13008-MBUS-306-001: Managing Projects and Operations

Spring 2018 Course Syllabus

Tracy Granneman

Location: Music/Theatre Building 1005
Class Session: Thursday 7:20 – 10:00 PM, January 22 – May 16, 2018
Office Hours: 6:15 PM Thursday nights. Will announce location in class.
E-mail: tgrannem@gmu.edu

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

Prerequisites
Prior to beginning courses in the minor program, students must have completed 30 credit hours (sophomore standing). Notes: This course may not be taken for credit by School of Business majors. Students cannot receive credit for both OM 303 and MBUS 306

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. 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
   - Do NOT get the “international” edition, as they are different.
   - The text is supplemental reading and is not a substitute or replacement for classroom instruction.
   https://www.amazon.com/Project-Management-Unofficial-Manager-FranklinCovey-ebook/dp/B00RTYMOQS/ref=dp_kinw_strp_1

Optional Supplemental Material
   https://www.amazon.com/Operations-Management-Quick-Study-Behara-ebook/dp/B017BZBN8Y/ref=sr_1_1?keywords=quick+study+operations+management

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.

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, online discussions, and activities 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 graded projects and exams, as well as through constructive participation. Participation will be graded through a variety of means to include homework, discussion board activities, in-class activities and in-class discussion. Participation is not simply a reflection of attendance or “graded by the word” (i.e. who talks the most). I look for critical thinking and contribution to the class.
3. My office hours are open to students to meet with me individually and to help with your understanding and mastery of the material.
4. All other communications should be done through GMU email. As an adjunct professor, I do not have a dedicated office.

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.

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, unless otherwise communicated by your professor.
2. Specifically:
   • Except when explicitly defined otherwise (such as for the Group Project), all work submitted for a grade, is 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 homework 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/
   University Policies: http://universitypolicy.gmu.edu/

Notice of mandatory reporting of sexual assault, interpersonal violence and stalking
As a faculty member, I am designated as a “responsible Employee” and must report all disclosures of sexual assault, interpersonal violence and stalking to Mason’s Title IX coordinator per
University Policy 1202. If you wish to speak with someone confidentially, please contact one of Mason’s confidential resources, such as the Student Sponsor and Advocacy Center (703-380-1434) or Counseling and Psychological Services (CAPS) (703-993-2380). You may also seek assistance from Mason’s Title IX Coordinator by calling 703-993-8730 or emailing cde@gmu.edu.

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.

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 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. I do not commit to responding to email on the weekends.

Class Etiquette
1. Be courteous to and respectful of others in class. Please be sure to turn all cell phone ringers off.
2. I allow laptops or tablets in class and will sometimes ask you to use them for in-class activities. There are some activities where I will request that all technology be turned off, such as during exams or other ad-hoc discussions/activities. You MAY NOT have your laptop open, use a tablet or use your phone during guest speaker presentations unless the speaker requests otherwise.

Course Website on Blackboard
1. The OM 301 course website consists of separate pages and links containing this syllabus; announcements and assignments, Discussions, 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 should have working familiarity with recent versions of MS Office products, especially MS Word, PowerPoint, Excel and Project (or similar program).
4. The course website (on BlackBoard) 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 web site is not a substitute or replacement for attending class.
5. I only accept assignments through blackboard. Homework assignments will generally be due at 7:00 PM prior to class.
Grading Metrics
1. The metrics used for the final course grade are the cumulative scores based on 100 point system. The total 100 points consists of:
   - Participation/assignments (30 Points) – Consists of homework, discussion board assignments, in-class activities and in-class discussion.
   - Mid Term Exam (25 Points) – Closed Book, In Class.
   - Group Project (20 Points)
   - Final Exam (25 Points) – Group Project
2. Bonus points (5-7 points) – I will not offer “extra credit” to any individual student. However, I will offer 1-2 bonus assignments to the class that total 5-7 points. Students may complete the bonus assignment(s) to make up for a lost in-class participation, low grade, etc.
3. Each of the aforementioned grading instruments is described in the paragraphs below.
4. A numerical final score is calculated as the sum of scores earned.
5. The final course letter grade is assigned objectively and strictly according to the numerical final course total score. (See “Course Grade” below. Maximum points = 100)

Late Assignments
I will accept late assignments within reasonable timeframes.
1. Submitted within 24 hours of due date: 10% deduction prior to grading.
2. Submitted within one week of due date: 25% deduction prior to grading
3. Submitted within two weeks of due date: 50% deduction prior to grading

I will not accept assignments after two weeks from its due date unless if I receive official communications from appropriate University offices requesting special accommodations.

Class Participation (30 Points)
1. Performance is highly associated with class attendance and participation. I will have many opportunities for students to participate in class through discussion, group activity, online polling tools, etc.
2. Your participation grade is based on homework assignments, discussion board assignments, in-class discussions and in-class activities.
3. In-class points may only be earned by students who are present for the activity or discussion. Students may not make-up an in-class activity or discussion to earn back participation points.
4. The student is solely responsible for all assignments and material presented in class even if missed due to absence.
5. Outside of class participation points (assignments, discussion board) will generally be offered with one week’s notice and will always be assigned through Blackboard. However, I reserve the right to assign quick turn-around assignments. It is a best practice to check your Blackboard account frequently.

Mid Term Exam (25 Points)
1. The mid-term will be held in-class. I will allow for students to reference materials in hard copy and online.
2. The mid-term exam will be comprehensive of the topics prior to exam.
3. Exam will test concepts, technical skill, and critical thinking. The format of the exams will be determined and announced prior to the exam dates.
4. Absolutely **NO** collaboration of any kind is permitted. Any collaboration will be treated as an Honor Code violation.

**Group Project (20 Points)**
The final exam will consist of a second Project/Paper that will last throughout the semester drawing on content throughout the course. Details on the assignment will be provided on Blackboard and discussed in class. The Final Exam/Project will be a group project with three team members.

**Final Exam (25 Points)**
5. The mid-term will be held in-class. I will allow for students to reference materials in hard copy and online.
6. The mid-term exam will be comprehensive of the topics prior to exam.
7. Exam will test concepts, technical skill, and critical thinking. The format of the exams will be determined and announced prior to the exam dates.
8. Absolutely **NO** collaboration of any kind is permitted. Any collaboration will be treated as an Honor Code violation.

**Make-up Exam**
1. Students should make every effort to take the exam as scheduled.
2. Make-up opportunities will not be automatically or universally offered for missed exams. Should the need to miss a scheduled exam arise, you must notify me in advance or as soon as possible. You must provide a valid and bona fide reason for missing the originally scheduled exam, supported and verified by documentation. The decision to offer a make-up opportunity is solely at my discretion.
3. A maximum of one make-up opportunity will be allowed.
4. Re-testing to replace scores already earned on tests is strictly prohibited and will not be allowed under any circumstances.
5. A missed test will be assigned a score of zero. If a make-up is allowed, the grade on the make-up will replace the zero, to be added into the final total course score.

**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 are assigned on a point system with a maximum of 100 points for the course, based on the final total point score for the course, which is the sum of the scores earned on all Projects, Exams and Participation/Assignments.
3. The final course grade is assigned objectively and **strictly** according to the numerical final course total point score earned on all grading instruments. Final course letter grade assignments on the 100 point system are given in the table below.
4. Final total point scores are **NOT** “bumped” or rounded up to the next higher letter grade (e.g., a final total point score of 89.9 will be assigned a course grade of B+).
5. There is no “extra credit” but you have the opportunity to earn up to 105-107 points with 97+ equating to an A+ in the class (counting bonus assignments).
6. I reserve the right to add points to the entire class grades as a “curve” if identify a need. This is solely at my discretion.
<table>
<thead>
<tr>
<th>COURSE TOTAL SCORE *</th>
<th>FROM</th>
<th>UP TO</th>
<th>COURSE GRADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>97</td>
<td>100</td>
<td></td>
<td>A+</td>
</tr>
<tr>
<td>93</td>
<td>96</td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>90</td>
<td>92</td>
<td></td>
<td>A-</td>
</tr>
<tr>
<td>87</td>
<td>89</td>
<td></td>
<td>B+</td>
</tr>
<tr>
<td>83</td>
<td>86</td>
<td></td>
<td>B</td>
</tr>
<tr>
<td>80</td>
<td>82</td>
<td></td>
<td>B-</td>
</tr>
<tr>
<td>77</td>
<td>79</td>
<td></td>
<td>C+</td>
</tr>
<tr>
<td>70</td>
<td>76</td>
<td></td>
<td>C</td>
</tr>
<tr>
<td>60</td>
<td>69</td>
<td></td>
<td>D</td>
</tr>
<tr>
<td>0</td>
<td>59</td>
<td></td>
<td>F</td>
</tr>
</tbody>
</table>

*Point ranges are inclusive.

Schedule
1. Refer to the Spring 2018 Schedule of Classes for the Academic Calendar.

School Cancellations
1. If classes are cancelled for any reason, go to Blackboard for alternate plans and assignments.

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.
3. Bolded items are key dates

<table>
<thead>
<tr>
<th>Week #</th>
<th>Date</th>
<th>Theme</th>
<th>Reading (prior to class)</th>
<th>OM</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1/25/2018</td>
<td>Introduction to OM</td>
<td>Heizer/Render - Chapters 1 Chapters 2</td>
<td>Introduction Activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Introduction to Strategic Planning</td>
<td></td>
<td>Operations and Productivity (OM)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Operations Strategy in Global Environment (OM)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Review of Syllabus</td>
</tr>
<tr>
<td>2</td>
<td>2/1/2018</td>
<td>Project Management Intro (Initiation)</td>
<td>Kogon/Blakemore/Wood Chapters 1-3</td>
<td>Introduction to Project Management (PM)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>How do OM and PM differ?</td>
<td></td>
<td>Defining your project (PM)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Stakeholder Management, Communications,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Mission/Vision Activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Discussion of Group Project and Paper – pick groups!</td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Focus</td>
<td>Reading/Assignment</td>
<td>Notes</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>--------------------------------------------</td>
<td>---------------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>3</td>
<td>2/8/2018</td>
<td>Focus on Project Planning Principles</td>
<td>Kogon/Blakemore/Wood Chapter 4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Project Scope Statement Due</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Project Planning/Scheduling (PM)</strong></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>2/15/2018</td>
<td>A look forward - where is the market going, what should we build, do or improve?</td>
<td>Heizer/Render - Chapter 4</td>
<td><strong>WBS and Gantt Chart Due</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Forecasting (OM)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>In-Class Forecasting Activity</strong></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>2/22/2018</td>
<td>Designing what we will make/do. How do we know we are making/doing things well?</td>
<td>Heizer/Render -- Chapter 5&amp;6</td>
<td><strong>Design of Goods and Services (OM)</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Managing Quality</strong></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>3/1/2018</td>
<td>How hard are requirements anyway? Are we working effectively? Strategies to improve operations</td>
<td>Heizer/Render -- Chapter 7</td>
<td><strong>Requirements Assignment due</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Requirements Activity</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Process Strategy</strong></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>3/8/2018</td>
<td>Who does the work, what skills are needed?</td>
<td>Heizer/Render -- Chapter 10</td>
<td><strong>MID TERM (7:20 – 8:30)</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>HR, Job Design and Work Measurement (OM)</strong></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>3/15/2018</td>
<td>SPRING BREAK</td>
<td>NO CLASS</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>3/22/2018</td>
<td>How do we get what we need to build our products and how to maintain enough products?</td>
<td>Reading: Supplement 5 and Chapter 11 Heizer/Render - Chapter 12</td>
<td><strong>Supply Chain Managements</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Inventory Management</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Bonus Paper Due</strong></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>3/29/2018</td>
<td>--PROFESSOR OUT-- INDEPENDENT WORK IN CLASS</td>
<td>GROUP PROJECT PRESENTATIONS DUE PEER REVIEW</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>4/5/2018</td>
<td>Where are we doing our work? How should we design our work environment?</td>
<td>Heizer/Render - Chapters 8 &amp; 9</td>
<td><strong>Location Strategies (OM)</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Layout Strategies (OM)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Group Project Time---</strong></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>4/12/2018</td>
<td>How do we plan? How do we make sure we keep operating?</td>
<td>Heizer/Render - Chapters 15 and 17</td>
<td><strong>Short Term Scheduling</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Maintenance and Reliability</strong></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>4/19/2018</td>
<td>Catch-up or Guest</td>
<td>Kogon/Blakemore/Wood Chapters 5-7</td>
<td><strong>Project Execution</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Project Monitor and Control</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Project Close</strong></td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Activity Notes</td>
<td>Activity Details</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>----------------</td>
<td>-----------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 4/26/2018</td>
<td></td>
<td>RESERVED FOR SPEAKER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 5/3/2018</td>
<td>FINAL ACTIVITY</td>
<td>REVIEW/SUMMARY ACTIVITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 5/10/2018</td>
<td>Final Exam</td>
<td>Open Book/Internet/Notes</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cumulative</td>
<td>FINAL EXAM – 25 Points 7:30 – 10:15 PM</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Last day to drop with a 33% tuition penalty**: Mon Feb 12

**Final Drop Deadline (67% tuition penalty)**: Fri Feb 23