School of Business

OM 303-009
Operations Management
Fall 2019
Syllabus

Course Instructor: Dr. Hang Ren
E-mail: hren5@gmu.edu
Office Number: Enterprise Hall 152
Office Hours: By appointment
Office Telephone: 703-993-1980 (e-mail is better)
Course Meeting Times: W 1:30-4:10pm
Aug 26, 2019 - Dec 18, 2019
Robinson Hall B201

Recommended Text:
- *Principles of Operations Management (10th Edition)*
  by Jay Heizer, Barry Render, and Chuck Munson
- *Operations and Supply Chain Management (15th Edition)*
  by Robert Jacobs and Richard Chase (denoted by JC)

Course Website: On Blackboard (BB)

Course Description

Operations management (OM) is defined as the design, operation, and improvement of the systems that create and deliver the firm’s primary products and services. Understanding the role of the operations function and its impact on the competitiveness of the firm is an important part of any manager’s training. Operational issues include designing, acquiring, operating, and maintaining facilities and processes, purchasing raw materials or component parts, developing new products and services, controlling and maintaining inventories, and providing the labor needed to produce a product or service so that customer expectations are met.
This course in Operations Management is intended to be a survey of operating practices and models in both manufacturing- and service-oriented firms. It is intended to provide managers in all functional areas with sufficient knowledge to make informed “total business decisions” and to introduce standard terms and concepts for communications with operations personnel. In such a course, it should be recognized that breadth of subject matter, not depth of topic, is the goal.

Prerequisites

Grade of C or higher in each of the following courses: BUS 210, ACCT 203, and MATH 108. I have no authority to resolve any issues concerning student registration. All matters relating to course registration are the exclusive domain of the Office of Academic and Career Services (OACS), and are handled solely by them without input from me. There are no force-adds or schedule adjustments in School of Business. Students must be officially registered for the course to receive a grade. Students are solely responsible to verify their own registration status. It is assumed that each student is proficient in elementary algebra, calculus, probability, and geometry. Familiarity with MS Word, Excel, and PowerPoint is also expected. Deficiencies should be self-remediated early in the semester.

Undergraduate Program Learning Goals

Goals addressed in this course are in **bold**:

- Our students will be competent in their discipline.
- **Our students will be aware of the uses of technology in business.**
- Our students will be effective communicators.
- **Our students will have an interdisciplinary perspective.**
- Our students will be knowledgeable about global business and trade.
- Our students will recognize the importance of ethical decisions.
- Our students will be knowledgeable about the legal environment of business.
- **Our students will be knowledgeable about team dynamics and the characteristics of effective teams.**
- Our students will understand the value of diversity and the importance of managing diversity in the context of business.
- **Our students will be critical thinkers.**

Special Course Objectives

- Build an understanding of how OM fits into the organization.
- Provide a knowledge base for conversing with operations personnel.
- Build both quantitative and qualitative analysis skills, especially those needed for managing important business tradeoffs.
• Provide common sense modeling concepts, which can be used to help managers evaluate various problems that arise in practice.

• Introduce real-world applications and their connection with OM.

• Understand and appreciate the role of variability in an organization.

Slides, Additional Handouts & Readings

I will be posting the slides and spreadsheets that we will discuss in class on Blackboard. However, they will not be complete and will require your attention during lectures to complete them and add explanatory notes. You will find it useful to print them out prior to class and take notes on them during class. In addition to your text, I will be posting additional readings, cases, and news articles on Blackboard. We will use these to help motivate the concepts discussed in class and how they can be used to address real business issues effectively. We will also go through several in-class exercises. I will regularly send out emails through Blackboard. Please make sure you are checking all messages and taking the appropriate action. If you are not receiving my emails, please let me know as soon as possible.

Grading Policy

Grading for the course will be based on two midterm exams, a final exam, quizzes, homework, and class participation. The course grade will be out of 100 points. The breakdown is as follows. Your total point score out of 100 determines your final letter grade.

<table>
<thead>
<tr>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quizzes                    10%</td>
</tr>
<tr>
<td>Homework Assignments       15%</td>
</tr>
<tr>
<td>Midterm Exam #1             20%</td>
</tr>
<tr>
<td>Midterm Exam #2             20%</td>
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<tr>
<td>Final Exam (Cumulative)     25%</td>
</tr>
<tr>
<td>Participation &amp; Professionalism 10%</td>
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<tr>
<td>Total                      100%</td>
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Grading Scale: A = 90-100; B = 80-89.99; C = 70-79.99; D = 60-69.99; F = below 59.99. Final cumulated scores of the class will be analyzed to determine if an adjustment or curve is necessary. However, a curve will only help you. I won’t curve to raise the minimum requirements for grades, only lower them if necessary. Depending on the distribution of the grades I may or may not use the +/- system.

Quizzes

Quizzes will be given either online before class (the submission deadline will typically be at one minute before the class starts) or at the beginning of class and will generally take no longer than 10-15 minutes to complete. I will announce the class in which a quiz will be given, at least one class
in advance. The quiz topic will be announced as well as where or how you can find the material needed to answer the question(s). The quizzes may be based on reading the lecture-note slides, the additional reading handed out in class, or an activity we did in class. If the quiz is administered in-class and you arrive late then, you might not have enough time to complete it. **Makeup quizzes will not be given.** However, you will be able to drop your lowest 20% of the quizzes we take. For example, if there are 10 quizzes you will be able to drop your 2 lowest quizzes. Please note that I will not be using Blackboard to announce upcoming quizzes (i.e., announcement of an upcoming quiz will occur only during regular class meetings). **All quizzes are closed book, closed notes, individual efforts. Formula sheets are not allowed during the quizzes.**

**Homework Assignments**

To help you understand the material and prepare for the exams, homework problems will be assigned, usually at the end of a chapter. The specific assignments will be posted on Blackboard and you are expected to submit the answers of graded homework (there will also be ungraded homework; see below) **on paper** at the start of next lecture **in person.** Solutions will be posted on Blackboard after the due date and answers will not be returned. Late homework will be accepted up to 5 calendar days after it is due with a penalty of 10% per day late. Homework submitted after the 5-day late period will receive a score of zero. Please note that these are INDIVIDUAL assignments and by the Honor Code discussed below you are to complete them as such.

Apart from graded problems, I will also assign homework problems that will not be graded. These problems will be posted with solutions on Blackboard, and they may help you in solving graded homework problems. Also note that problems in the exams will be closely related to the homework assignments and the quizzes. Please spend time solving non-graded homework problems independent of solutions. I highly recommend you email me if you have any questions or doubts about homework assignments.

**Exam Policies**

**Makeup exams will not be given.** IF YOU CANNOT TAKE THE FINAL AT THE TIME SHOWN, DO NOT REGISTER FOR THIS CLASS. NO MAKEUPS WILL BE GIVEN without a valid, per university policy, documented excuse. Students missing a scheduled exam due to an official GMU event must **prearrange an alternate time** to take the exam. Other excused absences (for health reasons, etc.) must be documented, and the grade missed will be the average of the other exam scores. All other cases will receive a grade of zero for the missed exam. The final exam is cumulative; however, the midterm exams are non-cumulative. **All exams are closed book, closed notes, individual efforts.** You must bring a blank **Scantron** and **#2 pencils** to each exam. All necessary formulas and Tables will be provided. To help students understand the material and prepare the exams, practice problems will be assigned. **Students are expected to have their own Scantron sheet and calculator for each exam.** Cell phones, smartphones, laptops, smartwatches, tablets, pagers, and other transmitting devices are not permitted during the exam at any time. These devices may not be used as a calculator and must be powered off during the exam. **Violation of these rules constitutes an Honor Code violation.** If there is an emergency situation that requires a transmitting device to be active, please contact the proctor prior to the exam. Students must have desks clear of all items during the test. Exams will be all multiple choice and True/False. Only the **Scantron** sheet will be
graded - test answers on your test booklet will not be considered and all pencil marks on Scantron affecting grading are the responsibility of the student.

Participation & Professionalism

All students are expected to contribute in the classroom and behave professionally throughout the semester. Quality of contribution in class is much more important than quantity. I recognize that not all students are equally comfortable with participating in class; however, this is a relatively low risk environment in which to practice skills that you will need later in life. Participation & Professionalism consists of three parts.

- **In-class participation (9%)**: After each session, you should report what comments you have made during the class through the self-reported participation forum under the discussion board on Blackboard unless specified otherwise by the instructor. For each session, I will post a thread before the class. You should reply to the thread to report your participation within 72 hours, starting from the moment the class ends. Instructions will be posted on Blackboard as well. Late replies will NOT be considered. The self-report will be combined with the instructor’s note to determine your participation score.

  You should report your participation ONLY IF you have spoken up individually during the class unless specified otherwise by the instructor. If I ask the entire class to give answers during the class, it will not be counted as speaking up individually and you should not report it. Reporting false participation notes is a violation of honor code.

- **Self-introduction blog (1%)**: For effective class discussion, at the beginning of the semester you are asked to write an introductory blog post about yourself (with a clear selfie or photo of you) on Blackboard to help me and your peers recognize you. The deadline and instructions for this assignment will be specified on Blackboard.

- **Professionalism**: All students should conduct themselves in a professional manner. This includes factors such as coming to class on time every lecture, being prepared and participating in the class by asking and answering questions thoughtfully, making sure not to disrupt the learning environment (e.g., by leaving early, forgetting to vibrate your cell phone, bursting out in class, etc.), being respectful of others in the classroom, and handling all course-related communication in a professional manner. You should let me know in-advance if you were unable to attend a class, just as you would if you were unable to attend a business meeting you were invited to. If you miss a class session, you are responsible for the content of that day’s discussion and for finding out from your classmates what was discussed. Exhibiting any unprofessional behavior, including but not limited to engaging in activities that are unrelated to the class (such as surfing the web, texting others, eating food during the class, etc.), disrupting the class, and failing to notify me in-advance about your absence, shows a lack of professionalism and may negatively affect your participation grade.

E-mail Contact

- I communicate remotely with students only by GMU e-mail. I will not reply to voice mail messages left on my GMU office telephone.
• For security and confidentiality, I will only reply to GMU e-mail addresses. E-mail from Yahoo, Gmail, Hotmail, or other free email providers will be deleted without reply.

• I will only reply to student e-mail that is signed with your full name and that states your course and section. E-mail without this information will be deleted without reply.

Disability

Any student with special needs should bring them to the instructor’s attention no later than the second week of class. For students with any disabilities, please also contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS. For more information, please visit ODS’s home page: http://ods.gmu.edu/.

Inclement Weather & Campus Emergencies

Information regarding weather-related changes in the University’s schedule (e.g., closing or late opening) will be provided on the GMU website and via Mason Alert. Students sign up for the Mason Alert system to provide emergency information of various sorts at https://alert.gmu.edu. If campus is closed, please check Blackboard for announcements from the professor.

Honor Code

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

• All work submitted for a grade, including tests, quizzes, and homework, are to be completed individually, on your own, and alone. Copying quiz or test answers from another student and/or allowing your answers to be copied by another student are strictly and absolutely forbidden.

• Communication and collaboration, or suspicion thereof, of any kind between students during tests and quizzes is strictly and absolutely forbidden.

• Using an impermissible aid on any quiz or test such as unauthorized notes or electronic devices with Internet or peer-to-peer connectivity is strictly and absolutely forbidden.

• Any evidence or suspicion of collaboration on graded material will be construed as an honor code violation.

• Removing an exam from the classroom and sharing information about exams with other students is strictly and absolutely forbidden.

• Unless the instructor has authorized use of such material, using quiz/test material from classes that were offered by the same instructor in previous semesters is also considered a violation.

Any violations of the honor code will result in an immediate filing of formal charges with the University Honor Committee which will be aggressively pursued with great vigor. For more information on the University’s Honor Code, please visit http://oai.gmu.edu/the-mason-honor-code/. The
list with The School of Business Recommendations for Honor Code Violations can be found on Blackboard, in the Syllabus section of the class.

Student Support Resources

A complete list of student support resources on campus may be found at and downloaded from here here.

Religious Holidays

Students who will miss class for religious reasons should inform the instructor of their anticipated absences during the first two weeks of the semester. The religious holiday calendar may be found at and downloaded from https://ulife.gmu.edu/religious-holiday-calendar/.

Tentative Schedule

The following schedule is tentative. In general, even if the specific date of coverage may change slightly, the order of coverage should remain as presented below. Modifications may be made as the semester progresses and the appropriate changes will be announced in class. It is highly recommended that each text chapter be read lightly prior to the class during which they will be discussed. I will also be handing out several readings throughout the semester. Please make sure you read them to prepare for the class.

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<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Topic(Tentative)</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wed</td>
<td>28-Aug</td>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Wed</td>
<td>4-Sep</td>
<td>Strategy &amp; Design</td>
<td>2 &amp; 5</td>
</tr>
<tr>
<td>Wed</td>
<td>11-Sep</td>
<td>Process Management I</td>
<td>7 &amp; JC7</td>
</tr>
<tr>
<td>Wed</td>
<td>18-Sep</td>
<td>Process Management II</td>
<td>JC11</td>
</tr>
<tr>
<td>Wed</td>
<td>25-Sep</td>
<td>Project Management</td>
<td>3</td>
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<tr>
<td>Wed</td>
<td>2-Oct</td>
<td>Midterm I</td>
<td></td>
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<tr>
<td>Wed</td>
<td>9-Oct</td>
<td>Service Operations</td>
<td>JC9-10</td>
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<tr>
<td>Wed</td>
<td>16-Oct</td>
<td>Quality Management</td>
<td>6 &amp; JC13</td>
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<tr>
<td>Wed</td>
<td>23-Oct</td>
<td>Forecasting</td>
<td>4</td>
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<tr>
<td>Wed</td>
<td>30-Oct</td>
<td>Inventory Management I</td>
<td>12</td>
</tr>
<tr>
<td>Wed</td>
<td>6-Nov</td>
<td>Inventory Management II</td>
<td>12</td>
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<tr>
<td>Wed</td>
<td>13-Nov</td>
<td>Midterm II</td>
<td></td>
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<tr>
<td>Wed</td>
<td>20-Nov</td>
<td>Supply Chain Management</td>
<td>11</td>
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<tr>
<td>Wed</td>
<td>27-Nov</td>
<td>Thanksgiving Recess</td>
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<tr>
<td>Wed</td>
<td>4-Nov</td>
<td>Review</td>
<td></td>
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<tr>
<td>Wed</td>
<td>11-Dec</td>
<td>Final Exam @ 1:30 pm - 4:15 pm</td>
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