

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

FALL 2023C

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

Professor

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Course Canvas: <https://canvas.upenn.edu/courses/1740905>

In-Person Final Exam: October 11, 2023, 7-9pm ET

Office Hours (Use Zoom tab on Canvas)

Gérard: Wednesdays, 1:30 – 3:00pm (or by appointment)

Vishrut: Thursday, 5-6:30pm (JMHH606)

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:

- *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.
- *Use your name tent.* If you have forgotten or lost your name tent, there will be materials up front to create another one.
- *Stay for the session.* Entering and exiting the classroom during the session is distracting to everyone, so please refrain from doing so unless necessary (e.g., restroom visits are obviously 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.

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. Assignments are submitted electronically through Canvas. If you by chance just miss the deadline, you can still get credit for the assignment if you email the instructor and TA your answers before solutions are posted for everyone (which usually happens the morning after the assignment is due). You can do this at most once.
- 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 (25%)

- You receive 1 point for each session preparation quiz you complete (found at the start of each session's module), due the evening before your class session.
- 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 points total is capped at 30.

Final exam (45%)

- All students (without academic accommodations) must take the final exam at the school scheduled assigned time.
- The final exam is in-person, and "open notes, open book".
- Calculators are allowed but electronic devices that can communicate with another device (i.e., phones, tablets, laptops, etc.) are not allowed.
- 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: 30% A and A+, 25% A-, 20% B+, 15% B, 7% 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 (including, but not limited to, 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.

IV. 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. ISBN #: 9781307315196. 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.

V. 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				W	W	W		
Assignments	A	A	A	A				W	W	W		
Final Exam Prep	A	A	A	A				W	W	W		
Final Exam	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				

V. Summary of Schedule

A = Assignment due dates

AUGUST/SEPTEMBER

M	T	W	TR	F
8/28	8/29 Session 1	8/30	8/31 Session 2	
9/4	9/5 Session 3	9/6	9/7 Session 4, A1	9/8
9/11	9/12 Session 5	9/13	9/14 Session 6	9/15
9/18	9/19 Session 7	9/20	9/21 Session 8, A2	9/22
9/25	9/26 Session 9	9/27	9/28 Session 10	9/29

OCTOBER

M	T	W	TR	F
10/2	10/3 Session 11	10/4	10/5 Session 12, A3	10/6
10/9	10/10	10/11 Final Exam (7-9pm)	10/12 Fall Break	10/13 Fall Break