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. Of particular interest in this course is the OM sub-discipline of Project Management. Project management is the practice that applies knowledge, skills, tools, and techniques in initiating, planning, executing, controlling, and closing the work of a team to achieve specific project requirements within specified cost, schedule and performance parameters.

This is a survey course intended to lay a solid foundation for OM and PM proficiency by exposing students to a wide array of issues in operations and project management. Successful students will become familiar with important considerations in operations and project 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.

The course will consist of readings, videos, homework, discussions, course project(s) and exams.

Session Details: Asynchronous / Synchronous Hybrid w/Wednesday Discussion Section: 7:30 pm to 9:00 pm, (Discussion Sections are not Mandatory)

Course Text:
This course requires Pearson’s MyOMLab and the textbook: Principles of Operations Management, 11th edition, by Heizer, Render, and Munson. One subscription should get you access to both the eText and MyOMLab. You may purchase it from Pearson directly (link available from the course Blackboard site). If you prefer a hard-copy text, you may get it from the bookstore, Amazon or another online source.

Notes:
1. The text is required reading (slides will help you focus on the sections of the text that I think are most vital and provide supplemental information); I highly recommend participation in the discussion sections.
2. The 11th Edition is the version we will use. There are other versions w/different content so please beware. Hint - I suggest having the slides up as you read so you can be aware of topics that I think require most of your attention.
3. Please do not use the “international” edition, as that is different too.
LinkedIn Learning Videos –

Project Management Foundations [2016]

Microsoft Project 2019 Essential Training

This course will require access to LinkedIn Learning (provided to you by GMU ITS), and I would highly recommend you also take advantage of the free access you will have to Microsoft Project (provided to you by the Business School), azureforeducation.microsoft.com/devtools. MS Project (or an equivalent project management software) will be required for this course. Additional readings may be made available electronically.

Course 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 Advising, and registration matters are handled solely by them. Academic Advising is located on the lower level of Enterprise Hall in room 008 (ENT 008). Contact Academic Advising by phone at 703-993-1880 or send e-mail to masonbus@gmu.edu.
2. There are no force-adds or schedule adjustments in the School of Business.
3. Students must be officially registered for the course to receive a grade. Students are responsible to verify their own registration status.
4. This course requires a minimum grade of C to satisfy 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 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 OAS.

Undergraduate Program of Learning Goals: (Goals addressed in this course are in bold)
1. Our students will demonstrate an understanding of the social, global, ethical, and legal contexts of business and will be able to reflect on the role of the individual in business.
2. Our students will demonstrate an understanding of and the ability to apply knowledge of professional skills necessary for success in business including effective business writing.
3. **Our students will demonstrate technical and analytic skills appropriate for success in business.**
4. **Our students will demonstrate an understanding of and the ability to apply knowledge of core business disciplines including accounting, finance, information systems, management, marketing, and operations management.**
5. **Our students will demonstrate knowledge and skills appropriate for specialization in their majors.**
6. Our students will demonstrate an understanding of how research in the business disciplines contributes to knowledge and how such research is conducted.
Course Objectives:
Consistent with School of Business Undergraduate Program and ISOM goals, specific course objectives are for the student to:

- To master the essentials of the concepts and methodologies of the tools of operations and project management.
- To gain a sound basis in operations and project management by applying the concepts and methodologies presented in the course to solve practical business problems.
- To foster critical thinking and independent problem-solving skills.
- Understand the components of operations and project management and how they are related to other major business decision areas.
- To raise awareness of ethics in the practice of operations and project management.
- Analyze and improve relevant business processes and excel in the practice fields by using quantitative and qualitative tools.
- Learn project management techniques.

Homework Assignments: Homework will be assigned throughout the semester, usually drawn from chapter readings/materials. Homework assigned via MyOMLab will be due weekly. The specific assignments will be posted and the due dates indicated within MyOMLab. Late homework will be accepted up to 5 calendar days after it is due with a penalty of 10% per day late. Homework submitted after the 5-day late period will receive a score of zero. For example, if homework is due Friday by 11:59 PM and it is completed by Saturday at 11:59 PM, the maximum that can be earned is 90%. The last day the homework could be submitted in this example would be Wednesday at 11:59 PM for a maximum of 50%; after that time, it receives a score of zero. Please note that these are individual assignments and by the Honor Code discussed below you are to complete them as such. The assignments may reference one or more chapters.

MyOMLab: Understanding of the subject matter is measured by knowledge of the readings and proficiency in solving related problems. Proficiency is gained by practice. The assigned problems should be considered the minimum amount of practice. MyOMLab offers additional resources such as the Study Plan and the Dynamic Study Modules. You are encouraged to use these resources for practice and understanding of the topics.

Examinations: During the semester, there will be one midterm and one final examination both of which will be administered via MyOMLab, using dynamic question, input and variable generation (so there is no use in trying to collaborate). Exams will test concepts, technical skill, and critical thinking. The exams may consist of true/false, multiple choice, and/or word/math problems. The midterms and final examination are individual assignments and will only be available from 7:30 – 10 PM on the exam dates specified below. Please be sure to have a calculator available for the exam. Information presented in class, videos, slides, the textbook, and by any guest speakers may be included on the examinations.

Grading:
Project - 40% (10 points/ea. for interim deliverables – Project Elements 1-3, plus 10 points for final deliverable equals 40 points); late submissions will result in 10% reduction of grade per day (no exceptions).
Homework - 20%
Midterm - 20%
Final Exam - 20%
# Course Calendar:

<table>
<thead>
<tr>
<th>Session</th>
<th>Discussion Date</th>
<th>Topic</th>
<th>Assignment <em>(Readings, Videos &amp; Homework)</em></th>
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<tbody>
<tr>
<td>1</td>
<td>26-Aug</td>
<td>Class Overview &amp; Introduction to Operations Mgmt</td>
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<td></td>
<td>2-Sep</td>
<td>Labor Day – No Class</td>
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<tr>
<td>2</td>
<td>9-Sep</td>
<td>Operations &amp; Productivity</td>
<td>Chapter 1</td>
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<tr>
<td>3</td>
<td>16-Sep</td>
<td>OM Strategy &amp; Global Operations</td>
<td>Chapter 2</td>
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<tr>
<td>4</td>
<td>23-Sep</td>
<td>Project Management I (Theory &amp; the Practice)</td>
<td>Chapter 3 and “Project Management Foundations” Video</td>
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<td>5</td>
<td>30-Sep</td>
<td>Project Management II (Methods &amp; Tools)</td>
<td>“Microsoft Project 2016 Essentials Training” Video</td>
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<td><em>Project Element I Due</em></td>
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<td>6</td>
<td>7-Oct</td>
<td>Business Process Management, JIT, Lean</td>
<td>Chapters 7 &amp; 16</td>
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<td>7</td>
<td>14-Oct</td>
<td>Quality Management &amp; Six Sigma</td>
<td>Chapter 6</td>
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<td><em>Project Element II Due</em></td>
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<td>8</td>
<td>21-Oct</td>
<td><strong>Mid-term Exam</strong></td>
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<td>9</td>
<td>28-Oct</td>
<td>Design of Goods and Services</td>
<td>Chapter 5</td>
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<td>10</td>
<td>4-Nov</td>
<td>Location Strategy</td>
<td>Chapter 8</td>
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<tr>
<td>11</td>
<td>11-Nov</td>
<td>Layout Strategy</td>
<td>Chapter 9</td>
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<td><em>Project Element III Due</em></td>
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<td>12</td>
<td>18-Nov</td>
<td>Supply Chain Management</td>
<td>Chapter 11 &amp; SCOR Overview</td>
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<td><em>Guest Speaker</em></td>
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<td>13</td>
<td>25-Nov, Thanksgiving - No Discussion</td>
<td>Planning &amp; Forecasting</td>
<td>Chapters 4/13</td>
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<td>14</td>
<td>2-Dec</td>
<td>Business Solutions - ERP/SCM/APS/CRM</td>
<td>Chapter 14</td>
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<td><em>Project Final Submission</em></td>
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<tr>
<td>15</td>
<td>9-Dec</td>
<td><strong>Final Exam</strong> <em>(Covers materials from weeks 9-14)</em></td>
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Please note - guest speakers/lecturers may be brought in to provide practical insights.

**E-mail Contact:** All electronic communications outside the classroom should be via e-mail or Blackboard announcements. I will address all my e-mails and replies **ONLY** to your Mason (@gmueedu) e-mail address for concerns of privacy and confidentiality. If you use another e-mail account as your primary e-mail, please be sure to forward your GMU e-mail to and from that account.

1. I communicate remotely with students **only** by Mason e-mail.
2. For security and confidentiality, I will only reply **only** to Mason 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.
4. Expect a response to an e-mail within 1 to 2 days. Please do not expect responses to emails sent after 8 PM to allow you enough time to prepare for the next class day.

**Exam Policies:** Exam dates are indicated on the course calendar (above). Those exams will cover the range of topics (chapters, lectures, case studies and guest presentations) from the prior weeks and indicated. Make-up exams will **ONLY** be provided for documented emergencies.
Discussion Attendance: Attendance at discussions (via Zoom) is voluntary but recommended. In addition to clarifying and reinforcing readings, discussions will introduce new information that will be covered in exams. Additional exercises during discussions may yield added points toward your grade (no deductions). I intend to record discussions, so that will be an alternative if you cannot attend a discussion.

Academic Integrity: George Mason University shares in the tradition of an honor system that has existed in Virginia since 1842. The Honor Code is an integral part of university life. On the application for admission, students sign a statement agreeing to conform to and uphold the Honor Code. Students are responsible, therefore, for understanding the provisions of the code. In the spirit of the code, a student’s word is a declaration of good faith acceptable as truth in all academic matters. Cheating and attempted cheating, plagiarism, lying, and stealing of academic work and related materials constitute Honor Code violations. To maintain an academic community according to these standards, students and faculty must report all alleged violations of the Honor Code to the Honor Committee. Any student who has knowledge of, but does not report, an Honor Code violation may be accused of lying under the Honor Code. All students are expected to adhere to this code. In summary:

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 of unauthorized collaboration on exams or projects constitute an honor code violation.

3. Any violations of the honor code will be reported as required to the Office of Academic Integrity. School of Business recommended sanctions will be used. See the table below (at http://business.gmu.edu/media/com_managedlists/72/honor-code-violation-recommendations.pdf.) Any action that appears to violate the University’s honor code will be reported.

Students with Disabilities: 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 or send e-mail to ods@gmu.edu. I will cooperate with ODS to the greatest extent possible to accommodate a student’s special needs.