Instructor: Prof. Sid Das  
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Phone: (703) 993-1790  
Fax: 703-993-1809  
E-mail: sdas@gmu.edu  
Office Hours: Thursday, 6:00 p.m. - 7:00 p.m., or by Appointment  
Class Sessions: Thursday, 7:20 p.m. - 10:00 p.m.

Description
This course provides an examination of the principal functions of operations and project managers in various settings, with an emphasis on service operations. Analytic models are used to describe key planning and control activities. On completing this course, the student should have a thorough understanding of the complex, dynamic, and multi-dimensional issues in operations and project management.

Prerequisites
Prior to beginning courses in the minor program, students must have completed 30 credit hours (sophomore standing). This course may not be taken for credit by SOM majors. Students cannot receive credit for both OM 301 and MSOM 306. (Prerequisites are solely and strictly enforced by the Office of Academic and Career Services. Students not meeting the prerequisites will be dropped).

Registration
1. I do not have the 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. 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.

Required Textbook
   ➢ The 9th Edition supersedes and replaces all previous editions.
   ➢ Do NOT get the “international” edition, as they are different.
   ➢ I will not support any edition of the textbook other than that stated above.
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 letters)
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.

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 and 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 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.
Grading Scheme:

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Mid-term Exam</td>
<td>40%</td>
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<tr>
<td>Final Exam</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>Homework (2)</td>
<td>20%</td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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Exams:
1. Two (2) mandatory exams will be given, as announced. The exams will be comprehensive of the topics they cover. All together, the two exams count for 80% of the final course average.
2. Exams are based upon the class lectures, textbook material, and discussion of the material covered.
3. All examinations and homework are to be by individual effort as they will be graded. NO collaboration of any kind is permitted. See the honor code paragraph below. Any collaboration will be treated as an Honor Code violation.
4. All exams given in class are closed book.
5. Exams may be made up only under extreme emergencies AND at the sole discretion of the instructor. A penalty for lateness may be assigned. Missed exams will be assigned a score of zero.

Homework:
1. There will be two homework assignments (10% EACH). The homework will together count for 20% of the final course grade. Each HW will have a main homework and some smaller ones.
2. It is in the best interest of the student to complete each and every homework assignment. Homework is for the student’s benefit; it is a diagnostic tool by which the student may assess their understanding and performance. Failure to do so will adversely affect performance, and will negatively impact exam and course grades.
3. Homework assignments will be posted on the website.
4. Homework problems, both their assignment and solution, are the sole responsibility of the individual student.

Practice Problems:
1. Practice problems for some topics in the syllabus will be assigned from the corresponding chapter in the text. Students will try solving them on their own and identify their strengths and weaknesses for further discussion.
2. Mastery of the subject matter is measured by skill and proficiency in problem solving. Proficiency is gained by practice. The assigned practice problems should be regarded as the minimum amount of practice.
3. Practice problems will not be graded. The instructor may call upon students to solve some of these practice problems in class.

Grading Metrics
1. The metrics used for the final course grade are the scores earned on:
   - two (2) tests,
   - all submitted and graded homework assignments.
2. A numerical final course total score is calculated as the weighted sum of scores earned on all exams, and homework.
3. The final course letter grade is assigned objectively and **strictly** according to the numerical final course total score. (Maximum points = 100)
4. All students should obtain **Scantrons** that will be used for the Homeworks and Exams.
**Course Grade**
1. 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.
2. Final course grades will be assigned as whole letters.
3. The final course grade is assigned objectively, rationally, and **strictly** according to the numerical final course total point score earned on all grading instruments.

**Class Participation:**
1. Performance is highly associated with class attendance and participation.
2. Students are expected to attend all scheduled classes. *Attendance will be taken periodically.*
3. Class participation consists of active engagement in the presentation of material and through questions and discussions. *Students may be asked to solve problems on the board.*
4. The student is solely responsible for all assignments and material presented in class even if missed due to absence.

**Schedule**
1. The schedule for this class is provided in p. 7. It is listed as "tentative" because some lectures may finish earlier than scheduled, and some finish later than scheduled.
2. Refer to the Spring 2015 Schedule of Classes for the Academic Calendar.
3. The last class is on **Thursday, April 30.**
4. In conformity with the official Final Exam Schedule promulgated by the Registrar’s Office, the Final Exam is scheduled for **Thursday, May 7.**
5. Conflicts in the Final Exam 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.

**Connectivity and Computer Skills:**
1. Every GMU student is provided with e-mail account. I sometimes e-mail course announcements to the class list. It is the student’s responsibility to activate and routinely check their GMU e-mail account.
2. Most of the course material is available on-line from my course website and is accessible for download over the Internet. It is the student’s responsibility to have reliable and adequate Internet connectivity and access. This includes the use of GMU computers available on campus. Further, the student must be familiar with Internet browsers and navigation.
3. For technical help with your personal computing systems, call the GMU support center at 703-993-8870 or send e-mail to **support@gmu.edu.** However, it is the student’s responsibility to work with their ISP or personal consultant to determine and resolve connectivity and other problems.
4. The student must be familiar with the basics of the recent versions of MS Office products, especially MS Word, PowerPoint, and Excel.
5. Download the pertinent course documents before class and well before exams and assignment due dates. Bring these to class as your notes for annotation.
6. The course website is an electronic medium to facilitate the transfer and dissemination of the course content. It is not a replacement or substitute for attending class. On-line is not on vacation!
7. For technical help with **Blackboard**, contact DoIT Support Services at **www.doit.gmu.edu.**
Course Website on Blackboard
1. The MSOM 306 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. Note that the classroom presentations may be condensed and abridged versions (with shortened coverage and content) of the corresponding presentations available on the website.
2. The website is continually being maintained. During the semester, new documents may be created and existing documents may be modified as appropriate. Important course announcements will be posted at the bottom of the main page. You should check the website often, at least twice a week.
3. Students will be informed beforehand of the pertinent documents for the next class. It is recommended that students download the pertinent course documents before class and well before exams and assignment due dates. To alleviate the burden of taking notes in class and to give your full attention to the discussion, I recommend that you annotate my documents with your own notes as appropriate during class.
4. The course website is an electronic medium to facilitate the transfer and dissemination of the course content. It is provided solely to augment classroom presentation and discussion of the material. The website is not a substitute or replacement for attending class.

E-mail Contact
1. I communicate remotely with students only by GMU e-mail.
2. For security and confidentiality, I will only reply to GMU e-mail addresses.
3. 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 MSOM 306 followed by your section number.
4. 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 and weekends.

Class Etiquette
Be courteous to and respectful of others in class. Please be sure to turn all cell phone ringers off.

NOTE: THERE WILL BE NO CELL-PHONE USE IN CLASS.
1% POINT WILL BE DEDUCTED FROM THE STUDENT'S FINAL SCORE FOR EVERY TIME CELL-PHONE IS USED IN CLASS.


**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.

4. Students are expected to comply with all university policies.
   - University Catalog: [http://catalog.gmu.edu/](http://catalog.gmu.edu/)
   - University Policies: [http://universitypolicy.gmu.edu/](http://universitypolicy.gmu.edu/)

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**School of Business Recommendations for Honor Code Violations**

*Adopted by the faculty May 2012*

<table>
<thead>
<tr>
<th>Type of Violation</th>
<th>First Offense</th>
<th>Second Offense</th>
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<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>
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<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>
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<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>
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<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>
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<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>
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# TENTATIVE COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Dates</th>
<th>Topics</th>
<th>Readings</th>
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<tbody>
<tr>
<td>Jan-22</td>
<td>Introduction to Operations Management</td>
<td>Chapter 1, Chapter 2,</td>
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<td></td>
<td>Operations and Productivity</td>
<td>Chapter 7</td>
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<td></td>
<td>Operations Strategy</td>
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<td></td>
<td>Process Strategy</td>
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<tr>
<td>Jan-29</td>
<td>Process Strategy (continued)</td>
<td>Supplement 7</td>
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<td></td>
<td>Capacity Planning</td>
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<tr>
<td>Feb-05</td>
<td>Project Management</td>
<td>Chapter 3</td>
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<tr>
<td>Feb-12</td>
<td><strong>Main Homework 1 Assigned (Due: Mar 5)</strong></td>
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<tr>
<td>Feb-19</td>
<td>Demand Forecasting</td>
<td>Chapter 4</td>
</tr>
<tr>
<td>Feb-26</td>
<td>Demand Forecasting (Continued)</td>
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<tr>
<td>Mar-05</td>
<td>Demand Forecasting (Continued)</td>
<td><strong>Main Homework 1 Due today</strong></td>
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<tr>
<td>Mar-12</td>
<td><strong>Spring Break</strong></td>
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<tr>
<td>Mar-19</td>
<td><strong>Mid-Term Exam (75 minutes)</strong></td>
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<td></td>
<td>Exam covers all material covered to date</td>
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<td></td>
<td>Begin chapter on Quality Management</td>
<td>Chapter 6</td>
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<tr>
<td>Mar-26</td>
<td>Quality Management</td>
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<tr>
<td>Apr-02</td>
<td>Statistical Process Control</td>
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<td><strong>Main Homework 2 Assigned (Due: April 30)</strong></td>
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<tr>
<td>Apr-09</td>
<td>Aggregate Planning</td>
<td>Chapter 13, Chapter 12</td>
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<td></td>
<td>Inventory Management (Introduction)</td>
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<tr>
<td>Apr-16</td>
<td>Inventory Management</td>
<td>Chapter 12</td>
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<tr>
<td>Apr-23</td>
<td>Supply Chain Management</td>
<td>Chapter 11, Supplement 11</td>
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<td>SCM Analytics</td>
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<td>Apr-30</td>
<td>Just in Time/Lean Operations</td>
<td>Chapter 16</td>
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<td>MAY 7</td>
<td><strong>Final Exam (Time: 7:30 PM – 10:00 PM)</strong></td>
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<td></td>
<td>Exam is on all material covered after Mid-Term Exam</td>
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