Instructor - Joseph Mortati | jmortati@gmu.edu | 703-328-5886 (before 10:00 PM) | Office Hours: 12:15-1:15 PM Fridays (Enterprise Workstation 155) or by appointment

Honor Code - Students are responsible for understanding the Code's provisions (click here). Any student caught cheating will receive an F for the course.

Course Description - Introduces project management and operations management concepts and tools including project planning, scheduling, monitoring, and control; process design, selection and improvement; supply chain management; inventory management; and quality assurance.

Course Objectives - By the end of the course, students should be able to:
- Solve operations problems and make operations decisions using quantitative and qualitative tools.
- Understand the components of OM and how they are related to other major business decision areas.
- Learn project management fundamentals.
- Develop critical and analytical thinking required to deal with real-world business processes.

Learning Goals - Of the ten SOM Learning Goals, this course will teach our students to:
- Be competent in their discipline.
- Be aware of the uses of technology in business.
- Be knowledgeable about global business and trade.
- Be aware of the importance of ethical decisions.
- Be critical thinkers.

Roles and Responsibilities - My teaching philosophy is that I facilitate learning rather than just lecture. All students must understand professors don't give grades, you earn them.

Instructor Responsibilities
1. Provide clear and complete course rules.
2. Teach clearly, relevantly, and consistently with SOM and course objectives.
3. Grade using fair, consistent criteria.

Student Responsibilities
1. Come on time and be prepared for each class.
2. Be engaged in class - ask questions, don't accept everything at face value. Learn from me as well as from your fellow students.
3. Submit quality work on time.

University Policies - The University Catalog and Policies are the main policy resources affecting student, faculty, and staff conduct in all academic affairs and all members are responsible for knowing and following established policies.

Special Academic Accommodations - must be arranged through the Disability Resource Center (DRC) at 703-993-2474. I will cooperate fully with the DRC and if you have a special need, please speak with me individually.

Required Textbook - "Principles of Operations Management” by Heizer & Render, 8th Edition (Pearson); both softcover (ISBN 9780136114468) and loose-leaf versions (ISBN 9780135106839) have identical content. Please do not ask me how other versions differ from the 8th.

Course Standards - this course is rigorous and requires effort and commitment on your part to succeed as a considerable amount of material does not come from the book. The following quantitative standards will be used:
- A+ >= 97%
- B+ 87.88% - 96.78%
- A 91.96% - 95.95%
- B 81.86% - 85.95%
- C 71.76% - 75.75%
- D 60.66% - 64.64%
- A- 89-90%
- B- 79-80%
- C- 69-70%

Deliverables - All assignments must be submitted via Blackboard, which will be configured for unlimited submissions. There will be no extra credit assignments.

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Points</th>
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<tbody>
<tr>
<td>3 Exams (25 points each)</td>
<td>75</td>
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<tr>
<td>3 Homeworks</td>
<td>20</td>
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<tr>
<td>Class Participation</td>
<td>5</td>
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<tr>
<td>Total Points</td>
<td>100</td>
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Exams - Three, non-cumulative, exams will be given; all work must be done individually - no collaboration. Exams will be based upon lectures, discussions, and textbook material and will feature a mix of quantitative and qualitative problem-solving. There will be no make-up exams except under exceptional circumstances for which proof is required.

Homework - Three homeworks will be given and late submissions are not accepted. However, I will grant each student one, 48-hour extension per term for any reason as long as the request is submitted via email prior to the due date and time.

Class Participation - Attendance will be taken each class and points will be earned for answering and asking questions and engaging in discussions. Students cannot answer my questions with a question (so you can learn for yourself) but I can answer students' questions with a question.

Electronic Devices - Are allowed but non class-related web use, texting, and recording devices are not permitted.

Communications - Blackboard announcements are my primary method of course communication. E-mails sent to me must have a subject line that begins with ‘MSOM306'.

Recommendations - I do not give them for current students but may do so for former ones on a case-by-case basis. I accept LinkedIn invitations from former students only if I won't be your professor again.

Common English Usage and Grammar Errors - Please do not make the following common errors (for a complete list, please see Dr. Paul Brian's page at: www.wsu.edu/~brians/errors/errors.html):
- Pronouns vs. Possessive Pronouns:
  - it ⇒ its (not it's, a contraction of it is)
  - you ⇒ your (not you're, a contraction of you are)
  - they ⇒ their (not they're, a contraction of they are)
  - who ⇒ whose (not who's, a contraction of who is)
- incorrect use of the word "like" (as in "I am like . . .")
• e.g., ("for example") vs. i.e., ("that is")
• then (adverb) vs. than (conjunction)
• that vs. which
• lead vs. led, lose vs. loose
• irregardless is not a word, don’t use it
• data is the plural of datum
• moot (debatable) vs. mute (silent)
• everyday (adjective) vs. every day (noun)

It is grammatically correct to have a ‘,’ precede ‘and’ when there is a list of words that denotes a separation of the items as distinct. Take two, nearly identical-sounding phrases and look at the difference in their meanings:

“The budget is to be split between Chris, Dan and Al.”
Meaning = Chris gets 1/2 and Dan and Al together get the other 1/2 (1/4 each)

“The budget is to be split between Chris, Dan, and Al.”
Meaning = Each gets 1/3

Planned Schedule - Some book material will be skipped and some non-book material will be covered (* = no student research required; + = outside student research required; ^ = additional material on Blackboard). The far right column lists the "tools" with which you will leave this class.

<table>
<thead>
<tr>
<th>Wk</th>
<th>Date</th>
<th>Topics and Reading</th>
<th>[Cases]</th>
<th>Deliverables (points)</th>
<th>Qualitative (✔)</th>
<th>Quantitative (✘) Tools</th>
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<tbody>
<tr>
<td>--</td>
<td>1/25</td>
<td>No Class</td>
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<tr>
<td>1</td>
<td>2/1</td>
<td>Operations &amp; Productivity (Ch 1), Operations Strategy (Ch 2, pp. 43-44 only)</td>
<td>[Case: Toyota] Course Expectations (0.25); Homework 1 (2)</td>
<td>✔ Critical Thinking*; Laws of Business &amp; Information*; Basic Finance*</td>
<td>✔ Productivity</td>
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<tr>
<td>2</td>
<td>2/8</td>
<td>Project Management (Ch 3)</td>
<td>[Cases: British East India Co.+, Denver International Airport Baggage System+]</td>
<td>✔ Bottom-up vs. Top-down Planning*; Management Diamond✓</td>
<td>✔ Productivity</td>
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<td>3</td>
<td>2/15</td>
<td>Project Management (continued)</td>
<td>[Case: Space Shuttle Challenger Launch Decision+]</td>
<td>✔ What is money?✓</td>
<td>✔ Productivity</td>
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<td>4</td>
<td>2/22</td>
<td>Goods &amp; Services (Ch 5)</td>
<td>[Case: Regal Marine]; Exam 1 Review</td>
<td>✔ Product Lifecycle</td>
<td>✔ Product-by-Value Analysis</td>
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<td>Exam 1 (25)</td>
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<td>6</td>
<td>3/8</td>
<td>Managing Quality (Ch 6)</td>
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<td>✔ TQM</td>
<td>✔ TQM Tools: Checksheets, Scatterplots, Cause-and-Effect Diagrams, Pareto Charts, Flowcharts, Histograms</td>
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<td>7</td>
<td>3/22</td>
<td>Process Strategy (Ch 7; 7S, pp. 291-296 only)</td>
<td>Homework 2 (8)</td>
<td>✔ 4 Process Strategies</td>
<td>✔ Cross-over Charts</td>
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<td>Inventory Management (Ch 12)</td>
<td>[Case: amazon.com+]</td>
<td>✔ ABC Analysis; Economic Order Quantity; Production Order Quantity; Quantity Discount</td>
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<td>Inventory Management (continued); Exam 2 Review</td>
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<td>11</td>
<td>4/19</td>
<td>Supply Chain Management (Ch 11)</td>
<td>[Cases: Darden Restaurants, Boeing 787+]</td>
<td>✔ SCM Foglifter✓</td>
<td>✔ Weighted Average; Inventory and Turnover</td>
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<td>12</td>
<td>4/26</td>
<td>JIT and Lean Management (Ch 16)</td>
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<td>✔ Toyota Production System (TPS)</td>
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<td>13</td>
<td>5/3</td>
<td>Negotiation✓, Risk Management*; Exam 3 Review</td>
<td>Homework 3 (10)</td>
<td>✔ Negotiation Basics; Risk in OM</td>
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