Operations & Project Management  
MSOM 306 - Section 001  
Course Syllabus  
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Office Hours: By Appointment

Course Overview: Operations management is a core business activity concerned with the design, production and delivery of goods and services to the customer. Operations decisions are central to achieving competitive advantage; as such, managers must strive to master key OM concepts, methods and tools. This is a survey course intended to lay a solid foundation for OM proficiency by exposing students to a wide array of issues in operations management. Of particular interest in this course is the OM sub-discipline of Project Management, with an emphasis on practical tools and methods.

Successful students will become familiar with important considerations in operations management theory and practice. Topics covered will include operations strategy, project management, product/service design, business process management, quality management, facility location, facility layout, inventory and supply chain management and enterprise business solutions (ERP and CRM).

The course will consist of lectures, course project(s) and exams.

Session Details: Mondays, 7:20 pm to 10:00 pm, Robinson Hall, Room A111.

Prerequisites: Sophomore standing.

Course Website: www.processinformatics.com/moodle (no caps; login as guest)

Texts: Principles of Operations Management, 8th Edition (Heizer & Render) & The Project Management Desk Reference, 3rd Edition (Lewis). Additional readings are indicated on the course calendar and will be made available electronically.

Grading:
Project I (Team) - 20%
Project II (Individual) - 20%
Exam I - 30%
Exam II - 30%

UNDERGRADUATE PROGRAM LEARNING GOALS:
1) Our students will be aware of the uses of technology in business.
2) Our students will have an interdisciplinary perspective.
3) Our students will be knowledgeable about global business and trade.
4) Our students will be knowledgeable about team dynamics and the characteristics of effective teams.
5) Our students will be critical thinkers.
<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
<th>Assignment</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>29-Aug</td>
<td>Class Overview &amp; Introduction to Operations Mgmt</td>
<td></td>
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<tr>
<td>2</td>
<td>5-Sep</td>
<td>Labor Day – No Class</td>
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<tr>
<td>3</td>
<td>12-Sep</td>
<td>Operations &amp; Productivity</td>
<td>Chapter 1 (Heizer &amp; Render) &amp; <em>Food Fight</em> Case Study</td>
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<tr>
<td>4</td>
<td>19-Sep</td>
<td>OM Strategy &amp; Global Operations</td>
<td>Chapter 2 (Heizer &amp; Render)</td>
</tr>
<tr>
<td>5</td>
<td>26-Sep</td>
<td>Project Management I (Theory &amp; the Practice)</td>
<td>Chapters 1 &amp; 2 (Lewis)</td>
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<td>6</td>
<td>3-Oct</td>
<td>Project Management II (Methods &amp; Tools)</td>
<td>Chapters 6 &amp; 7 (Lewis) <em>Skillport Training - Introduction to Project 2010 (MS Office 2010: Beginning Project)</em></td>
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<tr>
<td>7</td>
<td><em>11-Oct</em> <em>Tuesday</em></td>
<td>Project Management III (Planning for Project Success &amp; Managing Project Risks)</td>
<td>Chapters 15, 16 &amp; 17 (Lewis) <em>Team Project I Presentations</em></td>
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<tr>
<td>8</td>
<td>17-Oct</td>
<td>Exam 1</td>
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<td>9</td>
<td>24-Oct</td>
<td>Design of Goods and Services</td>
<td>Chapter 5 (Heizer &amp; Render)</td>
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<td>10</td>
<td>31-Oct</td>
<td>Business Process Management, JIT, Lean, Quality Management &amp; Six Sigma</td>
<td>Chapters 6/7 (Heizer &amp; Render)</td>
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<td>11</td>
<td>7-Nov</td>
<td>Location Strategy</td>
<td>Chapter 8 (Heizer &amp; Render)</td>
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<tr>
<td>12</td>
<td>14-Nov</td>
<td>Layout Strategy</td>
<td>Chapter 9 (Heizer &amp; Render)</td>
</tr>
<tr>
<td>13</td>
<td>21-Nov</td>
<td>Supply Chain Management</td>
<td>Chapter 11 (Heizer &amp; Render) &amp; <em>SCOR Overview</em></td>
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<tr>
<td>14</td>
<td>28-Nov</td>
<td>Planning &amp; Forecasting</td>
<td>Chapters 4/13 (Heizer &amp; Render) <em>Individual Project II Due</em></td>
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<tr>
<td>15</td>
<td>5-Dec</td>
<td>Business Solutions - ERP/SCM/APS/CRM</td>
<td>Chapter 14 (Heizer &amp; Render)</td>
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<tr>
<td>16</td>
<td>19-Dec</td>
<td>Exam 2</td>
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Please note - guest lecturers may be brought in to provide practical insights.

**Key Resources –**

**Skillport** - [https://gmu.skillport.com](https://gmu.skillport.com)
Computer Based Training on Project Management and Microsoft Project
Skillport Administrator - mshoup@gmu.edu

**Microsoft Developer’s Network Academic Alliance** - [https://msdn06.e-academy.com/gmu_mgmt](https://msdn06.e-academy.com/gmu_mgmt).
Microsoft Software
MDSNAA Administrator - sommsdn@gmu.edu
**Team Project I – Staging an Event Project**

Your team is vying to win a contract to support the preparations for and management of a major local event. The event is to raise money to a national charity. The event financiers would like to hire a firm to plan, organize and run this event. Their only guidelines are as follows – The event must accommodate a minimum of 10,000 attendees. Food and drink must be provided (whether by concession or made available as part of the entry fee). The event project team must plan the venue, promotions, security, music/entertainment, food/drinks services and the cleaning services during and after the event. They must also make this event profitable!

Assignment – Prepare a presentation to sell the event project team’s services. The team must have a project manager and its members must each be assigned at least one area of responsibility among the team’s assigned tasks.

Artifacts that must be included the presentation include –
- Event & Project overview
- Description of project team qualifications/capabilities
- Proposed venue, promotions, security, entertainment, food/drink and cleaning plan
- Project financial proposal (realistic assumptions for revenues, costs & net income)
- Project risks overview
- Project plan (WBS and GANTT Chart to be provided as **hand-outs**)
- Assessment of the critical path and critical tasks

**Individual Project II – Product Design Project**

You are tasked to manage a new product design for an *actual company*. You will be responsible for assembly of your product design team, planning of your product design project and development of a House of Quality as a preliminary deliverable. Since this is to be a realistic project, you must research a product idea (either a tangible good or service) that a specified company might bring to market (not one that has already been brought to market by that company).

- Start by clearly identifying –
  - Your company
  - Your proposed product
  - The target customer segment/segment group (identifying where the customer is and who the customer is)

There are, then, two key elements to this project –
- Planning for Product Design
  - Identification of the product design team – describe who will be assigned to this project (identify their roles in the company and be sure to make this a cross functional team)
  - Development of a project plan (a Work Breakdown Structure that is at least 30 lines long with an accompanying GANTT Chart); this plan will identify key product development tasks at a high level and the associated task durations and dependencies
- Developing a Product Design
  - Identification of Customer Needs/Wants (minimum of six)
  - Development of a House of Quality with all its Facets
**Exam Policies:** Exam dates are indicated on the course calendar (above). Make-up exams will only be provided for documented emergencies.

**Class Attendance:** Attendance is essential. In addition to clarifying and reinforcing readings, lectures will introduce new information that will be covered in exams. Moreover, guest lectures may add further, practical perspectives on the topics presented in the readings.

**Honor Code:** Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work. Any action that appears to violate the University’s honor code will be reported.

**Students with Disabilities:** If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.