OM 301: Operations Management

Spring 2013 Course Syllabus

Section 004 (CRN 11344)

Dr. Harvey Singer

Office Enterprise Hall (ENT), Room 144.
Office Hours Monday from 1:00 to 3:00 PM; Tuesday and Thursday from 2:00 to 4:00 PM; or by appointment. (Schedule subject to change)
Phone (703) 993-1798.
Fax (703) 993-1809.
E-mail h singer@gmu.edu
Website https://mymasonportal.gmu.edu

Class Session Tuesday and Thursday from 9:00 to 10:15 AM in Robinson Hall room A111 (R A111).

Description
This 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. See the “Topics” section at the end of this syllabus for a list of subjects.

Prerequisites
1. OM 210, Statistical Analysis for Management, with a grade of C or higher, and sophomore standing. (All OM 210 prerequisites must be satisfied.)
2. Prerequisites are solely and strictly enforced by the Office of Academic and Career Advising without input from me. Students not meeting the prerequisites will be dropped without input from me.
3. Essential and expected knowledge: Proficiency in elementary algebra and geometry. Familiarity with recent versions of MS Word and PowerPoint; proficiency with Excel. Deficiencies should be self-remediated.

Registration
1. 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. OACS is located

© 2013 Harvey Singer

1 of 10
on the lower level of Enterprise Hall in room 008 (ENT 008). Contact OACS by phone at 703-993-1880 or send e-mail to somserv@gmu.edu.

2. There are no force-adds or schedule adjustments in SOM.

3. Students must be officially registered for the course to receive a grade. Students are solely responsible to verify their own registration status.

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

**Required Textbook**

   - Available from the Mason bookstore in a three-hole punch version. (This is an exact reproduction of the softcover version.)
   - The 8th Edition supersedes and replaces all previous editions.
   - Do NOT get the “international” edition or earlier editions, as they are different.
   - I will not support any edition of the textbook other than that stated above. Students using other editions do so solely at their own risk.

2. The text is supplemental reading and is not a substitute or replacement for classroom instruction.

**Undergraduate Program Learning Goals** (Goals addressed in this course are in **bold**)

1. Our students will be competent in their discipline.

2. **Our students will be aware of the uses of technology in business.**

3. Our students will be effective communicators.

4. **Our students will have an interdisciplinary perspective.**

5. **Our students will be knowledgeable about global business and trade.**

6. Our students will recognize the importance of ethical decisions.

7. Our students will be knowledgeable about the legal environment of business.

8. **Our students will be knowledgeable about team dynamics and the characteristics of effective teams.**

9. Our students will understand the value of diversity and the importance of managing diversity in the context of business.

10. **Our students will be critical thinkers.**

**ISOM Major Learning Goals** (Goals addressed in this course are in **bold**)

1. **Apply knowledge of information technology and business functions to understand its application in assessing, designing and improving business processes.**

2. Develop data organization, storage and processing solutions to support organizational needs for information management. They will also have the option of developing skills in the area of supporting decision making through business intelligence solutions.

3. Use knowledge of computer networks as part of the IT solutions for improving business processes. They will also have option of developing more advanced skills in the areas of network and security.
4. Effectively manage information technology projects.
5. Understand the overall systems development life cycle and be able to recommend IT system solutions accordingly. They will also have option of learning appropriate development tools to develop prototype of IT solutions for business management.

Specific Course Objectives
Consistent with SOM Undergraduate Program and ISOM goals, specific course objectives are:
1. To master the essentials of the concepts and methodologies of the tools of operations management, particularly regarding service operations.
2. To provide a sound basis in operations management for the student’s future academic and professional careers by applying the concepts and methodologies presented in the course to solve practical business problems.
3. To foster critical thinking and independent problem solving skills. Specifically, to gain the ability to independently analyze business data, to model business situations, and to understand and learn from the data.
4. To raise awareness of ethics in the practice of operations management.

Approach
1. Geared for the future business professional engaged in decision support and/or decision making. The emphasis is on practical business applications rather than on technical rigor. The format will be lectures, but discussions and questions are highly encouraged.
2. As the instructor, I am responsible for teaching the best course possible, including providing the best possible resources which promote learning. Students are individually and solely responsible for their own learning, including the application of the information presented, as demonstrated by performance on the graded homework, quizzes, and exams. I will use my office hours to meet with students individually to work with them on a one-to-one basis to help their understanding and mastery of the material.

Disability
All academic accommodations due to disability must be arranged by the student with the Office of Disability Services (ODS); contact ODS at 703-993-2474. I will cooperate with ODS to the greatest extent possible to accommodate a student’s special needs.

Honor Code
1. Students are obligated to strict adherence to the University honor system and code as stated in the 2012-2013 University Catalog (online at http://catalog.gmu.edu). Honor code expectations are stated explicitly in the School of Management Honor Code Pledge posted on the Blackboard OM 301 course website. Your enrollment in this course is taken to be your implied affirmation of this pledge.
2. Specifically:
   • All work submitted for a grade, including tests, quizzes, and homework assignments, 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 is 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 communication and Internet connectivity is strictly and absolutely forbidden.
• Any evidence or suspicion of collaboration on graded homework 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.
3. 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.
4. Registration in this course is taken as your implied compliance with the honor code policy in general and the specific terms cited in item 2 above.

Connectivity
1. It is the student’s responsibility to have reliable and adequate Internet connectivity and access (including GMU computers available on campus).
2. For technical assistance, visit the ITU Support Center at http://itusupport.gmu.edu/ or call 703-993-8870 or send e-mail to support@gmu.edu. However, it is solely the student’s responsibility to determine and resolve connectivity and other problems.

E-mail Contact
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. For security and confidentiality, I will only reply to GMU e-mail addresses. E-mail from yahoo or gmail or any other non-Mason account will be deleted without reply.
3. 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.
4. I check and respond to e-mail during my posted office hours. I do not check or respond to e-mail at night after business hours or on the weekends.
5. Expect a reply to an inquiry within 1 to 2 days after I read your e-mail.

Class Etiquette
Be courteous to and respectful of others in class. Please refer to the document “Lecture Etiquette” posted under the link “Getting Started.”

Class Participation
1. Performance is highly associated with class attendance and participation.
2. Students are expected to attend all scheduled classes.
3. Class participation consists of active engagement in the presentation of material and through questions and discussions. Class participation, which requires attendance, materially and measurably contributes to a student’s final course grade. Participation is quantitatively assessed by a student’s earned score on “lecture quizzes” as described in the section below.
5. The student is solely responsible for all assignments and material presented in class (even if missed due to absence).
Laptop Use
1. The use of laptops during lecture and recitation for activities directly related to the ongoing class is allowed and encouraged.
2. Laptops can be distracting to your neighbors, especially for unrelated activities which include, but are not limited to, surfing the Internet, checking email, playing games, and doing homework for this or another class. Such use will result in the loss of the privilege to use a laptop in class.

Course Website on Blackboard
1. Login to https://mymasonportal.gmu.edu and click on the “Courses” tab for the link to your OM 301 section. (Note: This is a new website specific to this semester and section and is currently under construction.)
2. My Blackboard OM 301 course website consists of separate pages and links containing this syllabus, announcements and assignments, PowerPoint presentations, supplemental notes, solutions to some textbook and homework problems, and student grades. There is an intuitive architecture to the organization of the course website; the student should become familiar with navigating through it.
3. **You should navigate the folders on the “Course Content” page often, perhaps several times a week.** The website is continually being maintained. Course documents are continually created, edited, revised, expanded, and posted. The student is solely responsible for staying current with the course.
4. As a convenience to the student to alleviate the burden of taking notes in class and to give their full attention to the discussion, downloadable versions of the lecture presentations are posted on my Blackboard OM 301 course website. These slide sets are located on the “Course Content” page in the “Topical Course Coverage” folder, which is itself organized by topic (and corresponding textbook chapter). **These are condensed and abridged versions (with shortened coverage and content) of the corresponding presentations delivered in lecture.**
   - It is strongly recommended that before class students download the pertinent slide sets to be presented. Also, students should have a pen in hand to augment the downloaded versions with their own notes during class.
5. The coverage planned for the next lecture and recitation will be announced in class and posted in the “Next Class” folder on the Course Content page. Students will be informed beforehand of the pertinent documents to be presented in the next class.
6. Important course announcements, including dates and descriptions of tests and quizzes, will be posted in the “Announcements” folder on the Course Content page. The student is solely responsible for the information contained these announcements.
7. Homework assignments and their due dates are specified in documents located in the “Homework Assignments” folder on the Course Content page. The student is solely responsible for submitting all course deliverables on their due date.
8. It is strongly recommended that students download the pertinent course documents well before assignment due dates and tests (e.g., sample problems and sample tests).
9. All course related documents posted to the OM 301 course website constitute permanent attachments to this syllabus once they are promulgated in this fashion.
10. The course website is an electronic medium to facilitate the transfer and dissemination of the course content. Specifically, it is provided as a repository of course content and information.
so as to augment classroom presentations. The website is not a substitute or replacement for attending class. On-line is not on vacation!

Grading Metrics
1. The course is scored and graded on a point system; the value of the course is 1100 points.
2. A numerical final course total score is calculated as the sum of scores earned on all tests, quizzes, and homework assignments (out of a maximum possible score of 1100 points).
3. The metrics used for determining the final course grade are the scores earned on:
   - all three (3) tests (900 points max),
   - all five (5) quizzes (100 points max),
   - all five (5) submitted and graded problem sets/case studies (100 points max).
4. Each of the aforementioned grading instruments is described in the paragraphs below.
5. The final course letter grade is assigned objectively and strictly according to the numerical final course total score. (See “Course Grade” below.)
   - There is no “extra credit” of any kind, for any reason.
   - Final total point scores are **NOT** “bumped” or rounded up to the next higher letter grade.
6. Students are solely responsible for tracking their grades on Blackboard to ensure that the information entered is accurate.

Homework
1. Mastery of the subject matter is measured by skill and proficiency in problem solving. Proficiency is gained by practice. The assigned homework should be considered the minimum amount of practice. (It is also a diagnostic tool by which the student may assess his or her understanding and performance.)
2. Five (5) problem sets or case studies from the textbook chapters will be assigned as homework and will be collected and graded, as announced. Any homework problems/case studies to be submitted should be regarded as required deliverables of the course. The problems/case studies to be submitted will be announced before the assignment is due.
3. Up to twenty points (20) will be assigned to each homework assignment submitted on time. Altogether, the graded homework assignments count for up to 100 points of the final course score.
4. Documents containing the homework assignments will be posted on my OM 301 course website.
   a. These documents constitute permanent attachments to this syllabus once they are promulgated in this fashion.
   b. Follow the specific instructions given in each homework assignment to be submitted.
   c. Each homework assignment for a topic will consist of problems or cases selected from the corresponding chapter or chapters of the textbook.
5. Homework assignments, including their solution and submission, are the sole responsibility of the student.
6. The submitted homework is an individual effort. Absolutely **NO** collaboration of any kind is permitted. Any collaboration will be treated as an Honor Code violation.
7. Solutions to some of the homework problems may be posted on my OM 301 course web site after the assignment is due for submission.
8. Late homework will not be accepted under any circumstances.
9. Missing homework will be assigned a score of zero; zero homework scores will be counted in the total final course score. (No exceptions, regardless of reason, including [but not limited to] medical, family, work, and transportation emergencies.)

Quizzes
1. Five mandatory in-class quizzes will be given in class (at anytime during the class).
2. The first and the last class quizzes are by Scantron form (form ES-800). These two quizzes are for self-evaluation purposes only to assess your state of knowledge of statistics and probability prior to and then after formal instruction in this course. Incomplete Scantron forms will not be scored.
3. The other three class quizzes will consist of questions or a short problem that are based on the coverage in the previous or current lecture.
4. Each individual in-class quiz contributes the points scored (out of 20 points) to the final course score. Altogether, the quizzes count for up to 100 points of the final course score.
5. All quizzes are individual efforts. Absolutely NO collaboration of any kind is permitted. Any collaboration will be treated as an Honor Code violation.
6. A missed quiz will be assigned a score of zero. A missed quiz CANNOT BE MADE UP UNDER ANY CIRCUMSTANCES. (No exceptions, regardless of the reason, including [but not limited to] medical, family, work, and transportation emergencies.)

Tests
1. Three mandatory, non-cumulative, tests will be given, as announced. The tests will be comprehensive of the topics they cover.
2. Specific topic coverage of all the exams will always be announced and posted in advance of test dates. Each individual test contributes the points scored to the final course score. The tentative coverage and test valuation is as follows:
   - Test 1: Fundamentals and basic concepts of operations (worth up to 250 points).
   - Test 2: Designing operations (worth up to 250 points).
   - Test 3: Managing and maintaining operations (worth up to 400 points).
   Altogether, the tests count for up to 900 points of the final course score.
3. Exams will test concepts, technical skill, and critical thinking. The exams may consist of true/false, multiple choice, short answer questions, and/or word problems. Technical material will be covered by word problems; each problem may itself contain several or many parts. Partial credit for word problem solutions may be awarded, as appropriate.
4. Tests are based upon the class presentation and discussion of the material as presented in class. Moreover, the tests will be comprehensive of the material as covered in class.
5. Tests will always be announced well in advance of their dates. Advance notice of the date and specific coverage of each test will be announced in class.
   a. A written document announcing each test will always be posted on my OM 301 course website well in advance of the test. This document will describe the test by specifying its coverage, format, honor code, conditions, and other pertinent information. Once promulgated in this fashion, each and every document becomes a permanent attachment to this syllabus.
   b. The student is solely responsible for reading and understanding the test announcement document. This document should be used as a guide in studying and preparing for each test.
c. Test 3, the final, is scheduled for Thursday, May 9, 2013, from 7:30 to 10:15 AM in R A111 (see item 5 of “Schedule”).

6. All tests are an individual effort. Absolutely NO collaboration of any kind is permitted. Any collaboration will be treated as an Honor Code violation.

7. All exams given in class are closed book. Use of the textbook, class notes, etc., is prohibited unless otherwise stated by me. **No study guides are allowed.**

8. MISSED TESTS.
   ➢ A missed test will be assigned a score of zero.
   ➢ A missed test may be made up only under extreme circumstances, WITH supporting documentation, AND at the sole discretion of the lecture instructor. One only one make-up test is allowed. (See the “Make-ups” paragraph below).

**Make-up Tests**
1. One and only one (1) missed test can be made-up.
2. Taking a make-up is not automatic. You must qualify and register for any make-up with the lecture instructor (ONLY) prior to registration deadline. (You must provide a valid and bona fide reason for missing the test when it was originally scheduled, supported and verified by documentation. All decisions are final; there is no appeal.)
3. Re-testing to replace scores already earned on tests is strictly prohibited and will not be allowed under any circumstances.
4. A document stating the make-up policies and procedures will be posted on the OM 301 course website under “Announcements.”
5. Make-ups may be of a different format and level of difficulty than the original test.
6. A missed test will be assigned a score of zero until it is made-up. After the make-up, the grade on the make-up will replace the zero, to be added into the final total course score.
7. The test make-up day is Thursday, April 25, 2013, ONLY; the test room and time is TBA.

**Course Grade**
1. This course requires a minimum grade of C to satisfy SOM 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 in OACS.
2. Final course grades are assigned rationally, objectively, and strictly on the sole basis of a student’s performance in the class as measured by the numerical total point score which is the sum of the scores earned by the student on all tests, quizzes, and graded homework assignments.
   ➢ Outside influences and obligations will not be factored into the course grade.
3. Students must be officially registered in this section to receive a grade. It is the sole responsibility of the student to verify their own registration status.
4. Final course grades will be assigned as whole letters, WITH plus and minus.
5. Final total point scores are **NOT** “bumped” or rounded up to the next higher letter grade. Specifically, a final total point score of 791 will be assigned a course grade of C- and not C. (Note that a grade of C- is unsatisfactory in SOM; a grade of C or better is required in OM 301 for acceptance into SOM.)
6. There is no “extra credit” of any kind, for any reason.
7. Final course letter grade assignments on the 1100 point system are given in the table below. That table will be adhered to strictly and without deviation or compromise.

<table>
<thead>
<tr>
<th>COURSE TOTAL SCORE *</th>
<th>COURSE GRADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FROM</td>
<td>UP TO</td>
</tr>
<tr>
<td>1078</td>
<td>1100</td>
</tr>
<tr>
<td>1023</td>
<td>1077</td>
</tr>
<tr>
<td>990</td>
<td>1022</td>
</tr>
<tr>
<td>968</td>
<td>989</td>
</tr>
<tr>
<td>913</td>
<td>967</td>
</tr>
<tr>
<td>880</td>
<td>912</td>
</tr>
<tr>
<td>858</td>
<td>879</td>
</tr>
<tr>
<td>792</td>
<td>857</td>
</tr>
<tr>
<td>770</td>
<td>791</td>
</tr>
<tr>
<td>660</td>
<td>769</td>
</tr>
<tr>
<td>0</td>
<td>659</td>
</tr>
</tbody>
</table>

*Point ranges are inclusive.

**Incompletes**
An incomplete will only be given to a student who has completed a majority of the work for the semester, has a course grade of C or better in the work completed at the time of the request, and has a documented excusable reason such as a serious illness or unanticipated family emergency for being unable to complete the remainder of the work as scheduled. Poor time management or failure to deal with a situation earlier in the semester will not be accepted as reasons for an incomplete.

**Schedule**
2. The schedules for all “deliverables” will be announced during the semester. Advance notice of the dates and specific coverage will be announced in class and posted on my OM 301 course website.
3. The test make-up day is Thursday, April 25, 2013. Time and location are TBA.
4. The last class is on Thursday, May 2, 2013.
5. In conformity with the official Spring 2013 Final Exam Schedule promulgated by the Office of the University Registrar (at [http://registrar.gmu.edu/calendars/2013SpringExam.html](http://registrar.gmu.edu/calendars/2013SpringExam.html)), Test 3, the Final Exam, is scheduled to be given on Thursday, May 9, 2013, from 7:30 to 10:15 AM in the course classroom, R A111. (Note the early morning start time of 7:30 AM.)
6. Conflicts in the final (Test 3) schedule can only be resolved through the Office of Academic and Career Services (and not me) at least one week prior to the date of the final, with the appropriate paperwork. Requests not meeting any part of this condition will be automatically denied.
Topics
1. The tentative list of topics is given below. The list follows the basic order and coverage of topics in the required text.
2. The list of topics is subject to change during the semester. Some sections in the text will be skipped, as announced. Some material not contained in the text may be presented in class, as will be noted.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part I Basics of Operations</strong></td>
<td></td>
</tr>
<tr>
<td>1 Introduction to Operations Management</td>
<td>1</td>
</tr>
<tr>
<td>• Nature of services</td>
<td></td>
</tr>
<tr>
<td>• Types of operations</td>
<td></td>
</tr>
<tr>
<td>2 Operations Strategy in a Global Environment</td>
<td>2</td>
</tr>
<tr>
<td>3 Project Management</td>
<td>3</td>
</tr>
<tr>
<td>4 Forecasting</td>
<td>4</td>
</tr>
<tr>
<td><strong>Part II Designing Operations</strong></td>
<td></td>
</tr>
<tr>
<td>5 Design of Goods and Services</td>
<td>5</td>
</tr>
<tr>
<td>6 Managing Quality</td>
<td>6</td>
</tr>
<tr>
<td>7 Process Strategy</td>
<td>7</td>
</tr>
<tr>
<td>8 Location Strategies</td>
<td>8</td>
</tr>
<tr>
<td>9 Layout Strategies</td>
<td>9</td>
</tr>
<tr>
<td><strong>Part III Managing and Maintaining Operations</strong></td>
<td></td>
</tr>
<tr>
<td>10 Supply Chain Management</td>
<td>11</td>
</tr>
<tr>
<td>11 Inventory Management</td>
<td>12</td>
</tr>
<tr>
<td>12 Business Disaster Recovery</td>
<td>posted ppts</td>
</tr>
</tbody>
</table>

posted ppts = supplemental PowerPoint presentations available for download from the OM 301 Blackboard course website.