



BUAD 315x – Basics of Project and Operations Management for non-Majors

Spring 2025 Syllabus (Draft)

Thursday – 6:00 - 7:50 PM – 2 Units

Professor: Professor Vitaly Glozman
Office: BRI303
Contact via: glozman@marshall.usc.edu
Office Hours: Tuesdays and Thursdays at 5:00 – 6:00 pm, Location BRI303

Course Description

Introduction to tools and methods for the design, production, and delivery of goods and services, and for the techniques for planning, implementing and controlling complex projects.

Operations include everything it takes for a business to deliver products or services to our customers. A business cannot exist without providing products / services to its partners and customers through well-managed Operations. One component of Operations is Project Management, which is the management of endeavors that improve / expand Operations to deliver incremental value for customers while meeting scope, schedule and budget goals of the project.

In the first half of this course, you will learn the basics of Operations including a high-level understanding of Supply Chain, measuring and optimizing processes, strategic decision making when faced with uncertainty, and more. In this course, we will often use terms Operations and Supply Chain interchangeably.

In the second half we will focus on the delivery of Projects and their components. We will cover the major steps in the Project Management lifecycle, from project selection and approval through planning and execution. We will discuss traditional Waterfall Projects as well as Agile Projects management methods, and introduce leading tools and capabilities to help manage projects.

Prerequisites: None (only your interest learning about best-practice operations and project management!)

Registration Restriction: Not open to business and accounting majors and exchange students

Credit Restriction: Not available for degree or major credit for business and accounting majors

Duplicates Credit in BUAD 311 and BUAD 311T

Learning Objectives

1. Understand the major components and vocabulary of Operations that are commonly used in business
2. Gather the specific details required to analyze and improve a process
3. When faced with uncertainty or risks, determine the best decisions and how to communicate them logically and persuasively
4. Evaluate methods to improve Operations – cost, capacity, flow rate, utilization
5. Recognize the Project Management trade-offs and how to balance project scope, budget, and schedule
6. Understand Project Management structures, including the roles and responsibilities of a Project Manager, structure and responsibilities of Project Teams, engagement of Stakeholders, and governance by Senior Management
7. Evaluate project selection tools and use them to select the best project(s) for the success of your company
8. Learn how to develop a project plan that includes a Work Breakdown Structure as well as the baseline plan with scope, schedule, and budget
9. Determine the critical path that impacts the project schedule
10. Apply Earned Value Analysis to evaluate the progress of a project and to project project's schedule and budget performance at its future completion
11. Explain the similarities and differences between Waterfall, Agile, Lean and Six Sigma

Materials

For most of the class, lecture notes, materials on Brightspace, and discussion posts will be sufficient. If you are interested in greater detail than what we discuss in class, you may choose (*optionally*) to refer to the BUAD 311 textbook. Textbook chapters 2, 3, and 8 from *BUAD 311 Operations Management* are available on ARES at no charge

Technology requirements are different for each course. Marshall has site licenses for a variety of software that students can access free of charge. A list of available software is located [here](#). If you have any concerns about purchasing required software, please let me know. You are responsible for ensuring that you have the necessary computer equipment and reliable internet access. Students are invited to explore what lab or loaner options exist. Contact the Marshall HelpDesk (213-740-3000) or HelpDesk@marshall.usc.edu) if you need assistance.

Learning Management System – Brightspace

BUAD 315x course will be taught using the new Brightspace as the learning management system.

How to Log In

To access Brightspace today, follow these steps:

1. Go to <https://brightspace.usc.edu/d2l/login>
2. Enter your USC Net ID to access your Org Homepage
3. Begin navigating through Brightspace

What to Expect

Brightspace offers an intuitive experience featuring familiar tools like Turnitin and Zoom, alongside new features such as interactive widgets and mobile compatibility. It also provides detailed student reports and progress tracking to enrich your learning experience. Upon accessing Brightspace, you can expect to see:

The mobile app, Brightspace Pulse, can also be downloaded from Apple App Store and Google Play.

Support Resources

To learn more about Brightspace, check out training and resources in the Brightspace Student Tutorials. For technical support, please reach out to brightspace@usc.edu or call 213-740-5555.

We will use Brightspace and email as our main method of communication. **Prior to each lecture, check either Brightspace for any required prework** (articles to read, short videos to watch, etc.) so you will be prepared to participate in class.

During class, **Poll Everywhere** is used to keep students engaged. You will access polls at <http://pollev.com/vitalyglozman> from your mobile device or laptop. For your poll responses to earn participation credit, your screen name must match your name in Brightspace.

Grading

Your grade in this course will be based on individual class participation, quizzes / homeworks, and tests as follows:

<u>Assignments</u>	<u>% of Grade</u>
Participation	10%
Quizzes / HWs	25% (18% quizzes; 7% HWs)
Midterm Exam	30%
Final Exam	<u>35%</u>
Total	100%

Practice

To learn Operations and Project Management, you need to practice. Several practice sets will be shared to help you solidify the topics discussed in class and to help prepare you for the Quizzes, Midterm, and Final. You are encouraged to work on these with study buddies and to discuss during Office Hours. These are for your practice only (you will not turn them in). Do not get behind on your practice sets since you want to complete these prior to starting quiz preparation or working on sample exams.

Participation

Participation is measured by your engagement through polls and class discussions. If you are unable to attend class, recordings will be posted; there may be participation quizzes to allow you to earn credit even though you were not attending class in person

Quizzes and Homework

There are several Quizzes and supporting HWs which contribute 25% each to your final grade. Quizzes are not cumulative. Quizzes are meant to help keep you “on track” with the course material. To help you prepare, approximately a week before each quiz a Homework will be distributed with a short set of preparation questions. You are free to work in groups on these HWs (and encouraged to do so). If you have done the HW preparation diligently, the quiz should be easy for you. Solutions to the quizzes will be distributed only after all students have taken the quiz, at which point you are free to meet with the TA, tutors or instructor for help with the questions. Unless stated otherwise, all quizzes are closed books and there are no crib-sheets permitted for quizzes. Quizzes will be online through Brightspace. Collaboration of any sort on the actual quizzes is strictly prohibited and may result in an “F” in the course grade. Please see the “Academic Integrity and Conduct” section below for further details.

Midterm and Final Exam

There is a midterm exam and a final exam. The midterm and final examination will take place in class. All exams are closed books. Each student may bring two letter-sized (8.5”x11”) double-sided crib sheets for the midterm and the final exams. Each student should also bring a stand-alone calculator capable of power and square root operations. Students may not share the same crib sheet or calculator during a test. Collaboration of any sort on exams is strictly prohibited and may result in an “F” in the course grade. Please see the “Academic Integrity and Conduct” section below for further details.

Students must attend all exams at the indicated times and dates. If you foresee a conflict, you must contact the instructor within the first three weeks of the semester to explore alternative options.

No rescheduling of exams will be allowed after the first three weeks of class. The only exception is a “documented medical emergency,” for which the student must provide all

of the following documentation by the time of the exam: (1) A signed doctor's note, with the name and phone number of the medical professional verifying the medical emergency; (2) An email from the student's Marshall advisor; (3) An email from a USC Support and Advocacy advisor (see "Support Systems" below). For all other reasons of missing a quiz or an exam, including travels for non-emergencies, interviews, adverse traffic conditions, or forgetfulness about exam time, the student will not be allowed to re-schedule, and missing a quiz or an exam will result in a zero for the quiz or the exam.

Final Grades

Final grades represent how you perform in the class relative to other students. Three items are considered when assigning final grades:

1. Your average weighted score as a percentage of the available points (the points you receive divided by the number of points possible)
2. The overall average percentage score within the class.
3. Your rank among all students in the class.

Course Calendar (Draft)

Please note that I will use this calendar as a guideline, rather than an exact schedule. I will review the assignments and plans for next two weeks at the end of each lecture.

Session	Topics	Pre-Work	HWs / Quizzes (given)
Session 1 1/14	Introduction to the Course Introduction to Operations and Supply Chain	Welcome Video Syllabus PollEv (installation and usage)	
Session 2 1/16	Process Analysis	Process Videos (asynch)	
Session 3 1/21	Process Analysis - Continued Little's Law - Introduction	Starbucks articles	HW #1
Session 4 1/23	Little's Law - Continued	Article: "Little's Law is big for Startups"	
Session 5 1/28	Decision Strategy Under Uncertainty		Quiz #1
Session 6 1/30	Decision Strategy Under Uncertainty – Continued Midterm Review		
Session 7 2/4	MIDTERM EXAM		
Session 8 2/6	Intro to Project Management and Project Lifecycle Project Selection	Article: "Proj Mgmt Stats"	
Session 9 2/11	Project Structuring and Teams Project Proposals and Charters		
Session 10 2/13	Project Planning – Overview Project Planning – Work Breakdown Structure (WBS) and Scheduling		HW #2

Session 11 2/18	Project Execution – Network Diagrams, Critical Path, and PERT	Article: Echelon (A) Case Study	
Session 12 2/20	Project Execution – Risk Management, Earned Value Management (EVM)		Quiz #2
Session 13 2/25	Project Execution – “Crushing” Projects Project Closure		
Session 14 2/27	Agile, Waterfall, Other Methodologies	Agile Videos	
Session 15 3/4	Course review and Final Exam prep		
Session 16 3/6	FINAL EXAM		

ADDITIONAL INFORMATIONAdd/Drop Process

Most Marshall classes are open enrollment through the Add deadline. If there is an open seat, you can add the class using Web Registration. If the class is full, you will need to continue checking Web Registration or the USC Schedule of Classes (<https://classes.usc.edu/>) to see if a space becomes available. Students who do not attend the first two class sessions may be dropped from the course. There are no formal wait lists for Marshall undergraduate courses, and professors cannot add students or increase the course capacity. For this semester's add/drop deadlines, please refer to the USC Schedule of Classes at <https://classes.usc.edu/>.

Course Content Distribution and Synchronous Session Recordings Policies

USC has policies that prohibit recording and distribution of any synchronous and asynchronous course content outside of the learning environment.

Recording a university class without the express permission of the instructor and announcement to the class, or unless conducted pursuant to an Office of Student Accessibility Services (OSAS) accommodation. Recording can inhibit free discussion in the future, and thus infringe on the academic freedom of other students as well as the instructor. (Living our Unifying Values: The USC Student Handbook, page 13).

Distribution or use of notes, recordings, exams, or other intellectual property, based on university classes or lectures without the express permission of the instructor for purposes other than individual or group study. This includes but is not limited to providing materials for distribution by services publishing course materials. This restriction on unauthorized use also applies to all information, which had been distributed to students or in any way had been displayed for use in relationship to the class, whether obtained in class, via email, on the internet, or via any other media. (Living our Unifying Values: The USC Student Handbook, page 13).

Open Expression and Respect for All

An important goal of the educational experience at USC Marshall is to be exposed to and discuss diverse, thought-provoking, and sometimes controversial ideas that challenge one's beliefs. In this course we will support the values articulated in the USC Marshall "Open Expression Statement" (<https://www.marshall.usc.edu/about/open-expression-statement>).

Academic Integrity

The University of Southern California is foremost a learning community committed to fostering successful scholars and researchers dedicated to the pursuit of knowledge and the transmission of ideas. Academic misconduct is in contrast to the university's mission to educate students through a broad array of first-rank academic, professional,

and extracurricular programs and includes any act of dishonesty in the submission of academic work (either in draft or final form).

This course will follow the expectations for academic integrity as stated in the USC Student Handbook. All students are expected to submit assignments that are original work and prepared specifically for the course/section in this academic term. You may not submit work written by others or “recycle” work prepared for other courses without obtaining written permission from the instructor(s). Students suspected of engaging in academic misconduct will be reported to the Office of Academic Integrity.

Other violations of academic misconduct include, but are not limited to, cheating, plagiarism, fabrication (e.g., falsifying data), knowingly assisting others in acts of academic dishonesty, and any act that gains or is intended to gain an unfair academic advantage.

The impact of academic dishonesty is far-reaching and is considered a serious offense against the university and could result in outcomes such as failure on the assignment, failure in the course, suspension, or even expulsion from the university.

Artificial intelligence (AI)

In this course, I encourage you to use artificial intelligence (AI)-powered programs to help you with assignments that indicate the permitted use of AI. Think of AI as another partner you would brainstorm with just like a fellow student in your study groups. You should also be aware that AI text generation tools may present incorrect information, biased responses, and incomplete analyses; thus, they are not yet prepared to produce text that meets the standards of this course. To adhere to our university values, you must cite any AI-generated material (e.g., text, images, etc.) included or referenced in your work and provide the prompts used to generate the content. Using an AI tool to generate content without proper attribution will be treated as plagiarism and reported to the Office of Academic Integrity. Please review the instructions in each assignment for more details on how and when to use AI Generators for your submissions.

You may **NOT** use AI tools on Quizzes, the Midterm, or the Final, as these are individual assessments.

For more information about academic integrity see the student handbook or the Office of Academic Integrity’s website, and university policies on Research and Scholarship Misconduct.

Students and Disability Accommodations

USC welcomes students with disabilities into all of the University’s educational programs. The Office of Student Accessibility Services (OSAS) is responsible for the determination of appropriate accommodations for students who encounter disability-related barriers. Once a student has completed the OSAS process (registration, initial appointment, and submitted documentation) and accommodations are determined to be reasonable and appropriate, a Letter of Accommodation (LOA) will be available to generate for each course. The LOA must be given to each course instructor by the student and

followed up with a discussion. This should be done as early in the semester as possible as accommodations are not retroactive. More information can be found at osas.usc.edu. You may contact OSAS at (213) 740-0776 or via email at osasfrontdesk@usc.edu.

Emergency Preparedness/Course Continuity

In case of a declared emergency if travel to campus is not feasible, the *USC Emergency Information* web site (<http://emergency.usc.edu/>) will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC's Brightspace learning management system, teleconferencing (usc.zoom.com), and other technologies.

Support Systems

[Counseling and Mental Health](#) - (213) 740-9355 – 24/7 on call

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

[988 Suicide and Crisis Lifeline](#) - 988 for both calls and text messages – 24/7 on call

The 988 Suicide and Crisis Lifeline (formerly known as the National Suicide Prevention Lifeline) provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week, across the United States. The Lifeline is comprised of a national network of over 200 local crisis centers, combining custom local care and resources with national standards and best practices. The new, shorter phone number makes it easier for people to remember and access mental health crisis services (though the previous 1 (800) 273-8255 number will continue to function indefinitely) and represents a continued commitment to those in crisis.

[Relationship and Sexual Violence Prevention Services \(RSVP\)](#) - (213) 740-9355(WELL) – 24/7 on call

Free and confidential therapy services, workshops, and training for situations related to gender- and power-based harm (including sexual assault, intimate partner violence, and stalking).

[Office for Equity, Equal Opportunity, and Title IX \(EEO-TIX\)](#) - (213) 740-5086

Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants.

[Reporting Incidents of Bias or Harassment](#) - (213) 740-5086 or (213) 821-8298

Avenue to report incidents of bias, hate crimes, and microaggressions to the Office for Equity, Equal Opportunity, and Title for appropriate investigation, supportive measures, and response.

[The Office of Student Accessibility Services \(OSAS\)](#) - (213) 740-0776

OSAS ensures equal access for students with disabilities through providing academic accommodations and auxiliary aids in accordance with federal laws and university policy.

[USC Campus Support and Intervention](#) - (213) 740-0411

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

[Diversity, Equity and Inclusion](#) - (213) 740-2101

Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

[USC Emergency](#) - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

[USC Department of Public Safety](#) - UPC: (213) 740-6000, HSC: (323) 442-1200 – 24/7 on call

Non-emergency assistance or information.

[Office of the Ombuds](#) - (213) 821-9556 (UPC) / (323-442-0382 (HSC)

A safe and confidential place to share your USC-related issues with a University Ombuds who will work with you to explore options or paths to manage your concern.

[Occupational Therapy Faculty Practice](#) - (323) 442-2850 or otfp@med.usc.edu

Confidential Lifestyle Redesign services for USC students to support health promoting habits and routines that enhance quality of life and academic performance.