

# Competitive Advantage from Operations

**Class code** C60.9001.006

**Instructor Details** J Beasley

**Class Details** Fall 2009  
Mondays, 9:00-12:00pm  
Location to be confirmed (TBC).

**Prerequisites** None

**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% for a written analysis of a case, 30% for a mid-term closed book exam on a case and 65% for a final closed book 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).

#### Grade conversion

NYU in London uses the following scale of numerical equivalents to letter grades:

A=94-100  
A-=90-93

B+=87-89  
B=84-86  
B-=80-83

C+=77-79  
C=74-76  
C-=70-73

D+=67-69  
D=65-66

F=below 65

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).

#### Grading Policy

NYU in London aims to have grading standards and results similar to those that prevail at Washington Square. At the College of Arts and Sciences, roughly 39% of all final grades are in the B+ to B- range, and 50% in the A/A- range.

We have therefore adopted the following grading guideline: in any non-Stern course, class teachers should try to insure that no more than 50% of the class receives an A or A-. (Stern has a different grading policy that we follow in all Stern courses, please see below).

A guideline is not a curve. A guideline is just that-it gives an ideal benchmark for the distribution of grades towards which we work.

Stern School of Business classes adhere to the following Stern grading guidelines:

There should be no more than

- 25-35% A's - awarded for excellent work
- 50-70% B's - awarded for good or very good work
- 5-15% C's or below - awarded for adequate or below work

## Attendance Policy

NYU-L has a strict policy about course attendance. **No unexcused absences are permitted.** Students should contact their class teachers to catch up on missed work but should **NOT** approach them for excused absences. 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 will not be considered.

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.

**All absences due to illness must be reported on the first day of absence via phone (Freephone 0800 316 0469) or email ([nyu.in.london@nyu.edu](mailto:nyu.in.london@nyu.edu)).** Absences due to illness must be discussed with the Assistant Director for Student Life. You will be asked to complete an Excused Absence Form (which can be obtained from NYU in London staff) and you will also need to produce a valid doctor's note, having sought treatment for the illness within one week of your return to class.

**Absence requests for non-illness purposes** must be discussed with the Assistant Director for Academic Affairs **prior** to the date(s) in question – no excused absences for non-illness purposes can be applied retrospectively.

Unexcused absences 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 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.).

NYU-L 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 further details.

## Late Submission of Work

- (1) Written work due in class must be submitted during the class time to the professor.
- (2) Late work should be submitted **in person** to the Administrative Assistant for Academic Affairs **in office hours** (Mon – Fri, 10:30 – 17:30), who will write on the essay or other work the date and time of submission, in the presence of the student. Another member of the administrative staff can accept the work, in person, in the absence of the Administrative Assistant for Academic Affairs and will write the date and time of submission on the work, as above. Please also send an electronic copy to Becky Kelley ([becky.kelley@nyu.ac.uk](mailto:becky.kelley@nyu.ac.uk)) for submission to Turnitin.
- (3) Work submitted within 5 weekdays after the submission time without an agreed extension receives a penalty of 10 points on the 100 point scale.
- (4) Written work submitted after 5 weekdays after the submission date without an agreed extension fails and is given a zero.
- (5) **Please note** end of semester essays must be submitted on time.

Plagiarism: the presentation of another person's words, ideas, judgment, images or data as though they were your own, whether intentionally or unintentionally, constitutes an act of plagiarism.

**All students must submit an electronic copy of each piece of their written work to [www.turnitin.com](http://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 (see section 12 below) 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**

All students must submit an electronic copy of their written work to [www.turnitin.com](http://www.turnitin.com). This 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. The database is managed by JISC (Joint Information Systems Council) and has been established with the support of the Higher Education Funding Council for England.

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 'New Users' in the top right hand corner
- 3) Select user type of 'student'
- 4) Enter your class ID & Turnitin class enrollment password (these will be e-mailed to you after the drop/add period, or contact Becky Kelley if you have misplaced these at [becky.kelley@nyu.ac.uk](mailto:becky.kelley@nyu.ac.uk))
- 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 “Competitive Advantage from Operations” 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 **SIXTH** 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: C60.0001 - Competitive Advantage from Operations

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 \$5 for the first book/package, and 75 cents 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  
Texts(s) (not  
required to  
purchase as  
copies are in  
NYU-L Library)**

**Internet  
Research  
Guidelines**

**Additional  
Required  
Equipment**

**Session 1**

Introduction

Monday, Sept.  
7<sup>th</sup>

**Session 2**

Project management

Monday, Sept.  
14<sup>th</sup>

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

**Session 3**

Inventory management

Monday, Sept.  
21<sup>st</sup>

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

<b>Session 4</b>	Design of goods and services
Monday, Sept. 28 <sup>th</sup>	Pre-reading will be from the appropriate chapter of the course text
<b>Session 5</b>	Managing quality
Wednesday 30 <sup>th</sup> September	Pre-reading will be from the appropriate chapter of the course text
<b>Session 6</b>	Managing quality
Monday, Oct. 5 <sup>th</sup>	Pre-reading will be from the appropriate chapter of the course text
<b>Session 7</b>	Waiting-line models
Wednesday, Oct. 7 <sup>th</sup>	
<b>Session 8</b>	Mid-term examination
Monday, Oct. 19 <sup>th</sup>	
<b>Session 9</b>	Simulation
Monday, Nov. 2 <sup>nd</sup>	Pre-reading will be from the appropriate chapter of the course text
<b>Session 10</b>	Supply chain management
Wednesday 4 <sup>th</sup> November	Pre-reading will be from the appropriate chapter of the course text
<b>Session 11</b>	JIT and lean operations
Monday, Nov. 16 <sup>th</sup>	Pre-reading will be from the appropriate chapter of the course text
<b>Session 12</b>	Process strategy
Monday, Nov. 23 <sup>rd</sup>	Pre-reading will be from the appropriate chapter of the course text

**Session 13** Linear programming

Monday, Nov. 30th Pre-reading will be from the appropriate chapter of the course text

**Session 14** Revision

Monday, Dec. 7th

**Session 15** Examination

Monday, Dec. 14th

**Classroom Etiquette** Eating is not permitted in any classrooms in 6 Bedford Square or at Birkbeck College. Please kindly dispose of rubbish in the bins provided.

**Required Co-curricular Activities**

**Suggested Co-curricular Activities**