OM 303 Online: Operations Management (3 credits)

Fall 2019 Course Syllabus

Professor Timothy Porter

Location Online (via Blackboard LMS)
Office Hours by appointment
My office: Enterprise Hall Room 149
or via Collaborate Ultra in Blackboard upon request
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Fax (703) 993-1809
E-mail tporter6@gmu.edu
Website Blackboard at MyMason.gmu.edu

Course Description

This School of Business core course provides an examination of the principal functions of operations managers in various settings, with strong emphasis on service operations, in regard to how they operate and function. Analytic models are used to describe key planning and control activities. Operations management (OM) is responsible for the production of goods and services in an organization. It not only has a significant impact on other areas such as marketing, finance, and accounting within an organization, but more importantly, also impacts the external customers of the organization. It is therefore no surprise that the performance of an organization is often largely determined by the performance of its operations area. To gain competitive advantage, operations managers pursue effectiveness and efficiency in value-adding processes at both not-for-profit and for-profit organizations. This course exposes students to a wide range of OM subjects including operations strategy, process selection, lean management, project management, quality management, inventory control, and supply chain management. Students develop both qualitative and quantitative OM skills through reading, videos, online lectures, class discussion boards, online homework, online quizzes, and online exams.
School of Business Undergraduate Program Learning Goals

1. Our students will demonstrate an understanding of the social, global, ethical, and legal contexts of business and will be able to reflect on the role of the individual in business.

2. Our students will demonstrate an understanding of and the ability to apply knowledge of professional skills necessary for success in business including effective business writing.

3. Our students will demonstrate technical and analytic skills appropriate for success in business.

4. Our students will demonstrate an understanding of and the ability to apply knowledge of core business disciplines including accounting, finance, information systems, management, marketing, and operations management.

5. Our students will demonstrate knowledge and skills appropriate for specialization in their majors.

6. Our students will demonstrate an understanding of how research in the business disciplines contributes to knowledge and how such research is conducted.

Course Objectives
Consistent with School of Business Undergraduate Program and ISOM goals, specific course objectives are for the student to:

- To master the essentials of the concepts and methodologies of the tools of operations and supply chain management, particularly regarding service operations.
- To gain a sound basis in operations and supply chain management by applying the concepts and methodologies presented in the course to solve practical business problems.
- To foster critical thinking and independent problem solving skills. Specifically, to gain the ability to independently analyze operational business data and to model business situations, and to understand and learn from the data.
- Understand the components of operations and supply chain management and how they are related to other major business decision areas.
- To raise awareness of ethics in the practice of operations and supply chain management.
- Analyze and improve business processes by using quantitative and qualitative tools.
- Learn project management techniques.

Prerequisites:
- Grade of C or higher in each of the following courses: ACCT 203 or ACCT 204, BUS 100 or SOM 100, BUS 210, MATH 108 or MATH 113 or MATH 114 or HNRT 225. Degree status. Prerequisite enforced by registration system. (BUS 103 and BUS 200 are strongly recommended)
Proficiency in elementary algebra is essential and is expected. Deficiencies in elementary algebra should be self-remediated.

Familiar with their calculator, EXCEL, and other MSOffice applications is expected.

**Course Text and its online component MyOMLab:**
This section REQUIRES MyOMLab and the text book: Heizer and Render Principles of Operations Management 10th edition. See the student registration instructions on BB for details on registering for MyOMLab. There are various options for acquiring the textbook. An electronic copy can be acquired through MyOMLab. New, used, and rented hardcopy textbooks may be purchased from various sources including the Mason Bookstore, Amazon, or elsewhere. You may purchase the registration code for MyOMLab through the bookstore or directly from the publisher at [www.pearson.com/mylab](http://www.pearson.com/mylab) or simply google MyOMLab and you will be directed to the MyOMLab website. You will need a course ID which is “TBA”

**MyOMLab:**
Mastery of the subject matter is measured by skill and proficiency in problem solving. Proficiency is gained by practice. The assigned problems should be considered the minimum amount of practice. To help you gain mastery, MyOMLab offers additional resources such as the Study Plan and the Dynamic Study Modules. You are highly encouraged to use these resources for practice and understanding of the topics.

**Course Schedule**

<table>
<thead>
<tr>
<th>Weeks</th>
<th>Modules</th>
<th>Learning Activities</th>
<th>Due Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part I Basics of Operations</strong></td>
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</tbody>
</table>
| **Week 1** | **Module 1:** Operations and Productivity | **Introductions Discussion Forum Assignments/Readings:**
  - Read Chapter 1
  - Complete Pearson My OM Lab homework assignment 1
  - Complete Quiz 1
  - Watch the case video and answer 5 questions
**Case Study Discussion Forum:**
Operations Management at Hard Rock Café | **Due Date:**

**September 1**

**Discussion**
- Initial Post by: Wednesday, Aug. 28
- Reply by: Saturday, Aug 31 |
| **Week 2** | **Module 2:** Operations Strategy in a Global Environment | **Assignments/Readings:**
  - Read Chapter 2
  - Complete homework assignment 2
  - Complete Quiz 2 | **Due Date:**

**September 8**

**Discussion**
- Initial Post by: Wednesday |
| Week 3 | Module 3: Project Management Fundamentals | Assignments/Readings:  
- Watch Chapter 2 case videos (Hard Rock Café Global Strategy & Outsourcing Offshore at Dardens) and answer the questions.  
- Complete PM Simulation  
- Complete Quiz 3  
- Complete homework assignment 3  
- Read Chapter 3 | Case Study Discussion Forum: Outsourcing Offshore at Dardens | Reply by: Saturday | Due Date: September 15 |
| --- | --- | --- | --- | --- | --- |
| Week 4 | Module 4: Business Forecasting Exam #1 | Assignments/Readings:  
- Watch the videos (Forecasting and Revenue Management at the Orlando Magic & Forecasting at Hard Rock Café) and answer the questions.  
- Complete Quiz 4  
- Complete assignment 4  
- Read Chapter 4  
- Watch the Managing Hard Rock’s Rockfest case video | Case Study Discussion Forum: HRC Rockfest | Initial Post by: Wednesday  
Reply by: Saturday | Due Date: September 22 |
| Week 5 | Module 5: Design of Goods and Services | Assignments/Readings:  
- Complete Quiz 5  
- Complete assignment 5  
- Read Chapter 5  
- Watch the case videos (Product Design at Regal Marine & Solved Problem 5.1: King Electronics).  
Submit Decision Tree Assignment | Part II Designing Operations | Due Date: September 29 |
| Week 6 | Module 6: Quality Management | Assignments/Readings:  
- Prepare for Quiz 6 (due next week)  
- Read Chapter 6  
- Complete assignment 6  
- Complete Quality Management Simulation | Due Date: October 6 |
| | | (Hard Rock Café Global Strategy & Outsourcing Offshore at Dardens) and answer the questions. | Discussion  
- Initial Post by: Wednesday  
Reply by: Saturday |
- Watch the case videos (The Culture of Quality at Arnold Palmer Hospital & Quality at the Ritz Carlton Hotel Company) and answer the questions.

**Case Study Discussion Forum: Arnold Palmer Hospital & Alaska Airlines**

<table>
<thead>
<tr>
<th>Week 7</th>
<th>Module 7: Process Strategies</th>
<th>Assignments/Readings:</th>
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<tbody>
<tr>
<td></td>
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<td>Read Chapter 7</td>
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<td>Complete homework assignment 7</td>
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<td></td>
<td></td>
<td>Complete Quiz for Chapters 6 &amp; 7</td>
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<td>Watch the videos (Process Strategy at Wheeled Coach Ambulance &amp; Alaska Airlines: 20-Minute Baggage Process Guaranteed) and answer the questions.</td>
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</table>

**Case Study Discussion Forum**

**Due Date:** October 13

**Discussion:**
- Initial Post by: Wednesday
- Reply by: Saturday

<table>
<thead>
<tr>
<th>Week 8</th>
<th>Module 8: Location</th>
<th>Assignments/Readings:</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Read Chapter 8</td>
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<td></td>
<td></td>
<td>Complete homework assignment 8</td>
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<tr>
<td></td>
<td></td>
<td>Complete Quiz for Chapter 8</td>
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<tr>
<td></td>
<td></td>
<td>Watch the videos (Where to Place the Hard Rock Café &amp; Locating the Next Red Lobster restaurant) and answer the questions.</td>
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</table>

**Case Study Discussion Forum**

**Due Date:** October 20

**Discussion:**
- Initial Post by: Wednesday
- Reply by: Saturday

<table>
<thead>
<tr>
<th>Week 9</th>
<th>Module 9: Layout Strategies</th>
<th>Assignments/Readings:</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Read Chapter 9</td>
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<td></td>
<td></td>
<td>Complete homework assignment 9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Complete Quiz for Chapter 9</td>
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<tr>
<td></td>
<td></td>
<td>Watch the videos (Layout at Arnold Palmer Hospital’s New Facility &amp; Facility Layout At Wheeled Coach Ambulance) and answer the questions.</td>
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</table>

**Case Study Discussion Forum**

**Due Date:** October 27

**Discussion:**
- Initial Post by: Wednesday
- Reply by: Saturday

<table>
<thead>
<tr>
<th>Week 10</th>
<th>Exam # 2</th>
<th>Take exam # 2 by November 3</th>
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<td><strong>Due Date:</strong> November 3</td>
</tr>
</tbody>
</table>

**Part III  Managing and Maintaining Operations**
| Week 11 | Module 10: Supply Chain Management | Assignments/Readings:  
• Read Chapter 11  
• Complete homework assignment 11  
• Complete Quiz for Chapter 11  
• Watch the videos (Darden’s Global Supply Chain & Arnold Palmer Hospital’s Supply Chain) and answer the questions.  
• Complete the Supply Chain Simulation  
Simulation Discussion Forum | Due Date: November 10  
Discussion  
• Initial Post by: Wednesday  
• Reply by: Saturday |
| --- | --- | --- | --- |
| Week 12 | Module 11: Inventory Management | Assignments/Readings:  
• Read Chapter 12  
• Complete homework assignment 12  
• Complete Quiz for Chapter 12  
• Watch the videos (Managing Inventory at Frito-Lay & Inventory Control at Wheeled Coach Ambulance) and answer the questions.  
• Complete the Inventory Management Simulation  
Simulation Discussion Forum | Due Date: November 17  
Discussion  
• Initial Post by: Wednesday  
• Reply by: Saturday |
| Week 13 | Module 12: Short Term Scheduling | Assignments/Readings:  
• Read Chapter 15  
• Complete homework assignment 15  
• Complete Quiz for Chapter 15  
• Watch the videos (From the Eagles to the Magic: Converting the Amway Center & Scheduling at Hard Rock Café) and answer the questions.  
Case Study Discussion Forum | Due Date: November 24  
Discussion  
• Initial Post by: Wednesday  
• Reply by: Saturday |
| Week 14 | Module 13: Lean Operations and TPS | Assignments/Readings:  
• Read Chapter 16  
• Complete homework assignment 16  
• Complete Quiz for Chapter 16  
• Watch the videos (Lean Operations at Alaska Airlines & JIT at Arnold Palmer Hospital) and answer the questions.  
Case Study Discussion Forum | Due Date: December 1  
Discussion  
• Initial Post by: Wednesday  
• Reply by: Saturday |
Assignments and Grading Policy

This course requires a minimum grade of C to satisfy School of Business degree requirements, and students will not be permitted to make more than three attempts to achieve a C or higher in this course. Registration in this course will be prohibited beyond three attempts that resulted in a grade lower than C. If you have questions about this policy, please see an academic advisor.

Quizzes:

There will be a quiz at the completion of each of the 13 modules (except for chapter 6 quiz which will be combined with chapter 7 quiz in the following module). Quizzes will be administered online in Blackboard. Quizzes may test your knowledge of any topics covered in the reading assignments, videos, lectures or discussion boards. Use of the textbook, class notes, etc., during quizzes is prohibited unless otherwise stated by the instructor. Quizzes will be electronically graded when taken – you will earn 1 point per question. Specific timeframes will be administered, usually up to 20 minutes to answer 10 questions. Only one attempt is allowed. Quizzes will make up 10% of the final grade. One lowest grade will be dropped from the final grade calculations.

Homework & Case Study Video Assignments:

For every module there will be at least one homework assignment. Homework assignments will be very similar to the quizzes. Homework assignments will be administered through MyOMLab. The significant differences between homework assignments and quizzes/exams is that homework assignments will permit multiple tries, will include optional help and the potential for reference to the textbook to deepen understanding if required. Homework assigned via MyOMLab will be due weekly (as specified in the course calendar) Sunday night at 11:59 pm. The specific assignments will be posted on MyOMLab with direct links to those assignments located in your weekly modules in Blackboard. Late homework will be accepted up to 5 calendar days after it is due with a penalty of 10% per day late. Thus, if homework is due Sunday by 11:59pm and it is completed by Monday at 11:59pm, the maximum that can be earned is 90%. The last day the homework that was due Sunday at 11:59 pm could be turned in would be the following Friday at 11:59 pm for a maximum of 50%. After that time (5 days), it receives a 0.

Every weekly module also has at least one Case Study Video assignment. You need to watch the videos in order to participate in the discussion pertaining to that video. Additionally,
most videos have 5 to 10 questions to check your comprehension. Each question is worth 1 point. Watching the video will also earn you 1 point per video.

**Homework and Video Assignments together will make up 15% of the final grade with two lowest scores dropped from the final grade calculations.**

**Examinations:**

There will be three exams. All exams will be administered through Blackboard. Exam # 1 will cover chapters 1, 2, 3, and 4. It contains 30 multiple choice questions worth 150 points and 2 essay questions worth 10 point each. You will have up to 90 minutes to complete the exam. Exam # 2 will cover chapters 5, 6, 7, 8 and 9. Exam # 3 covers chapters 11, 12, 15 and 16. Exams 2 and 3 have 30 multiple choice questions and no essay questions. They are worth 150 points each.

**Exams will make up 50% of the final grade.**

**Discussion Boards:**

All students will be required to participate in discussion of the relevant content studied through a discussion board established for every module for that purpose. Grades for discussion board participation will be in accordance with rubrics provided for them. Participation in the discussion boards will determine the final 20% of the final grade for the course (with one lowest score dropped from the final calculation).

**Final Grade:**
The student will graded using the following weighted categories:

<table>
<thead>
<tr>
<th>Homework &amp; Videos</th>
<th>15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quizzes</td>
<td>10%</td>
</tr>
<tr>
<td>Simulations</td>
<td>5%</td>
</tr>
<tr>
<td>Discussion Board</td>
<td>20%</td>
</tr>
<tr>
<td>Exams</td>
<td>50%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>

There is no “extra credit” of any kind, for any reason.

<table>
<thead>
<tr>
<th>Grades Scored Between</th>
<th>Will Equal</th>
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<tbody>
<tr>
<td>97 % and 100%</td>
<td>A +</td>
</tr>
<tr>
<td>94 % and less than 97%</td>
<td>A</td>
</tr>
<tr>
<td>90% and less than 94%</td>
<td>A -</td>
</tr>
<tr>
<td>87% and less than 90%</td>
<td>B +</td>
</tr>
<tr>
<td>84% and less than 87%</td>
<td>B</td>
</tr>
<tr>
<td>80% and less than 84%</td>
<td>B -</td>
</tr>
<tr>
<td>77% and less than 80%</td>
<td>C +</td>
</tr>
<tr>
<td>74% and less than 77%</td>
<td>C</td>
</tr>
<tr>
<td>Grades.Scored.Between</td>
<td>Will.Equal</td>
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<tr>
<td>-----------------------</td>
<td>------------</td>
</tr>
<tr>
<td>70% and less than 74%</td>
<td>C -</td>
</tr>
<tr>
<td>60% and less than 70%</td>
<td>D</td>
</tr>
<tr>
<td>0% and less than 60%</td>
<td>F</td>
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**Student Support & Other Course Policies**

**Communications:**

All communications from me to you will be directed via e-mail or BB announcements. I will address all of my e-mails and replies ONLY to your @gmu.edu e-mail address for concerns of privacy and confidentiality. If you use another e-mail account as your primary e-mail, please be sure to forward your gmu e-mail to that account.

1. I communicate remotely with students only by GMU e-mail. I will not reply to voice mail messages left on my GMU office telephone.
2. I will only reply to student e-mail that is signed with your full name and that states your course and section. On every email, the subject line should start with OM303 followed by your section number.
3. I check and respond to e-mail at various times during the work day, and I will usually respond to you within 24 hours. However it may be longer during busy periods. I do not respond to email on the weekends.
4. Expect a response to an inquiry within 1 to 2 work days after I read the e-mail.

**Course Website on Blackboard:**

1. The OM 303 course website contains this syllabus; announcements and all assignments, lectures and videos, supplemental notes; and student grades.
2. During the semester, new documents may be created and existing documents may be modified as appropriate. Important course announcements will be posted on the Announcements Page. **You should check this course site on Blackboard often, at least three times a week.**

**University Requirements and Services**

**Disability:**

All academic accommodations due to disability must be arranged through the Office of Disability Services (ODS). If you are a student with a disability and you require academic accommodations, please contact ODS at 703-993-2474. I will cooperate fully with the ODS to accommodate a student’s special needs.

**Honor Code:**
1. Students are obligated to strict adherence to the University honor system and code as described in the University Catalog. You are bound by the code to neither receive nor furnish any assistance of any kind on any graded assignment, test, or quiz.

2. Specifically:
   - All work submitted for a grade, including tests, quizzes, and homework, are to be completed individually, on your own, and alone. Study groups are encouraged but all work submitted for a grade must be your own.
   - Communication and collaboration, or suspicion thereof, of any kind between students during tests and quizzes is strictly and absolutely forbidden.
   - Any evidence or suspicion of collaboration on graded work will be construed as an honor code violation.

3. Any violations of the honor code will be reported as required to the Office of Academic Integrity.

<table>
<thead>
<tr>
<th>School of Business Recommendations for Honor Code Violations</th>
<th>Adopted by the faculty May 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG-Non Freshman Students (including transfer students)</td>
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</table>

<table>
<thead>
<tr>
<th>Type of Violation</th>
<th>First Offense</th>
<th>Second Offense</th>
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</thead>
<tbody>
<tr>
<td>Plagiarism—failure to cite/attribute sources</td>
<td>An F in the class; multiple visits to the Writing Center required; and Academic Integrity Seminar Attendance</td>
<td>An F in the class; multiple visits to the Writing Center required; Academic Integrity Seminar Attendance; dismissal from the program; and possible suspension or expulsion</td>
</tr>
<tr>
<td>Plagiarism—representing someone else’s work as the student’s own</td>
<td>An F in the class; multiple visits to the Writing Center required; and Academic Integrity Seminar Attendance</td>
<td>An F in the class; multiple visits to the Writing Center required; Academic Integrity Seminar Attendance (at times of hearing and reenrollment if relevant); dismissal from the program; and possible suspension or expulsion</td>
</tr>
<tr>
<td>Cheating on an assignment, homework, class participation, or minor project</td>
<td>An F in the class; and Academic Integrity Seminar Attendance</td>
<td>Expulsion</td>
</tr>
<tr>
<td>Cheating on a major project, test, or exam</td>
<td>An F in the class; Academic Integrity Seminar Attendance; and at least one semester suspension</td>
<td>Expulsion</td>
</tr>
<tr>
<td>Egregious Violation [e.g., stealing an exam; submitting coursework from another class as original work; lying to an employer about academic performance]</td>
<td>Dismissal from the program; at least one year suspension; and attendance at Academic Integrity Seminar at the time of hearing and just prior to reenrollment</td>
<td>Expulsion</td>
</tr>
</tbody>
</table>

Information about university policies and other services available to online students are posted in Blackboard.