, as they can hinder “heads up learning” and interactive discussion; however, I recognize that some people take their class notes electronically.

By way of concession, then, during lectures you may use your laptops to take notes if that is your preference. In addition, for class exercises involving Excel files, laptops may be required. I will also make the PowerPoint slides available in advance of class, in case you want to take notes on either printed copies or electronically. However, if you are found using your laptop for anything unrelated to class, your participation marks for that class will be ignored, and I may ask you to close your laptop.

In addition, during case discussions, laptops are expected to be closed, unless explicitly stated otherwise.

**Use of electronic devices:** Cell phones (and other smartphone devices) must be kept off during class. Likewise, texting is not permitted in class. If there is a compelling reason you need your phone in a class, please let me know in advance and keep it on vibration mode to minimize disruption. You are not allowed to have a cell phone or any other electronic device with you during tests or examinations.

**Course Schedule:** Basic information is provided below. Any changes due to unforeseen difficulties or to accommodate learning will be posted in OWL. For the full details of the course schedule, please check OWL.

**IMPORTANT:** It is up to students to familiarize themselves with the class schedule and plan accordingly.

**COURSE SCHEDULE – SUBJECT TO UPDATING - LATEST VERSIONS IN OWL**

DATE (571)	DATE (570)	WEEK	TOPIC	BOOK	SIMULATION	HOMEWORK
05-Jan-26	06-Jan-26	1	Intro to Operations Mgmt	1		
12-Jan-26	13-Jan-26	2	Intro to Processes Process Analysis	2, 3	<b>SIMULATION 1 Due Sunday Jan 18</b>	
19-Jan-26	20-Jan-26	3	Process Improvement	4		<b>HOMEWORK 1 (ch 1, 2, 3, 4) Due Sunday Jan 25</b>
26-Jan-26	27-Jan-26	4	Process Analysis with Multiple Flow Units	5	<b>SIMULATION 2 Due Sunday Feb 1</b>	
02-Feb-26	03-Feb-26	5	Process Interruptions	7		
09-Feb-26	10-Feb-26	6	Lean Operations, Quality and Statistical Process Control	8, 9		<b>HOMEWORK 2 (ch 5, 7) Due Sunday Feb 15</b>
16-Feb-26	17-Feb-26	7	READING WEEK			
23-Feb-26	24-Feb-26	8	IN-CLASS MID-TERM EXAM		<b>SIMULATION 3 Due Sunday Feb 27</b>	
02-Mar-26	03-Mar-26	9	Service Systems	16	<b>SIMULATION 4 Due Sunday Mar 8</b>	
09-Mar-26	10-Mar-26	10	Supply Chain Management, Inventory Mgmt I	10, 11		<b>HOMEWORK 3 (ch 8, 9, 11, 16) Due Sunday Mar 15</b>
16-Mar-26	17-Mar-26	11	Inventory Mgmt II	12, 13		
23-Mar-26	24-Mar-26	12	Scheduling, Assembly line game	18	<b>SIMULATION 5, 6 Due Sunday Mar 29</b>	
30-Mar-26	31-Mar-26	13	Assembly line game			<b>HOMEWORK 4 (ch 10, 12, 13, 18) Due Sunday Apr 5</b>
06-Apr-26	07-Apr-26	14	Simulation Awards, Review			
TBD	TBD	15	IN-CLASS FINAL EXAM			

# KING'S UNIVERSITY COLLEGE

## GENERAL COURSE POLICIES

### 2025-2026

#### **1. Academic Accommodations, Consideration for Absences**

##### **Academic Accommodation (Accessibility)**

Accessibility Services works to ensure that academic programs are accessible to all students, and supports students who may have a condition related to, but not limited to, vision, hearing, mobility, different ways of learning, mental health, chronic illnesses, chronic pain, autism spectrum disorder, ADD/ADHD, and temporary conditions (beyond short-term academic consideration). Accessibility Services provides recommendations for accommodation based on medical documentation or psychological and cognitive assessment. The accommodation policy can be found here [Academic Accommodation for Students with Disabilities](#). Information on Accessibility Services at King's can be found [here](#).

##### **Academic Consideration for Student Absence**

If a student is unable to meet a course requirement due to substantial but temporary extenuating circumstances (medical or compassionate), they should follow the procedures below.

In some cases, where instructors have built flexibility into their assessments, this flexibility will already address consideration needs.

Requests for academic consideration should be directed to the Academic Advising Office of your faculty/college of registration. Requests must be made as soon as possible and no later than 48 hours after the missed assessment.

As a rule, documentation is required for academic consideration. For academic consideration requests on medical grounds, the Student Medical Certificate is available at [https://www.kings.uwo.ca/kings/assets/File/currentStudents/courses\\_enrollment/exams\\_and\\_tests/SMC-Feb-2025.pdf](https://www.kings.uwo.ca/kings/assets/File/currentStudents/courses_enrollment/exams_and_tests/SMC-Feb-2025.pdf).

Students are permitted one academic consideration request without supporting documentation per term per course.

Instructors may designate one assessment per half-course weight as requiring formal supporting documentation. Please refer to the course outline for each course.

For further information, please see:

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

##### **Absences from Final Examinations**

If you miss the Final Exam, contact the Academic Advising Office of your faculty/college of registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup Final Exam).

You may also be eligible to write the Special Exam if you are in a “Multiple Exam Situation” (e.g., more than 2 exams in 23-hour period, or more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details (under [Special Examinations](#)).

## **Religious Accommodation**

Students should consult the University's list of recognized religious holidays, and should give notice in writing to the instructor and Academic Advising Office if a course requirement will be affected by a religious holiday/observance. Notice must be given as early as possible, and no later than two weeks prior to an examination, and one week prior to a midterm test date. It is the responsibility of such students to inform themselves concerning the work done in classes from which they are absent and to take appropriate action.

## **2. Support Services**

Accessibility, Counselling and Student Development at King’s University College:

<https://www.kings.uwo.ca/current-students/student-services/>

Students experiencing emotional or mental health distress can access services at King’s University College: <http://www.kings.uwo.ca/current-students/campus-services/student-support-services/personal-counselling/>

Good2talk is a good online and phone 24/7 resource for students and is available in English, Mandarin, and French: <https://good2talk.ca>, 1-866-925-5454

MentalHealth@Western provides a complete list of options about how to obtain help:

[https://www.uwo.ca/health/mental\\_wellbeing/](https://www.uwo.ca/health/mental_wellbeing/)

Academic Support Services at King’s University College:

<https://www.kings.uwo.ca/current-students/academic-resources/>

### **GBSV Support:**

King’s is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at:

<https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

You can reach someone supports at Kings by emailing [Care@kings.uwo.ca](mailto:Care@kings.uwo.ca) or calling 519-930-4640 to reach a social worker who can offer help.

You can also reach Western’s Gender-Based Violence & Survivor Support Case Manager by [email](#) or by calling 519-661-3568.

Further supports can be found on this website: <https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

See also [https://www.uwo.ca/health/student\\_support/survivor\\_support/get-help.html](https://www.uwo.ca/health/student_support/survivor_support/get-help.html)

University Students' Council offers many valuable support services for students, including the health insurance plan: <http://westernusc.ca/services/>

### 3. Statement on Use of Electronic Devices

**Use of Electronic Devices:** Unless explicitly stated otherwise, you are not allowed to have a cell phone, or any other electronic device, with you during tests or examinations. Unauthorized possession of such a device during a test or examination constitutes an academic offence.

**Use of Laptops, Tablets, and Smartphones in the Classroom:** King's University College at Western University acknowledges the integration of new technologies and learning methods into the curriculum. The use of electronic devices such as laptop computers, tablets, or smartphones can contribute to student engagement and effective learning. At the same time, King's recognizes that instructors and students share jointly the responsibility to establish and maintain a respectful classroom environment conducive to learning.

The use of electronic devices by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Students found to be using electronic devices for purposes not directly related to the class may be subject to sanctions under the Student Code of Conduct; see <https://www.kings.uwo.ca/current-students/student-affairs/code-of-student-conduct1/>

Inappropriate use of electronics (e.g., laptops, tablets, smartphones) during lectures, seminars, labs, etc., creates a significant disruption. As a consequence, instructors may choose to limit the use of electronic devices in these settings. In addition, in order to provide a safe classroom environment, students attending in-person class sessions are strongly advised to operate laptops with batteries rather than power cords.

### 4. Statement on Academic Offences

King's is committed to academic integrity. Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, is posted at

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf)

It is expected that students will submit work that is truly their own, completed without external assistance (human or artificial) except as explicitly permitted by the course instructor. Check with your instructor on what tools, including generative AI (ChatGPT, translation tools, grammar-checking tools) are permitted in the course. Because a tool is permitted in one course, that does not mean it is permitted in other courses.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system; see <https://elearningtoolkit.uwo.ca/tools/Originality Reports - TurnItIn.html>.

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

### **5. Copyright of Course Material**

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Unauthorized sharing of class content is subject to academic discipline.

Similarly, students own copyright in their own original papers and exam essays. If a faculty member wishes to post a student's answers or papers on the course website, they should ask for the student's written permission.

### **6. Use of Recordings**

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation and/or the participant has the prior written permission of the instructor. Unauthorized recording and/or sharing of class content is subject to academic discipline.

### **7. Policy on Attendance**

Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean of the Faculty offering the course, after due warning has been given. On the recommendation of the department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course.