



EMORY

GOIZUETA
BUSINESS
SCHOOL

BUS 351- Process and Systems Management Syllabus (subject to minor revisions)

General Information

Class Meetings

Tuesdays and Thursdays from August 24th through December 5th.

- Section 000 meets in GBS Room 208, 1:00 PM – 2:15 PM
- Section 001 meets in GBS Room 201, 2:30 PM – 3:45 PM
- Section 002 meets in GBS Room 208, 4:00 PM – 5:15 PM

Students can attend lectures in other sections without instructor permission. However, these sections are extremely full so priority for seating will be given to students attending their registered sections. Students must attend their registered section for exams, quizzes, group presentations, simulations, and other in-class assignments. I do not enforce a set seating chart, but please try to sit in a consistent section of the classroom - this will help me learn names a lot quicker 😊

Instructor

Jesse Bockstedt, PhD

Associate Professor, Information Systems and Operations Management

Goizueta Business School Room 417

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Phone: (404) 727-6628

Office Hours: Fridays 2:00 PM - 4:00 PM or by appointment

Teaching Assistants

- Anshuman Parikh (anshuman.parikh@emory.edu)
- Naman Gupta (naman.gupta@emory.edu)
- Alex Africk (alexander.africk@emory.edu)
- Crystal Tan (crystal.tan@emory.edu)
- Tommy Pan (zhiyu.pan@emory.edu)
- Allen Yang (allen.yang@emory.edu)

TA office hours and locations will be posted to Canvas.

Course Materials

- The Custom BUS 351 textbook (paper version) is available for purchase from the Emory Bookstore (ISBN: 9781307066906).
- An E-book version can be downloaded from: <https://create.mheducation.com/shop/>
Search for the E-Book using the ISBN 9781307066623

- Required Case Studies are available for purchase through the Study.net website using the following course packet link: http://www.study.net/r_mat.asp?crs_id=30114933
The required cases are:
 - Benihana of Tokyo
 - Marriott Rooms Forecasting
 - Kristen’s Cookie Company
 - Ford/Firestone Tire Controversy
 - Cradle to Cradle at Herman Miller
- The Beer Game simulation access code (required, cost \$12) should be purchased directly from Responsive.Net. Specific instructions for purchasing the access code will be posted to Canvas. **Please order by October 31st.** Access codes can be purchased by going to <http://eb.responsive.net/in/bockstedt> and following the link “Click [here](#) to purchase your code...”
- Supplemental materials such as online readings, project descriptions, practice problems, videos, and other content referenced in class will be posted to the class Canvas site.

Course Overview

This course provides a comprehensive introduction to analyzing, running, and improving business operations. The concepts taught in this course apply broadly to management activities in a wide variety of industries spanning public and private sectors. It is also particularly relevant to analyzing the operations of a wide variety of other professional services that dominate the economy (e.g. financial management, law, marketing, and consulting). In this course, students will be expected to examine data relevant to real world business scenarios and use such data to both quantitatively and qualitatively derive and assess the effectiveness of these decisions. The course will also introduce a set of general purpose analytical tools that can be used in many functional areas spanning a range of industries including healthcare, retail, manufacturing, finance and entertainment. As such, this course is particularly useful for students aspiring to become consultants, entrepreneurs, or general managers. A working knowledge of operations is also helpful to those interested in marketing, finance, and accounting.

Course Objectives

1. Help students understand the concrete operational challenges in various product and service delivery settings
2. To give the student a working knowledge of the tools and techniques used by operations professionals in managing systems and processes, and in setting operations policy.
3. To allow the student to examine and explore the relationship between operations management issues and the other functional areas of the firm.
4. To allow the student to understand the strategic role of operations.
5. To provide a basic set of decision tools for the student interested in a career in operations/consulting/data analytics as a foundation for future coursework.

Pre-requisites

Everyone in the class should have completed the pre-requisites of the BBA degree program, including BUS 350 or equivalent. Working knowledge of college-level calculus and statistics (not just AP credit)

usually proves to be very helpful in the course. We will use MS Excel. Basic familiarity with the spreadsheet software is expected.

Class Procedure

The procedures followed in this class will be similar to those followed in other business courses. The primary method of instruction is lecture with student participation, including in-class group work, hands-on activities and case discussions. I like to promote an interactive class room environment with student-led discussions. I will use some presentation slides (i.e., Powerpoint) in class, but will also rely heavily on the white board and supplemental online videos, graphics, and other materials. Therefore, you should come to class prepared to take notes on the material I present that is not included in any presentation slides or in the book. We will use class time to further develop the material from the chapters in the textbook. Hence, it is to your advantage to read the assigned text prior to class. Also, expect to work on in-class activities that may require pen/pencil and paper or a computer with MS Excel and Internet access. If the assigned reading is a case, please be sure to read it carefully and be prepared to be called upon to present the facts of the case. Cold calling is possible. On Tuesdays we will often start the class with a quick review on the prior week's material using Kahoot! (kahoot.it), an online platform for hosting surveys. I will demo Kahoot! on the first Tuesday (August 30th).

Class Communication

We will be using Canvas this semester to organize class materials and activities. I will post course materials, readings, assignments, grades, etc. to Canvas. I have combined all sections into one Canvas instance, therefore when you log in to Canvas you will see only BUS351 000, regardless of what section you are in. I will send emails to the class (at your Emory email address) using the Canvas email feature. **You are expected to leave on your email notification feature in Canvas to ensure that you receive all class emails.** This feature is on by default, so if you don't make any changes, everything should be fine.

I will be combining the Canvas instances for each section this semester into a single combined Canvas instance. Your private information will not be visible to any other students in any section. Your group member names will be visible on Canvas to students in your section and other sections this semester. If you have an objection to your group membership being visible to the other sections of 351 this semester, please let me know by the end of the first day of class and I will make the appropriate changes.

I will check my email regularly and will try to respond to you within 24-48 hours. If your email is urgent, please indicate it is in the subject line. General questions about the course, course policies, course activities, assignments, missing a class, Canvas, etc., should be sent to the TAs. If the same questions are asked by multiple students, a discussion board item or class announcement will be posted to Canvas. Emails about missing exams, quizzes or other important days should be sent to me directly.

Grading

Final grades will be calculated by combining the points earned on the items listed below using a weighted average according to the percentages listed for each item. Quizzes, exams, and class participation will be graded on a numeric scale with points earned from a total possible number of points. Group final projects and the Ops Innovation Briefing will be graded on a letter grade basis.

Letter grades for these items will be converted to corresponding numeric percentages when final grades are calculated. The anticipated numeric percentage for letter graded assignments is as follows: A+ = 100% of points, A = 95%, A- = 92%, B+ = 89%, B = 85%, B- = 82%, C+ = 79%, C = 75%, C- = 72%, D = 65%, F = 50% or less. For example, if your group received an A- for your final project you can expect this to be equivalent to getting 92/100 on your final project.

Graded Items that Count Toward Final Grade

Item	Type	Value Toward Final Grade
Final Exam	Individual	25%
Midterm Exam	Individual	25%
Quizzes (4 @ 5% each)	Individual	20%
Final Project	Group	15%
Ops Innovation Briefing	Group	5%
Class Participation	Individual	10%
Total		100%

Grade Distribution

The final grades will follow the recommended Goizueta Business School BBA standards for grade distributions as posted here:

http://goizueta.emory.edu/degree/undergraduate/curriculum/standards_honors.html

Re-Grading Policy

The TAs and I will strive to be consistent and fair in the grading of all items in this class. If you have a question about your grade on any item in this class, the TAs and I are happy to go over grading with you. If you dispute your grade, we will regrade the entire item - not just the parts of the item that you have questions about. This means that it is possible for your grade to go down, up, or stay the same from a regrade depending upon whether we find other errors or mistakes that we missed the first time around.

Description of Graded Items

Midterm Exam and Final Exam There will be a midterm and a final exam. The final exam will be cumulative, but will focus heavily on the material from the second half of the semester. No laptops or smartphones will be allowed. You will be allowed to use a calculator on the exam and your own single page 8x10 double-sided formula sheet. The midterm will be held in your own class section on the date specified in the course schedule below. The final will be given at the time and location set by GBS in the final exam schedule. Exceptions to the policy of taking exams at the time scheduled are rare, and typically require a Dean's excuse. Please see the BBA Exam Absence Policy (included below).

Quizzes There will be four quizzes during the semester. Quizzes will be administered using Canvas and more details will be provided in class. Quiz dates are announced on the tentative schedule below, but dates may be subject to change with proper notice given to the class.

Final Project Students will complete a group project in which methods and tools from Operations Management are used to analyze a real business problem. Project groups will consist of no more than 5 people of your choice from your section. Group project presentations will be given in class toward the end of the semester. More information on project requirements and deliverables will be provided on Canvas.

OPS Innovation Briefing In groups of 5 students of your choice from your section, you will analyze and present an operations innovation briefing to the class at some point during the semester. Briefings should have the goal of educating the class on how a recent innovation has enabled and improved business operations. Each Thursday, one group will present their briefing for 10 minutes in class (7 minutes for presentation + 3 minutes for Q&A). Students may pick their own teams and will be required to submit 3 possible topics for their briefing. The instructor will select each group's final topic and time slot for the presentation. More information will be provided on the first day of class and on Canvas.

Class Participation Your class participation grade will depend on your active engagement and involvement in all class activities. This is not a grade for class attendance; however, class attendance is extremely important for success in this course. Although I generally do not enforce a mandatory class attendance policy, missing more than 5 classes in the semester will be detrimental to your learning. Thus, a significant number of absences may lead to a loss of points in your class participation grade. A class attendance sign-in sheet will be provided randomly throughout the semester and you are required to sign-in. Signing in for another student is a violation of the honor code. Key components of your participation grade include: (1) preparation for and active participation in case study discussion in class, (2) participation in weekly in-class reviews using Kahoot, (3) paying attention to and asking questions in student presentations, (4) participation in in-class activities such as practice problems and discussions, (5) active and productive contribution in general class activities (i.e., lectures), and (6) participation in research studies with the Goizueta Behavioral Research Lab. More information on research studies will be provided on the first day of class. In order to receive full credit for participation in BUS 351, you must participate in at least 2 studies this semester.

Extra Credit In the interest of fairness to all, no individual requests for extra-credit will be considered. Any extra credit opportunities will be made available to all students in the course.

Honor Code

I expect every student to be familiar with the Goizueta Business School Honor Code. Some of the ways in which the code applies to this course are discussed below:

- The honor code stipulates that no student will lie, cheat, copy or otherwise behave in an unfair manner to obtain academic advantage over other students.
- As per the honor code, an individual's name on a report should be included only if they have contributed to the analysis. If an individual has not contributed to the analysis in an intellectual manner, it is a violation of the honor code to include his or her name.
- Furthermore, you may not refer to assignments, quizzes, exams, or projects ups from classes offered in earlier semesters.
- The premise of the honor code is that ideas should be attributed to their source. Therefore, please acknowledge the main source(s) of data, facts, and ideas (other than from the instructor or textbook) in all your written work and when you make a presentation.
- You may discuss the non-graded homework with your classmates, TA or me. All quizzes and exams are individual-only assessments and any indication of copying, collaboration, or discussion with students that have not yet taken the assessments will result in immediate referral to the Honor Council. Partial credit will be given for using the correct approach. Students are encouraged to help each other study for exams and quizzes.

Exam Absence Policy (BBA Policy)

Any BBA student seeking to defer a major in-course exam or final exam due to illness or emergency must be granted formal permission by the Senior Associate Dean of the BBA Program. Such deferments will be granted only in the following circumstances, all of which must be independently documented and verified:

1. Illness requiring in-patient hospitalization during the time of the exam
2. Death of an immediate family member (grandparent, parent, or sibling) at the time of the exam, or immediately prior
3. Illness for which a treating physician provides independent, written documentation directly to the Program Office stating that the student is medically incapable of taking the exam because of health risk to himself/herself or others. In the event that such documentation is not available, with written consent from the student, if the BBA Program Office can verbally confirm with a physician in Student Health that the student is medically incapable of taking the exam because of health risk to himself/herself or others, then the student will be excused.
4. Other extraordinary circumstances beyond the student's control for which documentation can be provided and for which there is absolutely no alternative

Except in the case of #1 or #2, such documentation must be received prior to the exam in order to be excused. In the case of #1 and #2, documentation must be provided no later than 24 hours after the exam and must cover the time of the exam.

Access, Disability Services and Resources (ADSR)

If you are registered with Access, Disability Services and Resources please inform the instructor within the first week of class so that arrangements can be made. Also, please notify the instructor prior to each quiz or exam where accommodations are needed so that arrangements can be made. If you register with ADSR during the semester, please notify the instructor as soon as possible so that arrangements can be made for the remaining class activities.

Tentative Schedule (subject to revisions)

Week	Day	Topic	Important Events	Readings
1	Aug 24 (R)	Course Overview & Intro to Ops		Syllabus, Ch. 1
2	Aug 29 (T)	Operations Strategy & Innovation	<i>Benihana Case</i>	Ch. 1, Benihana Case
	Aug 31 (R)	Forecasting	Ops Brief Sign-up due	Ch. 2
3	Sep 5	Forecasting		Ch. 2
	Sep 7	Forecasting	Quiz 1 (Canvas)	Ch. 2
4	Sep 12	Forecasting	<i>Marriott Case</i>	Ch. 2, Marriott Case
	Sep 14	Process Analysis		Ch. 3, 4
5	Sep 19	Process Analysis		Ch. 3, 4
	Sep 21	Process Analysis		Kristen's Cookies Case
6	Sep 26	Process Analysis		Ch. 4, 5
	Sep 28	Process Analysis	<i>Kristen's Cookies Case</i> Quiz 2 (Canvas)	Ch. 5
7	Oct 3	Services and Weighting Lines	Ann Cullen (Library)	Ch. 6
	Oct 5	Review for Midterm Exam		Ch. 6
8	Oct 10	<i>No Class Tuesday (Fall Break)</i>		
	Oct 12	Midterm Exam (in-class)	Midterm Exam(in-class)	
9	Oct 17	Services and Weighting Lines	Proposal for Final Project Due 10/16	Ch. 6
	Oct 19	Quality Management	<i>Firestone Tires Case</i>	Ch. 7
10	Oct 24	Quality Management		Ch. 7
	Oct 26	Quality Management	M&M Quality	Ch. 7
11	Oct 31	Quality Management	Quiz 3 (Canvas)	Ch. 7
	Nov 2	Inventory Management		Ch. 8
12	Nov 7	Inventory Management	Final Proj. Discussions w/Prof (F)	Ch. 8
	Nov 9	Play the Beer Game	<i>Beer Game Registration</i>	Ch. 8
13	Nov 14	Beer Game Debrief, Green Ops		
	Nov 16	Green Ops	<i>Herman Miller Case</i>	
14	Nov 21	Supply Chain Management	Video Class, Quiz 4 (Canvas)	Videos and Readings
	Nov 23	<i>No Class Thursday (Thanksgiving)</i>		
15	Nov 28	Final Project Presentations	All students expected to attend	
	Nov 30	Final Project Presentations	All students expected to attend	
16	Dec 5	Review for Final Exam		
	Dec 8	FINAL EXAM Friday December 8 th	Section 1100 (1:00 PM) 8:30-11:30AM Room 208 (204 overflow) Section 1101 (2:30 PM) 12:30-3:30PM Room 208 (204 overflow) Section 1102 (4:00PM) 4:30-7:30PM Room 208 (204 overflow)	

Frequently Asked Questions

Over the past decade of teaching undergraduate and graduate level courses, I've been asked some questions over and over again. Below are my answers to these questions that always seem to pop up.

Q1. How can I do well in this class?

A1. Read the recommended chapters and other readings before class. Be attentive in class and take notes. Study your notes on a regular basis, don't just cram for exams. If something is not clear, ask for a clarification immediately. Do not be shy. If you have questions, be sure to talk to me or a TA at the end of a class or see us in office hours. If you miss a question on an exam or assignment, make sure you understand why your answer was incorrect. Attending, being attentive in, and taking notes in every class are important for securing a good grade in this course.

Q2. Should I buy the book for this course?

A2. Yes. It is highly recommended that you buy the textbook(s) or access it online and keep up with readings throughout the course. The book for this semester is almost identical to the custom books used in Fall 2015 and Spring 2016, so feel free to borrow/buy a book from a prior student.

Q3. If I miss an exam or an in-class assignment, can I make it up at a later date?

A3. Only if you make arrangements ahead of time with me, furnish a doctor's note clearly stating that it was not possible for you to come to school on the day you missed the class, or provide a Dean's Excuse.

Q4. When do you post scores from quizzes, assignments and exams?

A4. The TAs and I will do our best to grade your quizzes, assignments and exams and post the results to Blackboard/Canvas within one week of the due date.

Q5. If I have an emergency (e.g., my computer breaks down) on the day an assignment or project is due, would you allow me to submit it late without any penalty?

A5. No. I will post each assignment well in advance of the due date, so, if you choose to wait until the last moment to work on it, you will have to assume the risk of any possible emergency or technical issue. However, I am a reasonable person and reasonable family and/or medical emergencies will be considered a valid excuse as long as proper evidence is provided.

Q6. I need to see you but I cannot come during your office hour. Can I come at some other time?

A6. YES. I'll try to be as flexible as I can to meet outside of standard office hour times. Send me an email to set up an appointment.

Q7. I did not attend the last class. Did I miss anything important?

A7. Yes.

Q8. Do you offer extra credit assignments towards the end of the semester if I am about to earn a failing grade or a grade below my expectations?

A8. No. I do not think it is fair to selectively offer extra credit assignments for individual students. If I offer it to one student, I have to offer it to everyone. Extra credit may be offered during the semester to all students, but it will not be offered selectively for "special circumstances".

Q9. If I need to earn a certain grade in the course to graduate, maintain a scholarship, maintain a GPA, etc. would you consider revising my grade to help me out?

A9. No. It is your responsibility to work appropriately to ensure that you earn the grade you need in the class. However, if you seek extra help, myself and the TAs will be happy to provide it throughout the semester.

Q10. Can I have any fun in this class?

A10. Absolutely! It is my goal for you to enjoy learning the content of this course and I hope we all have a good time this semester. As long as you are not disruptive or affecting other students' learning, I encourage you to have fun this semester.