

The University of Pennsylvania
The Wharton School
Operations, Information and Decisions Department

Spring 2022A

OIDD 615: Managing the Productive Core of the Firm: Operations Strategy

Professor

G rard P. Cachon: cachon@wharton.upenn.edu

Teaching Assistant

Alekhya Audi: aaudi@wharton.upenn.edu

Course Canvas: <https://canvas.upenn.edu/courses/1641052>

Final Exam: April 25, 2022, 7-9PM ET

Office Hours (Use Zoom tab on Canvas)

G rard: Thursday, 3:30 – 5:00pm (or by appointment)

Alekhya: Tuesday 3:30-5:00pm; Friday 11am-12:30pm

I. Description

Operations strategy is about organizing people, acquiring resources, and designing systems to gain a competitive advantage in the delivery of products (both goods and services) to customers. We address long-run strategic decisions, but to be able to make intelligent decisions regarding these high-level choices, this course also provides a foundation of analytical methods. These methods give students a conceptual framework for understanding the linkage between how a firm manages its supply and how well that supply matches the firm’s resulting demand.

This course is a blend of qualitative and quantitative material. Both are assessed on homework assignments and the final exam.

This course content is delivered with a mixture of lectures and case discussions. Lectures emphasize analytical tools. Case discussions emphasize making decisions in unstructured situations, generally with limited data. Both are important for a complete learning experience.

II. Expectations and policies

For transparency and clarity, listed here is a set of course expectations and policies to facilitate our collective learning and encourage an enjoyable learning experience for everyone:

- *Be on time.* Please be ready to participate at the start of each class session in your assigned seat (seating charts are available from the course Canvas). This counts towards your class participation grade.
- *Be prepared.* Each session requires you to prepare some material in advance. Each session module includes a session preparation assignment/quiz that gives you a “to do” task list to prepare for the session. It also counts as part of your class participation grade.
- *Sign up for “open-to-call”.* Everyone should be prepared during sessions to discuss and contribute to the material. Before each session you may add your name to an “open-to-call” list (via a Canvas assignment). Students on the open-to-call list are given priority to be called on, especially when unprompted.
- *Use your name tent.* If you have forgotten or lost your name tent, there will be materials up front to create another one.
- *Feedback.* You are encouraged to submit anonymous constructive feedback or questions to the professor at any time regarding any session, course content, course policy, or other concerns. (The first module in the Course Canvas contains the survey that you can use to submit the feedback.) Consider this an open channel of communication. Effort will be made to respond to the feedback when appropriate, e.g., in the next class session, or with a course announcement.
- *Course organization.* The course canvas has been organized such that there is one module for each class session and one for assignments. All of the tasks you need to do for a session are contained within the session’s module.
- *Stay for the session.* Entering and exiting the classroom during the session is distracting to everyone, so please refrain from doing so unless necessary. (For example, if you need to use the restroom, then that is necessary.)
- *Electronic devices.* See the next section.

III. Electronics Device Policy

OIDD 615 follows the MBA program’s policy regarding electronic devices. Specifically: *the use of phones, laptops and tablets during a class session is not allowed. Phones should be turned off and put away.*

If a student must keep a phone on by reason of a personal emergency, the student must inform the instructor before class begins. A student using electronics during the class will be asked to refrain from further use and may lose class participation points for the session.

One exception to the use of electronic devices – a student may use a tablet with a stylus for taking notes (assuming the tablet remains flat).

III. Grading

Each student's final score is based on the following components:

Three equally weighted homework assignments (30%)

- Assignments are due by 11:59pm ET on the due date (Mar 26, Apr 9, Apr 23). To cover for all sorts of contingencies, you are allowed one 12 hour grace period, i.e., you get to submit at most one assignment beyond the due date (for full credit) as long as it is submitted within 12 hours of the due date. Assignments are submitted electronically through Canvas.
- Each student must complete his or her own assignment. However, to promote learning, students are allowed to discuss questions with other students registered for OIDD615 this term. Use collaboration judiciously, and only for learning purposes.
- No partial credit is given on quantitative questions. (However, there is a reasonable range of acceptable answers to account for rounding.)

Class participation (30%)

- You receive 12 points for completing the “Welcome to OIDD615” quiz (found in the Session 0 module). You may take this quiz up to three times and your highest score is kept.
- You receive 1 point for each session for completing the session preparation quiz (found at the start of each session’s module)
- You receive 1 point for being in your assigned seat and ready to participate at the start of class.
- You receive 1-2 points for contributions to session discussions. Only meaningful contributions to collective learning are awarded points (e.g., thoughtful, on-point, not repetitive of previous remarks, etc.)
- Your class participation score is capped at 44 points.

Final exam (40%)

- All students (without academic accommodations) must take the final exam at the school scheduled assigned time.
- 30 possible points. No partial credit is given on quantitative questions. (However, there is a reasonable range of acceptable answers to account for rounding.)

Your final (letter) grade is primarily based on the ranking of your final score across sections of the class, subject to MBA grading requirements.

Final grades in the class are expected to follow (approximately) this distribution: 12% A and A+, 21% A-, 33% B+, 21% B, 10% B-, 3% C+ or lower. (The average grade across the sections will be as close to the allowed maximum as possible.) A failing grade is received when performance on a component is particularly poor (e.g., attending only a few sessions, or 33% or fewer correct responses on the final exam). Adjustments to the final grade may be made in cases with many absences.

V. Course Materials

Handouts:

- Hard copies of handouts are distributed during class and posted on the course Canvas.

Cases:

- Cases are available via the Study.net link in Canvas.

Text

- Selected chapters from Cachon, G. P. & Terwiesch, C. Matching supply with demand: An introduction to operations management. 4th edition, McGraw Hill, Boston MA. There are two purchase options:
 - **Print book Option (\$57):** The UPENN bookstore is offering a print version of the required chapters listed as: OIDD 615: Operations Strategy by Cachon.
 - **E-Book Option (\$32):** available at www.mcgrawhillcreate.com/shop (enter “OIDD 615” in the Looking for New Materials?)
- The text is not strictly required (the necessary course content is covered in the lectures/cases) but it is a very useful resource for additional details, examples, and study material. Past students report that the text has been helpful. Note, because I am an author of the text, the material matches what we do in class very well.
- Older editions are similar, but not exactly the same as the recommended (4th) edition. In particular, chapter numbers are different in the older editions.

VI. Summary of Code of Conduct

	Materials							People				
OIDD 615: Operations Strategy	Approved calculator	Laptop / other electronics	Summary sheet	Book / class notes/ Canvas materials	Past notes / summaries	Past exams / assignments	Internet content / other outside materials	Learning team / approved work team	Other student(s) in same section	Student(s) in other sections (same term)	Wharton student not taking the class this term	Person outside of Wharton
Readings & Cases	A	A	A	A	A	A	A	W	W	W		
Assignments	A	A	A	A	A	A	A	W	W	W		
Final Exam Prep	A	A	A	A	A	A	A	W	W	W		
Final Exam	A	A	A	A	A	A	A					
	A = Allowed material Shaded Cell = Not allowed							W = Allowed to work together D = Discussion of general concepts and procedures is allowed but no sharing of specific answers. Shaded Cell = Not allowed				