Operations Management

Class code: OPMG-UB 9001 - 001

Instructor Details: J Beasley

Class Details: Fall 2013
Tuesday, 9.00-12.00
Location to be confirmed.

Prerequisites: STAT-UB 103 or STAT-UB 3 or ECON-UA 18 (6 credit class)

Class Description: Companies seek to gain and then maintain competitive advantage so that they can maximise the wealth of their stakeholders. They use their operations to gain competitive advantage by obtaining cost leadership or parity; consistent quality superiority; shorter time to market; responsiveness and adaptability to customer needs and desires; sufficient capacity; utilisation of innovative process and product technology; and ensuring environmental neutrality. This course touches briefly on all of the above competitive advantages whilst consistently stressing a problem-solving approach.

Course includes lectures, case studies and computer (pc) work.

Desired Outcomes: The aim of this course is to introduce and develop the basic academic ideas underlying effective operations. Emphasis is placed on the 3E’s, that is making:

- economic;
- effective; and
- efficient
decisions in operations. Use is made, where appropriate, of Excel to illustrate some of the more quantitative tools and techniques.

Assessment Components: 5% analysis of a case; 30% mid-term; 65% final examination

Failure to submit or fulfil any required course component results in failure of the class.

Assessment Expectations:

Grade A: Students need to demonstrate an excellent understanding of all the material discussed in the course and its application within operations.

Grade B: Students need to demonstrate a good understanding of the all material discussed in the course and its application within operations.

Grade C: Students need to demonstrate a basic understanding of the all material discussed in the course and its application within operations.

Grade D: Students need to demonstrate a basic understanding of the most important material discussed...
in the course and its application within operations.

**Grade F:** Students fail to demonstrate a basic understanding of the majority of the material discussed in the course and its application within operations.

This is a course associated with the NYU Stern School of Business and ALL students on the course (whether a Stern student or not) should be aware that the class will adhere to the Stern grading policy (see below).

<table>
<thead>
<tr>
<th>Grade conversion</th>
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<tbody>
<tr>
<td>NYU in London uses the following scale of numerical equivalents to letter grades:</td>
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<tr>
<td>A=94-100</td>
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<tr>
<td>A-=90-93</td>
</tr>
<tr>
<td>B+=87-89</td>
</tr>
<tr>
<td>B=84-86</td>
</tr>
<tr>
<td>B-=80-83</td>
</tr>
<tr>
<td>C+=77-79</td>
</tr>
<tr>
<td>C=74-76</td>
</tr>
<tr>
<td>C-=70-73</td>
</tr>
<tr>
<td>D+=67-69</td>
</tr>
<tr>
<td>D=65-66</td>
</tr>
<tr>
<td>F=below 65</td>
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</tbody>
</table>

Where no specific numerical equivalent is assigned to a letter grade by the class teacher, the mid point of the range will be used in calculating the final class grade (except in the A range, where 95.5 will be used).

<table>
<thead>
<tr>
<th>Grading Policy</th>
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<tbody>
<tr>
<td>At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have adopted a grading guideline for core courses with enrollments of more than 25 students in which approximately 35% of students will receive an “A” or “A-” grade. In core classes of less than 25 students, the instructor is at liberty to give whatever grades they think the students deserve, while maintaining rigorous academic standards.</td>
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</tbody>
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<tr>
<th>Attendance Policy</th>
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<tbody>
<tr>
<td>NYUL has a strict policy about course attendance. <strong>No unexcused absences are permitted.</strong> While students should contact their class teachers to catch up on missed work, you should NOT approach them for excused absences.</td>
</tr>
</tbody>
</table>

Excused absences will usually only be considered for serious, unavoidable reasons such as personal ill-health or illness in the immediate family. Trivial or non-essential reasons for absence will not be considered.

Excused absences can only be considered if they are reported in accordance with guidelines which follow, and can only be obtained from the appropriate member of NYUL's staff.

**Please note that you will need to ensure that no make-up classes – or required excursions - have been organised before making any travel plans for the semester.** See also section 11.1 - Make up days.
Absence reporting for an absence due to illness

1. On the first day of absence due to illness you should report the details of your symptoms by e-mailing absences@nyu.ac.uk including details of: class(es) missed; professor; class time; and whether any work was due including exams. Or call free (from landline) 0800 316 0469 (option 2) to report your absences on the phone.

2. Generally a doctor’s note will be required to ensure you have sought treatment for the illness. Contact the Gower Street Health Centre on 0207 636 7628 to make an appointment, or use HTH general practitioners if you cannot get an appointment expeditiously at Gower Street.

3. At the end of your period of absence, you will need to complete an absence form online at http://bit.ly/NuCl5K. You will need to log in to NYU Home to access the form.

4. Finally you must arrange an appointment to speak to Nigel Freeman or Donna Drummond-Smart on your first day back at class. You must have completed the absence form before making your appointment.

Supporting documentation relating to absences must be submitted within one week of your return to class.

Absence requests for non-illness reasons

Absence requests for non-illness reasons must be discussed with the Academic Office prior to the date(s) in question – no excused absences for reasons other than illness can be applied retrospectively. Please come in and see us in Room 308, 6 Bedford Square, or e-mail us at academics@nyu.ac.uk.

Further information regarding absences

Each unexcused absence will be penalized by deducting 3% from the student’s final course mark. Students are responsible for making up any work missed due to absence.

Unexcused absences from exams are not permitted and will result in failure of the exam. If you are granted an excused absence from an examination (with authorisation, as above), your lecturer will decide how you will make-up the assessment component, if at all (by make-up examination, extra coursework, viva voce (oral examination), or an increased weighting on an alternate assessment component, etc.).

NYUL also expects students to arrive to class promptly (both at the beginning and after any breaks) and to remain for the duration of the class. If timely attendance becomes a problem it is the prerogative of each instructor to deduct a mark or marks from the final grade of each late arrival and each early departure.

Please note that for classes involving a field trip or other external visit, transportation difficulties are never grounds for an excused absence. It is the student’s responsibility to arrive at an agreed meeting point in a punctual and timely fashion.

Please refer to the Student Handbook for full details of the policies relating to attendance. A copy is in your apartment and has been shared with you on Google Docs.

Written work due in class must be submitted during the class time to the professor. Late work should be submitted in person to a member of NYU London staff in the Academic Office (Room 308, 6 Bedford Square) during office hours (Mon – Fri, 10:30 – 17:30). Please also send an electronic copy to academics@nyu.ac.uk for submission to Turnitin.
Work submitted within 5 weekdays after the submission time without an agreed extension receives a penalty of 10 points on the 100 point scale.

Written work submitted more than 5 weekdays after the submission date without an agreed extension fails and is given a zero.

Please note end of semester essays must be submitted on time.

Plagiarism Policy

Plagiarism: the presentation of another piece of work or words, ideas, judgements, images or data, in whole or in part, as though they were originally created by you for the assignment, whether intentionally or unintentionally, constitutes an act of plagiarism.

Please refer to the Student Handbook for full details of the plagiarism policy.

All students must submit an electronic copy of each piece of their written work to www.turnitin.com and hand in a printed copy with the digital receipt to their professor. Late submission of work rules apply to both the paper and electronic submission and failure to submit either copy of your work will result in automatic failure in the assignment and possible failure in the class.

Electronic Submission

The Turnitin database will be searched for the purpose of comparison with other students’ work or with other pre-existing writing or publications, and other academic institutions may also search it.

In order for you to be able to submit your work onto the Turnitin website, you will need to set up an account:

1) Go onto the Turnitin website http://www.turnitin.com
2) Click ‘Create Account’ in the top right hand corner
3) Select user type of ‘student’
4) Enter your class ID & Turnitin class enrolment password (these will be e-mailed to you after the drop/add period, or contact academics@nyu.ac.uk if you have misplaced these).
5) Follow the online instructions to create your profile.

To submit your work for class, you will then need to:

1) Log in to the Turnitin website
2) Enter your class by clicking on the class name
3) Next to the piece of work you are submitting (please confirm the due date), click on the ‘submit’ icon
4) Enter the title of your piece of work
5) Browse for the file to upload from wherever you have saved it (USB drive, etc.), please ensure your work is in Word or PDF format, and click ‘submit’
6) Click ‘yes, submit’ to confirm you have selected the correct paper (or ‘no, go back’ to retry)
7) You will then have submitted your essay onto the Turnitin website.
8) Please print your digital receipt and attach this to the hard copy of your paper before you submit it to your professor (this digital receipt appears on the web site, immediately after you submit your paper and is also sent to your e-mail address). Please also note that when a paper is submitted to Turnitin all formatting, images, graphics, graphs, charts, and drawings are removed from the paper so that the program can read it accurately. Please do not print the paper in this form to submit to your lecturers, as it is obviously pretty difficult to read! You can still access the exact file you uploaded by clicking on the ‘file’ icon in the ‘content’ column.

Please also see the Late Submission of Work policy, above.
Students must retain an electronic copy of their work for one month after their grades are posted online on Albert and must supply an electronic copy of their work if requested to do so by NYU in London. **Not submitting a copy of a piece of work upon request will result in automatic failure in the assignment and possible failure in the class.** NYU in London may submit in an electronic form the work of any student to a database for use in the detection of plagiarism, without further prior notification to the student.

Penalties for confirmed cases of plagiarism are set out in the Student Handbook.

**Required Text(s)**

Students will need a copy of the NYU Stern School custom textbook associated with the course.

Due to a custom book being put together for the NYU syllabus, you are required to purchase the textbook for this course from the NYU bookstore prior to arriving in London. Please note that you must obtain a copy of the *current* edition of this custom textbook. Earlier editions are not acceptable. This book is only available from the NYU bookstore and will NOT be available to purchase in London, though copies will be available in the NYU collection at the University of London library.

The textbook will be exactly the same as those used in NYC sections of the courses. The NYU Bookstore has full details of the packages required for: OPMG-UB 9001 - Operations Management

These books are sold by the main NYU Bookstore, 18 Washington Place. They can be purchased at the store, online at [www.bookstores.nyu.edu](http://www.bookstores.nyu.edu/) or by telephone on (212)998-4667. Ordered books can be collected from the Bookstore, or mailed to a given US address for a cost of $6 for the first book/package, and $1.50 for each additional. Students are welcome to have books delivered to the NYU in London Academic Centre, although international delivery will be more expensive, determined by the weight of the mailing.

**Supplemental Text(s) (not required to purchase as copies are in NYU-L Library)**

**Internet Research Guidelines**

**Additional Required Equipment**

**Session 1**

**Tuesday 3rd September**

Introduction

**Session 2**

**Tuesday 10th September**

Project management

Pre-reading will be from the appropriate chapter of the course text
<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Date</th>
<th>Pre-reading information</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Inventory management</td>
<td>Tuesday 17&lt;sup&gt;th&lt;/sup&gt; September</td>
<td>Pre-reading will be from the appropriate chapter of the course text</td>
</tr>
<tr>
<td>4</td>
<td>Design of goods and services</td>
<td>Tuesday 24&lt;sup&gt;th&lt;/sup&gt; September</td>
<td>Pre-reading will be from the appropriate chapter of the course text</td>
</tr>
<tr>
<td>5</td>
<td>Managing quality</td>
<td>Tuesday 1&lt;sup&gt;st&lt;/sup&gt; October</td>
<td>Pre-reading will be from the appropriate chapter of the course text</td>
</tr>
<tr>
<td>6</td>
<td>Managing quality</td>
<td>Friday 4&lt;sup&gt;th&lt;/sup&gt; October (NYUL scheduled make-up day)</td>
<td>Pre-reading will be from the appropriate chapter of the course text</td>
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<tr>
<td>7</td>
<td>Waiting-line models</td>
<td>Tuesday 8&lt;sup&gt;th&lt;/sup&gt; October</td>
<td>Pre-reading will be from the appropriate chapter of the course text</td>
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<tr>
<td>8</td>
<td>Mid-term examination</td>
<td>Tuesday 15&lt;sup&gt;th&lt;/sup&gt; October</td>
<td></td>
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<tr>
<td>9</td>
<td>Simulation</td>
<td>Tuesday 22&lt;sup&gt;nd&lt;/sup&gt; October</td>
<td>Pre-reading will be from the appropriate chapter of the course text</td>
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<tr>
<td>10</td>
<td>Supply chain management</td>
<td>Tuesday 29&lt;sup&gt;th&lt;/sup&gt; October</td>
<td>Pre-reading will be from the appropriate chapter of the course text</td>
</tr>
<tr>
<td>11</td>
<td>JIT and lean operations</td>
<td>Tuesday 12&lt;sup&gt;th&lt;/sup&gt; November</td>
<td>Pre-reading will be from the appropriate chapter of the course text</td>
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</table>
### Session 12
**Tuesday 19th November**
Process strategy

Pre-reading will be from the appropriate chapter of the course text

### Session 13
**Tuesday 26th November**
Linear programming

Pre-reading will be from the appropriate chapter of the course text

### Session 14
**Tuesday 3rd December**
Revision

### Session 15
**Tuesday 10th December**
Final examination

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#### Classroom Etiquette
Toilet breaks should be taken before or after class or during class breaks.

Food & drink, including gum, are not to be consumed in class.

Mobile phones should be set on silent and should not be used in class except for emergencies.

Laptops and tablets are only to be used with the express permission of the teacher.

Please kindly dispose of rubbish in the bins provided.

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#### Required Co-curricular Activities

#### Suggested Co-curricular Activities

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#### Your Instructor
This instructor was previously a lecturer at the Imperial College Business School