COURSE DESCRIPTION:

WELCOME TO OPERATIONS ANALYSIS. This course covers fundamentals of operational analysis for various performance issues encountered in real life business processes. The major topics include demand forecasting and demand management strategies, sales and operations planning (S&OP), inventory planning models and deployment, uncertainty and safety stock management, supply chain collaborative planning, business capacity planning, and fundamentals of project management. Case studies on analyzing and designing cost-effective solutions for improving a company’s operational efficiency and profit margin are used. The objective is to help our students to develop a strong knowledge of analytical thinking skills and supply chain strategies toward operational excellence in a highly dynamic and competitive business environment.

LEARNING GOALS AND OBJECTIVES
- This course is designed to help students develop skills and knowledge in the following area(s):

1. **Business knowledge.** MBA graduates will have a command of business theory and practice.

   **Students will demonstrate:**
   a. Mastery of fundamental business concepts and an ability to integrate and apply these concepts to resolve practical business problems.
   b. Proficiency at analyzing and interpreting numerical data to resolve practical business problems.

2. **Ethical judgment.** MBA graduates will use reasoned and ethical judgment when analyzing problems and making decisions.

   **Students will demonstrate:**
   a. Ability to critically evaluate business decision-making scenarios and develop innovative and ethical solutions.

3. **Global perspective.** MBA graduates will have the breadth of perspective necessary to lead effectively function in a global and diverse business environment.

   **Students will demonstrate:**
   a. An understanding of how to conduct business internationally.

4. **Persuasive communication.** Students graduating with an MBA degree will be effective
communicators.

**Students will demonstrate:**
a. Ability to construct clear, concise, and convincing written business communication.
b. Ability to construct and deliver clear, concise, and convincing oral business communication.

**Students develop these skills and knowledge through the following course activities and assignments:**

**Lectures.** Lectures generally include theoretical knowledge (preparation in making the right decision) and practical examples and exercises (practice in developing and executing the decision) about specific operations and supply chain concepts. PowerPoint slide decks will aid the professor’s presentation of the material to transfer the knowledge to the learners/students. Lectures make use of practical examples from business and industry, and interactive group and individual exercises to help ensure thorough comprehension of the material.

**Homework and In-Class Assignments.** Homework and in-class exercises are assigned to reinforce concepts in the course and for learners/students to practice newly acquired skills. Homework is submitted, graded, and reviewed in class to ensure knowledge transfer. These assignments are completed in groups as well as on an individual basis.

**Small Group Presentations.** Students are assigned to a small group (generally 4-6 students per group). Groups must work together as a team on homework and in-class assignments as instructed by the professor. Students are asked to develop a presentation of the assignment for the class, and deliver the presentation to the entire class. Presentations vary in length, but are generally limited to 20 minutes total, so students must be clear and concise in their communications.

**Examinations.** The course includes two examinations to formally assess learners’ knowledge and comprehension. Exams are thought provoking and managerially oriented and generally use an essay format with calculations.

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**PREQUISITES**

Proficiency requirements.

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**REQUIRED MATERIALS**

**Book Title:** The Supply Chain Professional: Concepts and Analytics, 2nd Edition  
**Author:** Jacobs and Lummus  
**ISBN No.:** Print ISBN: 9781939297174, 1939297176  
**eText ISBN:** 9781939297198, 1939297192  
**Publisher:** Hercher

Aside from the bookstore, you can also order the e-book at [https://www.vitalsource.com/](https://www.vitalsource.com/) or at [www.hercherpublishing.com](http://www.hercherpublishing.com).
A hardcopy may be ordered from Campustext.com and shipped to your home through the publishers "Student Direct Purchase page" at http://hercherpublishing.com/Student_Direct_Purchase.html.

In addition, you will be bringing your own non-programmable calculator (like this one: https://www.amazon.com/Casio-HL-820lv-bk-w-Portable-Calculator-8-digit/dp/B008ANLR6K/) and pencil/pen for exams. Supplemental materials/readings will be posted on Canvas and/or provided in class when necessary.

Harvard Business Review Coursepack: Coming Soon!

You should read and study the material covered in the readings and slides before the class in which the material is discussed.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI_Policy_2013.pdf). I will strongly enforce this Policy and pursue all violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” [I will screen all written assignments through SafeAssign or Turnitin, plagiarism detection services that compare the work against a large database of past work.] Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

ELECTRONIC DEVICES:

Electronic devices are optional and not needed to perform the work required of you in class. If a laptop, tablet, or other device is being used, it should only be used for class-related activities.

Why do I state this? Several studies (and my past experience) have shown that students using electronic devices in class spend a great deal of time on non-class-related activities and that these distractions negatively impact both learning and grades (e.g., Ellis, Y., B. Daniels, & j. Andres (2010), Research In Higher Education Journal 8(1), pp.1-10). Using electronic devices in class also can hinder instruction and learning, not only for the student using the device but also for other students. Recent studies have supported the fact that non-class-related use of electronic device distracts and impacts the learning of other students nearby (e.g., Fried, C. B. (2008), Computers & Education 50(3), pp.906-914; Turner, R. (2011), VIU Faculty of Education 2(1), pp.1-39).

If I find that a device is being used for non-class related activities, you may be asked not to bring it with you to class again.

COURSE POLICIES
1. The syllabus may be modified at the professor’s discretion to improve effectiveness and meet the needs of the class.
2. You are expected to be present at all scheduled classes. The only exceptions follow those consistent with University policy. **There may not be make-up exams or assignments.**
3. You are expected to come prepared to the class. At a minimum this means that you have read and completed any assigned material or problems.
4. Please silence your cell phone during class and refrain from text and IM messaging.
5. **No electronic devices will be permitted during examinations.** The only possible exception will be calculators or laptops if exams are administered on-line.
6. **Recording Lectures:** All unauthorized recordings of class lectures/discussions are prohibited. Recordings to accommodate the needs of individual students must be approved in advance, for personal use during the semester only. Redistribution of approved recordings are prohibited.
7. Assignment Due Dates: **All assignments (including exams) are due when specified, not later.** All written assignments are to be typed and presented in a highly professional manner. The only exception may be exams requiring written responses (e.g., blue books).
8. You are expected to check your Rutgers email and Canvas regularly for current course information. This will be the primary means of communication used for the course. **“When in doubt, check your Rutgers email and Canvas.”**
9. I expect that you will find that I am very accessible and available to speak with you. I encourage you to contact me with any questions that you have about the course or your career. I truly am happy to help you!
10. All University policies will be followed in this course.

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### GRADING

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<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Midterm</td>
<td>30%</td>
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<tr>
<td>Final</td>
<td>40%</td>
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<tr>
<td>Homework &amp; in-class assignments</td>
<td>30%</td>
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</tbody>
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### GRADING POLICY

The purpose of examinations is to provide students with an opportunity to synthesize, integrate, and report on the topics discussed, and materials provided in Operations Analysis by responding to thought provoking, managerially oriented questions. Exams will be evaluated based on the thoroughness and thoughtfulness of the student’s responses as well as the student’s integration of the course material into his/her responses. Problems will be evaluated based on the correctness of each answer. Exams require the ability to critically analyze quantitative information, and communicate clearly and effectively in a written fashion.

Homework assignments are graded in much the same fashion as examinations described above. However, grading of assignments is intended to be a bit more developmental than exams which are evaluative in nature.
Final grades are determined in a simple additive, mathematical nature. In other words, I simply sum or tally the exam and assignment grades, and provide the result as an accumulated final course grade. Your final grade is not subject to negotiation. Mistakes are possible – we are all human. If you feel that I have made an error, I will be happy to review a written argument, provided that it has been submitted to me within two days of receiving your final grade. Clarify the precise error I made and provide all due supporting documentation. If I have made an error, I will gladly correct it. However, I will adjust grades only if I have made an error.

There will be no extra credit offered.

*Grading Scale:*

The average class GPA is targeted to be in the range 3.4 - 3.6.

The distribution will look like the following: ~40% of A/A-; ~60% of B+/B/B-; ~10% C+/C/C-; optional F.

No excuses will be accepted after the final letter grades have been assigned.

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**COURSE SCHEDULE**

The course schedule is provided in a separate document and is available Canvas.

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**SUPPORT SERVICES**


If you are a military veteran or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. http://veterans.rutgers.edu/

If you are in need of mental health services, please use our readily available services.

[Select for inclusion in syllabus based on course location] [Rutgers University-Newark Counseling Center: http://counseling.newark.rutgers.edu/] [Rutgers Counseling and Psychological Services – New Brunswick: http://rhscaps.rutgers.edu/]

If you are in need of physical health services, please use our readily available services.
If you are in need of legal services, please use our readily available services: http://rusls.rutgers.edu/

If you are in need of additional academic assistance, please use our readily available services.

[Select for inclusion in syllabus based on course location; undergraduate only] [Rutgers University-Newark Learning Center: http://www.ncas.rutgers.edu/rlc Rutgers University-Newark Writing Center: http://www.ncas.rutgers.edu/writingcenter] [Rutgers University-New Brunswick Learning Center: https://rlc.rutgers.edu/]

ACCOMMODATION AND SUPPORT STATEMENT

Rutgers University Newark (RU-N) is committed to the creation of an inclusive and safe learning environment for all students and the university as a whole. RU-N has identified the following resources to further the mission of access and support:

For Individuals with Disabilities: The Office of Disability Services (ODS) is responsible for the determination of appropriate accommodations for students who encounter barriers due to disability. Once a student has completed the ODS process (registration, initial appointment, and submitted documentation) and reasonable accommodations are determined to be necessary and appropriate, a Letter of Accommodation (LOA) will be provided. 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 ods.rutgers.edu. Contact ODS at (973)353-5375 or via email at ods@newark.rutgers.edu.

For Individuals who are Pregnant: The Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy. You may contact the Office of Title IX and ADA Compliance at (973)353-1906 or via email at TitleIX@newark.rutgers.edu.

For Individuals seeking Religious Accommodations: The Office of the Dean of Students is available to verify absences for religious observance, as needed. Contact the Dean of Students at (973)353-5063 or via email at DeanofStudents@newark.rutgers.edu.

For Individuals with temporary conditions/injuries: Students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate should submit a request via https://temporaryconditions.rutgers.edu.

Absences: Per University Policy 10.2.7, you are responsible for communicating with your instructors regarding absences. The Office of the Dean of Students is available to verify extended absences. Contact the Dean of Students at (973)353-5063 or via email at DeanofStudents@newark.rutgers.edu.
For English as a second language (ESL): Students experiencing difficulty in courses due to English as a second language (ESL) should contact the Program in American Language Studies via email at PALS@newark.rutgers.edu to discuss potential supports.

For Gender or Sex-Based Discrimination or Harassment: If you have experienced any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking, know that help and support are available. If you wish to report an incident, you may contact the Office of Title IX and ADA Compliance at (973)353-1906 or via email at TitleIX@newark.rutgers.edu. You may also submit an incident report using the following link: tinyurl.com/RUNReportingForm. If you wish to speak with a staff member who is confidential and does not have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or via email at run.vpva@rutgers.edu.