
OPERATIONS MANAGEMENT

FOR PUBLIC, NONPROFIT, AND HEALTH MANAGEMENT CONTEXTS

FALL 2013

PROFESSOR NATALIE PRIVETT
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MONDAY 8:35-10:15PM
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COURSE DESCRIPTION

An idea for social change. A policy decision. Service provision. Humanitarian assistance. In all of these cases, operations management encompasses the processes and decisions that are required for effective implementation and delivery. Operations management specifically involves the analysis, design, operation, and improvement of the systems and processes that deliver goods or services and ultimately outputs and outcomes. It is required to achieve the organization's mission, provide value to the organization's many stakeholders, and effectively translate policy into action. As such, operations management plays an important part of being an effective manager and policy implementer. Management, health and policy students can all greatly benefit from the theory and tools developed in this course, especially those who foresee being involved in operations or implementation at some stage of their career.

This course provides an introduction to operations management in the context of public, nonprofit, and health sectors. In this course, we will develop a lens for processes and systems in a variety of contexts along with an analytical toolbox to examine and understand these. This course can be divided into four main themes (with individual class topics listed under each):

Operations Strategy	<ul style="list-style-type: none">•Operations Strategy•Consulting & Reengineering
Operations Analysis	<ul style="list-style-type: none">•Process Analysis•Waiting & Queues
Operations Design	<ul style="list-style-type: none">•Service Operations•Lean Production Systems•Supply Chain Management
Operations Planning & Control	<ul style="list-style-type: none">•Inventory Mangement•Forecasting•Decision Analysis

These topics will be explored through readings, class discussions, lecture, assignments, and case studies from a wide variety of public sector application areas, including education, hospital administration, social services and more

COURSE GRADING & REQUIREMENTS

In this course, we will develop an understanding of operations management through lecture, reading, and the case study method.

Course Grading Components

Final grades are determined by the following course components:

- **Class Participation (10%)**
Class participation consists of four main components: presence, promptness, preparation, and discussion participation. All class sessions will involve discussion, especially those centering on a case discussion. If you have thoroughly prepared, you should have no problems following and contributing to the discussion. Keep in mind that much of a leader's communication is verbal, especially in operations settings. Therefore, developing your abilities to verbally state and support your positions is an important part of this class, in addition to listening and reflecting on the discourse.
- **Assignments (50%)**
Assignments are an important part of this course as they solidify the concepts we learn in class. They will be framed in specific and varied settings of the public service realm. Team work is *encouraged* on assignments. Teams should be four or fewer student, and such teams should submit only one assignment. Each assignment will be equally weighted and will be due at the start of the corresponding class session.
- **Team Case Study Project (10%)**
The [University Health Services: Walk-In Clinic Case](#), which can be found in the course packet will be assigned as a small team project. Teams should be between two and four students. One project should be submitted per team.
Maister, D.H., S. Dole & R. Pigneri. (2006). University Health Services: Walk-In Clinic. Harvard Business School #9-681-061.
- **Take-Home Final Exam (30%)**
This exam will be completed individually.

Prerequisites

- **CORE-GP.1020** Managing Public Service Organizations (MPSO)
This is a core course and the gateway to the broader management curriculum.
- **CORE-GP.1011** Statistical Methods for Public, Nonprofit, and Health Management or equivalent knowledge.
- **✂ Strongly Co-Recommended ✂ NONCR-GP.0933** Excel II Workshop, which reviews shortcuts, sorting, filtering, conditional formatting, macros, charts, pivot tables, what-if analysis, forecasting, formulas, array formulas and more.

COURSE READINGS

The **REQUIRED** readings for the class will come from the following sources:

1. Course Packet

Available in digital format only. Inquire at the bookstore or at www.XanEdu.com.

2. NYU Classes

NYU Classes will be used to post readings and assignments throughout the semester. Students are encouraged to check it frequently. Many of the readings listed in this syllabus can be found online. In such cases, URLs are specified here and links can also be found on NYU Classes.

3. E-Book

Lawrence, K.D., R.K. Klimberg, & S.M. Lawrence. (2009). *Fundamentals of forecasting using Excel*. [Books24x7 version]

Can be accessed using your NYU Login at <https://getit.library.nyu.edu/go/8039659> and following the Online Access links. This link is also available through the "E-Book: Forecasting" tool on NYU Classes.

The **OPTIONAL** readings for the class will come from the following sources:

4. Book (on reserve at Bobst)

Jacobs, F.R. & R.B. Chase. (2010). *Operations and Supply Chain Management (13th edition)*. Boston: McGraw-Hill Irwin.

Note: This book was a required reading Spring 2013, but due to its high cost, it is now optional. For any concepts that you'd like to study further or that you may struggle to master in class and/or through the current readings, I'd strongly recommend referring to this book.

5. E-Book

Winston, W.L. (2011). *Microsoft Excel 2010: data analysis and business modeling*. [Books24x7 version]

Can be accessed using your NYU Login at <https://getit.library.nyu.edu/go/8059637> and following the Online Access links.



The specific readings are listed in this syllabus under *Detailed Course Outline*.

COURSE CALENDAR

#	Topics	Date	Due In Class*
1	Introduction	9/9	
2	Operations Strategy	9/16	
3	Process Analysis	9/23	<i>(Assignment 1)</i> Case Analysis: Transformation at the IRS
4	Lean Production Systems	9/30	<i>(Assignment 2)</i> Case Analysis: Virginia Mason Medical Center
5	Service Operations	10/7	<i>(Assignment 3)</i> Case Analysis: Metropolitan College
FALL BREAK		10/14	
6	Waiting & Queues I	10/21	<i>(Assignment 4)</i> Service Blueprinting & Service Operations
7	Waiting & Queues II	10/28	<i>(Assignment 5)</i> Queuing I
8	Supply Chain Management Introduction	11/4	
9	Forecasting	11/11	<u><i>(Team Project)</i></u> Case Analysis: University Health Services Clinic
10	Inventory Management	11/18	<i>(Assignment 6)</i> Forecasting
THANKSGIVING BREAK			
11	Supply Chain Management	1/25	<i>(Assignment 7)</i> Case Analysis: People and Process: Improving Supply to Refugee Camps
12	Decision Analysis	12/2	<i>(Assignment 8)</i> Inventory Management
13	Quality Management: Six Sigma	12/9	<i>(Assignment 9)</i> Case Analysis: Six Sigma
14	Consulting & Reengineering Review & Reflection	12/11	
	No Class	12/20	Final Exam Due

**Each assignment will be due at the start of the noted class session.*

DETAILED COURSE SCHEDULE

Notes: The ✖ symbol indicates analytical tools and/or methods. The  symbol indicates the use of Excel. The  symbol indicates a topic or resource that provides exposure to technology solutions. Tech Tools listed are available in specific class folders in NYUClasses.


Session 1 Introduction	
Date	September 9
Topics	<ol style="list-style-type: none"> 1. Course Overview 2. Self-Introductions 3. Overview of Case Study Method 4. Introduction to Operations Management
Preparation	NYU Classes <ul style="list-style-type: none"> • How to Prepare a Case Discussion Handout
	Optional <ul style="list-style-type: none"> • Book: Jacobs & Chase (2010), Chapter 1


Session 2 Operations Strategy							
Date	September 16						
Topics	<ol style="list-style-type: none"> 1. Levels of Strategy 2. Strategic Planning ✖ 3. Comparative Advantage 4. Logic Models, Production Processes, and Value-Add 5. Introduction to Process Mapping ✖ 📄 						
Preparation	<p>NYU Classes</p> <ul style="list-style-type: none"> • La Piana, D. & M. Hayes. (2005, June 23). The Sustainable Nonprofit - What Are Your Comparative Advantages? <i>Philanthropy News Digest (A Service of the Foundation Center)</i>. • La Piana, D. & M. Hayes. (2005, September 30). The Sustainable Nonprofit - Putting It All Together- Refining Your Competitive Strategy. <i>Philanthropy News Digest (A Service of the Foundation Center)</i>. • Ben-Ner, A. (2003). Outsourcing by Nonprofit Organizations. In D.R. Young (Ed.), <i>Effective economic decision-making by nonprofit organizations</i> (pp. 67-82). New York: Foundation Center. • Neuhoff, A. & Searle, R. (2008). More bang for the buck. <i>Stanford Soc. Innovation Rev</i>, 6(2), 33-37. 						
	<p>Optional</p> <ul style="list-style-type: none"> • La Piana, D. & M. Hayes. (2005, March 30). The Sustainable Nonprofit - Are You an Effective Competitor? <i>Philanthropy News Digest (A Service of the Foundation Center)</i>. • Yong, J.A. (2011, January 4). Private hospitals share more bill data; Patients can now compare costs of treating 40 conditions. <i>The Straits Times [Singapore]</i>, B1. • Book: Jacobs & Chase, Chapter 2 						
Additional Resources	<ul style="list-style-type: none"> • [Logic Models] W.K. Kellogg Foundation. (2004). <i>Kellogg Foundation Logic Model Development Guide</i>. Battle Creek, Michigan. • [Strategic Planning] E-Book: Allison, M. & J. Kaye. (2005). <i>Strategic planning for nonprofit organizations: A practical guide and workbook</i>. Hoboken: Wiley & Sons. <i>[NYU Library E-Book link available on NYU Classes]</i> 						
Tech Tools	<table style="width: 100%; border: none;"> <tr> <td style="width: 33%; border: none;">📄 Creately</td> <td style="width: 33%; border: none;">📄 Gliffy</td> <td style="width: 33%; border: none;">📄 SmartDraw</td> </tr> <tr> <td style="border: none;">📄 Edraw</td> <td style="border: none;">📄 MS Visio</td> <td style="border: none;">📄 draw.io</td> </tr> </table>	📄 Creately	📄 Gliffy	📄 SmartDraw	📄 Edraw	📄 MS Visio	📄 draw.io
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📄 Edraw	📄 MS Visio	📄 draw.io					

Session 3 Process Analysis	
Date	September 23
Topics	<ol style="list-style-type: none"> 1. (Operations Strategy) Case Discussion: Transformation at the IRS 2. Process Mapping ✖ 3. Process Terminology 4. Process Measurement and Performance ✖ 5. Process Management
Preparation	<p>Course Packet</p> <ul style="list-style-type: none"> • Edmondson, A.C. & F.X. Frei. (2002). Transformation at the IRS. Harvard Business School #9-603-010, 1-26. • Gray, A.E. & J. Leonard. (2009). Process Fundamentals. Harvard Business School #9-696-023, 1-18. • Parkhill, J. & K. Ramdas. (2004). A Note on Process Analysis. Darden School of Business #UV0425, 1-15.
	<p>NYU Classes</p> <ul style="list-style-type: none"> • Rossotti, C.O. (2001). Customer-izing the IRS. <i>Strategy and Business</i>. 23 (Second Quarter). • Harris, M. (2010, February 22). Little's Law: The Science Behind Proper Staffing. <i>Emergency Physicians Monthly</i>. • Shaw, B. (2009). The Case for Process Management. <i>Policy & Practice</i>. 67(6), 22-23.
	<p>Optional</p> <ul style="list-style-type: none"> • Gullledge Jr, T.R., & Sommer, R.A. (2002). Business process management: public sector implications. <i>Business Process Management Journal</i>, 8(4), 364-376. • Book: Jacobs & Chase, Chapter 5
Tech Tools	<ul style="list-style-type: none"> <li style="width: 33%;">☞ Creately <li style="width: 33%;">☞ Gliffy <li style="width: 33%;">☞ SmartDraw <li style="width: 33%;">☞ Edraw <li style="width: 33%;">☞ MS Visio <li style="width: 33%;">☞ draw.io <li style="width: 100%;">☞ E-Book: Lawrence, K.D., R.K. Klimberg, & S.M. Lawrence. (2009). <i>Chapter 2: Summarizing and Displaying Data in Excel</i>. Fundamentals of Forecasting Using Excel. [Books24x7 version].
Due	(Assignment 1) Case Analysis: Transformation at the IRS


Session 4 Lean Production Systems							
Date	September 30						
Topics	<ol style="list-style-type: none"> 1. Case Discussion: Virginia Mason Medical Center 2. Applicability of Production Models in Service Systems 3. Managing and Improving Service Delivery Processes and Systems 4. Production Systems as Systems for Improvement 						
Preparation	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 15%;">Course Packet</td> <td> <ul style="list-style-type: none"> • Bohmer, R.M.J. (2010). Virginia Mason Medical Center (Abridged). Harvard Business School #9-610-055. </td> </tr> <tr> <td style="vertical-align: top;">NYU Classes</td> <td> <ul style="list-style-type: none"> • Toyota Material Handling Europe. (2011, September 30). TMHE Improved Efficiency & Quality – The Toyota Production System [Video]. Toyota Material Handling Europe. (Time: 7:48). • Bowser, B.A. (2012, October 24). <i>Rooting Out Waste in Health Care by Taking Cue From Toyota [Television Broadcast]</i>. PBS News Hour. In L. Winslow (Producer): McNeil/Lehrer Productions. (Time: 8:46). • Crouse, B. (Interviewer) and K. Pittenger (Interviewee). (2011, April 4). <i>Healthcare Tech Today: Virginia Mason and Versus RTLS [Video]</i>. Health Tech Today. Microsoft. (Time: 9:35). 📺 • El-Naggar, M. (2013, July 26). In Lieu of Money, Toyota Donates Efficiency to New York Charity. <i>New York Times</i>. • Spear, S. & H.K. Bowen. (1999, September-October). Decoding the DNA of the Toyota Production System. <i>Harvard Business Review</i>. 77(5) 96-106. • McCurley, D. (2010). Idaho Gets Lean – Doing More, With Less. <i>Policy & Practice</i>. 68 (2) 31, 39. </td> </tr> <tr> <td style="vertical-align: top;">Optional</td> <td> <ul style="list-style-type: none"> • Agency for Healthcare Research and Quality. (2007). <i>Mistake-Proofing the Design of Health Care Processes</i> (AHRQ Publication No. 07-0020). Rockville, MD: J. Grout. • Powell, R. (2007, June 20). <i>Lean Healthcare [Video]</i>. Warwick iCast. United Kingdom: University of Warwick. (Time: 4:23). • Grout, J. & J. Toussaint. (2010). Mistake-proofing healthcare: Why stopping processes may be a good start. <i>Business Horizons</i>. (2010) 53 149-156. • Spear S. (2005, September). Fixing Health Care from the Inside, Today. <i>Harvard Business Review</i>. 83(9) 78-91. • Pham, H.H., P.B. Ginsburg, K. McKenzie, & A. Milstein. (2007, July). Redesigning Care Delivery in Response to a High-Performance Network: The Virginia Mason Medical Center. <i>Health Affairs</i>. 26(4) w532-w544. • Ghalib, I., M.H. Agha, S. Hameed, & M.A. Choudhary. (2012). A Survey Of Lean Implementation Gap Analysis In Public Sector Organizations. <i>Life Science Journal</i>, 9(4). • Book: Jacobs & Chase, Chapter 8 </td> </tr> </table>	Course Packet	<ul style="list-style-type: none"> • Bohmer, R.M.J. (2010). Virginia Mason Medical Center (Abridged). Harvard Business School #9-610-055. 	NYU Classes	<ul style="list-style-type: none"> • Toyota Material Handling Europe. (2011, September 30). TMHE Improved Efficiency & Quality – The Toyota Production System [Video]. Toyota Material Handling Europe. (Time: 7:48). • Bowser, B.A. (2012, October 24). <i>Rooting Out Waste in Health Care by Taking Cue From Toyota [Television Broadcast]</i>. PBS News Hour. In L. Winslow (Producer): McNeil/Lehrer Productions. (Time: 8:46). • Crouse, B. (Interviewer) and K. Pittenger (Interviewee). (2011, April 4). <i>Healthcare Tech Today: Virginia Mason and Versus RTLS [Video]</i>. Health Tech Today. Microsoft. (Time: 9:35). 📺 • El-Naggar, M. (2013, July 26). In Lieu of Money, Toyota Donates Efficiency to New York Charity. <i>New York Times</i>. • Spear, S. & H.K. Bowen. (1999, September-October). Decoding the DNA of the Toyota Production System. <i>Harvard Business Review</i>. 77(5) 96-106. • McCurley, D. (2010). Idaho Gets Lean – Doing More, With Less. <i>Policy & Practice</i>. 68 (2) 31, 39. 	Optional	<ul style="list-style-type: none"> • Agency for Healthcare Research and Quality. (2007). <i>Mistake-Proofing the Design of Health Care Processes</i> (AHRQ Publication No. 07-0020). Rockville, MD: J. Grout. • Powell, R. (2007, June 20). <i>Lean Healthcare [Video]</i>. Warwick iCast. United Kingdom: University of Warwick. (Time: 4:23). • Grout, J. & J. Toussaint. (2010). Mistake-proofing healthcare: Why stopping processes may be a good start. <i>Business Horizons</i>. (2010) 53 149-156. • Spear S. (2005, September). Fixing Health Care from the Inside, Today. <i>Harvard Business Review</i>. 83(9) 78-91. • Pham, H.H., P.B. Ginsburg, K. McKenzie, & A. Milstein. (2007, July). Redesigning Care Delivery in Response to a High-Performance Network: The Virginia Mason Medical Center. <i>Health Affairs</i>. 26(4) w532-w544. • Ghalib, I., M.H. Agha, S. Hameed, & M.A. Choudhary. (2012). A Survey Of Lean Implementation Gap Analysis In Public Sector Organizations. <i>Life Science Journal</i>, 9(4). • Book: Jacobs & Chase, Chapter 8
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Additional Resources	<ul style="list-style-type: none"> • [Continuous Process Improvement] Weed, J. (2010, July 11). Factory Finesse, at the Hospital. <i>New York Times</i>. • [Continuous Process Improvement] Accenture. (2011). <i>Driving Continuous Process Improvement at the United States Navy</i>. Chicago. 						
Due	(Assignment 2) Case Analysis: Virginia Mason Medical Center						

Session 5 Service Operations							
Date	October 7						
Topics	<ol style="list-style-type: none"> 1. (Process Analysis) Case Discussion: Metropolitan College 2. Service Blueprinting ✖ 3. Customer Perspectives and Expectations 4. Standard Service Models 5. Managing Customer-Introduced Variability 						
Preparation	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 15%;">Course Packet</td> <td> <ul style="list-style-type: none"> • Johnson, P.F. & R. Klassen. (2009). Metropolitan College. Harvard Business School #909D12, 1-2. • Heskett, J.L. & R.T. Anthony. (1992). Note on Service Mapping. Harvard Business School #9-693-065, 1-5. </td> </tr> <tr> <td style="vertical-align: top;">NYU Classes</td> <td> <ul style="list-style-type: none"> • Bitner, M.J., A.L. Ostrom, & F.N. Morgan. (2008). Service Blueprinting: A Practical Technique for Service Innovation. <i>California Management Review</i>. 50(3: Spring) 66-94. • Frei, F. X. (2006). Breaking the trade-off between efficiency and service. <i>Harvard Business Review</i>, 84(11), 92. • Walker, B.J. (2009). Bouncing off the Safety Net: What Tomorrow's Customer Wants. <i>Policy & Practice</i>. 67(6: Dec) 32. • Heldt, D. (2008). Using Automation to Transform the Lobby. <i>Policy & Practice</i>. 66(3: Aug) 14-16. • Connon, E. 2009. Moving from In-line to On-line – Citizen Driven Self Service. <i>Policy & Practice</i>. 67(4: Aug) 35. </td> </tr> <tr> <td style="vertical-align: top;">Optional</td> <td> <ul style="list-style-type: none"> • Chase, R.B. & S. Dasu. (2001). Want to Perfect your Company's Service? Use Behavioral Science. <i>Harvard Business Review</i>. 72(6: May-June) 78-84. • Ostrom, A.L., M.J. Bitner & K.A. Burkhard. (2011). <i>Leveraging Service Blueprinting to Rethink Higher Education</i>. Washington, D.C.: Center for American Progress. • Seyring, M., et al. (2009). <i>Service Blueprinting Handbook</i>. Germany: Universitat Leipzig sept. • Shostack, G.L. (1984). Designing Services that Deliver. <i>Harvard Business Review</i>. 62(1: Jan/Feb) 133-139. • Book: Jacobs & Chase, Chapter 7 </td> </tr> </table>	Course Packet	<ul style="list-style-type: none"> • Johnson, P.F. & R. Klassen. (2009). Metropolitan College. Harvard Business School #909D12, 1-2. • Heskett, J.L. & R.T. Anthony. (1992). Note on Service Mapping. Harvard Business School #9-693-065, 1-5. 	NYU Classes	<ul style="list-style-type: none"> • Bitner, M.J., A.L. Ostrom, & F.N. Morgan. (2008). Service Blueprinting: A Practical Technique for Service Innovation. <i>California Management Review</i>. 50(3: Spring) 66-94. • Frei, F. X. (2006). Breaking the trade-off between efficiency and service. <i>Harvard Business Review</i>, 84(11), 92. • Walker, B.J. (2009). Bouncing off the Safety Net: What Tomorrow's Customer Wants. <i>Policy & Practice</i>. 67(6: Dec) 32. • Heldt, D. (2008). Using Automation to Transform the Lobby. <i>Policy & Practice</i>. 66(3: Aug) 14-16. • Connon, E. 2009. Moving from In-line to On-line – Citizen Driven Self Service. <i>Policy & Practice</i>. 67(4: Aug) 35. 	Optional	<ul style="list-style-type: none"> • Chase, R.B. & S. Dasu. (2001). Want to Perfect your Company's Service? Use Behavioral Science. <i>Harvard Business Review</i>. 72(6: May-June) 78-84. • Ostrom, A.L., M.J. Bitner & K.A. Burkhard. (2011). <i>Leveraging Service Blueprinting to Rethink Higher Education</i>. Washington, D.C.: Center for American Progress. • Seyring, M., et al. (2009). <i>Service Blueprinting Handbook</i>. Germany: Universitat Leipzig sept. • Shostack, G.L. (1984). Designing Services that Deliver. <i>Harvard Business Review</i>. 62(1: Jan/Feb) 133-139. • Book: Jacobs & Chase, Chapter 7
Course Packet	<ul style="list-style-type: none"> • Johnson, P.F. & R. Klassen. (2009). Metropolitan College. Harvard Business School #909D12, 1-2. • Heskett, J.L. & R.T. Anthony. (1992). Note on Service Mapping. Harvard Business School #9-693-065, 1-5. 						
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Optional	<ul style="list-style-type: none"> • Chase, R.B. & S. Dasu. (2001). Want to Perfect your Company's Service? Use Behavioral Science. <i>Harvard Business Review</i>. 72(6: May-June) 78-84. • Ostrom, A.L., M.J. Bitner & K.A. Burkhard. (2011). <i>Leveraging Service Blueprinting to Rethink Higher Education</i>. Washington, D.C.: Center for American Progress. • Seyring, M., et al. (2009). <i>Service Blueprinting Handbook</i>. Germany: Universitat Leipzig sept. • Shostack, G.L. (1984). Designing Services that Deliver. <i>Harvard Business Review</i>. 62(1: Jan/Feb) 133-139. • Book: Jacobs & Chase, Chapter 7 						
Additional Resources	<ul style="list-style-type: none"> • [Global Health Service Models] Bhattacharyya, O., et al. (2011). Innovative Health Service Models for the World's Poor. <i>Rotman Magazine</i>, 28-35. 						
Due	(Assignment 3) Case Analysis: Metropolitan College						

Session 6 Waiting & Queues I: Managing <i>Actual</i> Wait Times	
Date	October 21
Topics	1. Review: Customer Introduced Variability 2. The Queuing System Components & Factors 3. Waiting Line Models ✂ 4. Calculating Queue Performance Measures ✂ 5. Modeling Queues Using Excel ✂ 📄 
Preparation	Course Packet • Maister, D.H. (1995). Note on the Management of Queues. Harvard Business School Publishing #9-680-053. pp. 1-14. Optional • Book: Jacobs & Chase, Chapter 7A
Tech Tools	📄 Hurlock, J. Get to know Excel 2010: Create formulas. Microsoft Excel Help Course. Retrieved from http://office.microsoft.com/en-us/excel-help/overview-RZ101862712.aspx?section=1&CTT=3 (35-45 minute free online tutorial course). 📄 E-Book: Lawrence, K.D., Klimberg, R.K. & Lawrence, S.M. (2009). <i>Chapter 2: Summarizing and Displaying Data in Excel</i> . Fundamentals of Forecasting Using Excel. [Books24x7 version].
Due	(Assignment 4) Service Blueprinting & Service Operations




Session 5 Waiting & Queues II: Managing <i>Perceived</i> Wait Times	
Date	October 28
Topics	1. Calculating Queue Performance Measures ✂ 2. Modeling Queues Using Excel ✂ 📄 3. Waiting and the Customer Experience 
Preparation	Course Packet • Maister, D.H. (1984). Psychology of Waiting Lines. Harvard Business School Publishing #9-684-064, 1-8. NYU Classes • Norman, D.A. (2009). Designing Waits that Work. <i>Sloan Management Review</i> . 50(4) 23-28. • Stone, A. (2012, August 18). Why Waiting in Line Is Torture. <i>New York Times</i> . • Video: Disneyland's Management of Waiting Lines • Buell, R.W. & M.I. Norton. (2011, May). IDEA WATCH: Think Customers Hate Waiting? Not So Fast... <i>Harvard Business Review</i> 89(5) 34. Optional • Meyer, C. (2001). While customers wait, add value. <i>Harvard Business Review</i> , 79(7), 24-26. • Bitran, G., Ferrer, J. & Rocha e Oliveira, P. (2009). Don't Manage Waits, Manage Experiences. <i>IESE Insight</i> , (1), 58-65. • Book: Jacobs & Chase, Chapter 7A
Due	(Assignment 5) Queuing I

Session 8 Supply Chain Management Introduction					
Date	November 4				
Topics	<ol style="list-style-type: none"> 1. Supply Chains: Definitions and Strategic Issues 2. Play Antiretroviral (ARV) Supply Chain Game (Modified Beer Game) 3. ARV Game Debrief 				
Preparation	<table border="0"> <tr> <td style="vertical-align: top; padding-right: 20px;">NYU Classes</td> <td> <ul style="list-style-type: none"> • W.P. Carey School of Business. (2010, April 6). Module 1: What is Supply Chain Management? (ASU-WPC-SCM) [Video]. Arizona State University. (Length: 8:04). • Logistics Cluster. (2012A). Preparedness: Logistics. <i>Logistics Operational Guide</i>. • Lee, H. L., & Billington, C. (1992). Managing supply chain inventory: pitfalls and opportunities. <i>Sloan management review</i>, 33(3). • Lee, H.L., V. Padmanabhan, & S. Wang. (1997). The bullwhip effect in supply chains. <i>Sloan Management Review</i>: 38(Spring), p93-102. </td> </tr> <tr> <td style="vertical-align: top; padding-right: 20px;">Optional</td> <td> <ul style="list-style-type: none"> • NTV Uganda (2012, December 11). ARV Factories to Increase Drug Production [Television Broadcast]. Uganda: Nation Media Group. • World Health Organization. (2012, July). HIV/AIDS Fact Sheet. WHO Fact Sheet No 360. • Chaunza, G. (2012, March 4). HIV Patients Exposed to Expired Drugs. <i>Institute for War and Peace Reporting</i>. • Staff Reporter. (2012, May 30). Zimbabwe: ARVs Mismanaged. <i>Financial Gazette (Harare)</i>. • Bulawayo Bureau. (2012, July 10). Zimbabwe: ARV Shortage. <i>The Herald</i>. • PlusNews. (2012, August 1). ZIMBABWE: Activists slam poor management of ARV supply. <i>IRIN PlusNews</i>. • Mutenga, T. (2012, July 4). Zimbabwe: ARV's Shortage a Time Bomb. <i>Financial Gazette (Harare)</i>. • Piet, B. (2012, August 31). P116m in drugs to be torched. <i>Mmegionline</i>. 29(130). • <i>Additional Reading in Logistics Cluster</i>. (2012B). Preparedness: Intervention Types. <i>Logistics Operational Guide</i>. • Book: Jacobs & Chase, Chapter 11, pp. 374-384 • Book: Jacobs & Chase, Chapter 12, pp. 396-402 </td> </tr> </table>	NYU Classes	<ul style="list-style-type: none"> • W.P. Carey School of Business. (2010, April 6). Module 1: What is Supply Chain Management? (ASU-WPC-SCM) [Video]. Arizona State University. (Length: 8:04). • Logistics Cluster. (2012A). Preparedness: Logistics. <i>Logistics Operational Guide</i>. • Lee, H. L., & Billington, C. (1992). Managing supply chain inventory: pitfalls and opportunities. <i>Sloan management review</i>, 33(3). • Lee, H.L., V. Padmanabhan, & S. Wang. (1997). The bullwhip effect in supply chains. <i>Sloan Management Review</i>: 38(Spring), p93-102. 	Optional	<ul style="list-style-type: none"> • NTV Uganda (2012, December 11). ARV Factories to Increase Drug Production [Television Broadcast]. Uganda: Nation Media Group. • World Health Organization. (2012, July). HIV/AIDS Fact Sheet. WHO Fact Sheet No 360. • Chaunza, G. (2012, March 4). HIV Patients Exposed to Expired Drugs. <i>Institute for War and Peace Reporting</i>. • Staff Reporter. (2012, May 30). Zimbabwe: ARVs Mismanaged. <i>Financial Gazette (Harare)</i>. • Bulawayo Bureau. (2012, July 10). Zimbabwe: ARV Shortage. <i>The Herald</i>. • PlusNews. (2012, August 1). ZIMBABWE: Activists slam poor management of ARV supply. <i>IRIN PlusNews</i>. • Mutenga, T. (2012, July 4). Zimbabwe: ARV's Shortage a Time Bomb. <i>Financial Gazette (Harare)</i>. • Piet, B. (2012, August 31). P116m in drugs to be torched. <i>Mmegionline</i>. 29(130). • <i>Additional Reading in Logistics Cluster</i>. (2012B). Preparedness: Intervention Types. <i>Logistics Operational Guide</i>. • Book: Jacobs & Chase, Chapter 11, pp. 374-384 • Book: Jacobs & Chase, Chapter 12, pp. 396-402
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Optional	<ul style="list-style-type: none"> • NTV Uganda (2012, December 11). ARV Factories to Increase Drug Production [Television Broadcast]. Uganda: Nation Media Group. • World Health Organization. (2012, July). HIV/AIDS Fact Sheet. WHO Fact Sheet No 360. • Chaunza, G. (2012, March 4). HIV Patients Exposed to Expired Drugs. <i>Institute for War and Peace Reporting</i>. • Staff Reporter. (2012, May 30). Zimbabwe: ARVs Mismanaged. <i>Financial Gazette (Harare)</i>. • Bulawayo Bureau. (2012, July 10). Zimbabwe: ARV Shortage. <i>The Herald</i>. • PlusNews. (2012, August 1). ZIMBABWE: Activists slam poor management of ARV supply. <i>IRIN PlusNews</i>. • Mutenga, T. (2012, July 4). Zimbabwe: ARV's Shortage a Time Bomb. <i>Financial Gazette (Harare)</i>. • Piet, B. (2012, August 31). P116m in drugs to be torched. <i>Mmegionline</i>. 29(130). • <i>Additional Reading in Logistics Cluster</i>. (2012B). Preparedness: Intervention Types. <i>Logistics Operational Guide</i>. • Book: Jacobs & Chase, Chapter 11, pp. 374-384 • Book: Jacobs & Chase, Chapter 12, pp. 396-402 				

Session 10 Forecasting	
Date	November 11
Topics	<ol style="list-style-type: none"> 1. Components of Demand 2. Forecasting Methods 3. Time Series Forecasting Methods ✖ <ol style="list-style-type: none"> a. Simple Linear Regression b. Simple Moving Average (SMA) c. Weighted Moving Average (WMA) d. Exponential Smoothing (ES) 4. Seasonality and Trending ✖ 5. Forecasting Performance Measures ✖ 
Preparation	NYU Classes <ul style="list-style-type: none"> • Stats Review Video: OLS (<i>by Prof. Shankar Prasad</i>) • E-Book: Lawrence, K.D., R.K. Klimberg, & S.M. Lawrence. (2009). <i>Chapter 1: Introduction to Forecasting</i>. Fundamentals of Forecasting Using Excel. [Books24x7 version]. • E-Book: Lawrence, K.D., R.K. Klimberg, & S.M. Lawrence. (2009). <i>Chapter 3: Basic Time Series Analysis</i>. Fundamentals of Forecasting Using Excel. [Books24x7 version]. • E-Book: Lawrence, K.D., R.K. Klimberg, & S.M. Lawrence. (2009). <i>Chapter 4: Forecasting Performance Measurements, Tracking Signals, and Randomness Tests</i>. Fundamentals of Forecasting Using Excel. [Books24x7 version].
	Optional <ul style="list-style-type: none"> • E-Book: Lawrence, K.D., Klimberg, R.K. & Lawrence, S.M. (2009). <i>Chapter 6: Simple Linear Regression Analysis in Forecasting</i>. Fundamentals of Forecasting Using Excel. [Books24x7 version]. • Book: Jacobs & Chase, Chapter 15
Additional Resources	<ul style="list-style-type: none"> • [More Forecasting and Excel] E-Book: Lawrence, K.D., R.K. Klimberg, & S.M. Lawrence. (2009). Fundamentals of Forecasting Using Excel. [Books24x7 version].
Tech Tools	<ul style="list-style-type: none"> 📖 E-Book: Lawrence, K.D., R.K. Klimberg, & S.M. Lawrence. (2009). <i>Chapter 2: Summarizing and Displaying Data in Excel</i>. Fundamentals of Forecasting Using Excel. [Books24x7 version]. 📖 Hurlock, J. Get to know Excel 2010: Create formulas. Microsoft Excel Help Course. Retrieved from http://office.microsoft.com/en-us/excel-help/overview-RZ101862712.aspx?section=1&CTT=3 (35-45 minute free online tutorial course). 📖 StatTools MS Excel Add-On
Due	(<u>Team Case Study Project</u>) Case Analysis: University Health Services Clinic

Session 10 Inventory Management							
Date	November 18						
Topics	<ol style="list-style-type: none"> 1. Definition and Purposes of Inventory 2. Multi-Period Inventory Models ✖ <ol style="list-style-type: none"> a. Fixed-Quantity Model (EOQ) b. Fixed Time Period Model (Periodic Review) 3. Safety Stock ✖ 4. Inventory Planning 						
Preparation	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 150px;">Course Packet</td> <td> <ul style="list-style-type: none"> • Landel, R., J. Freeland, & E. Weiss. (2010). Managing Inventories: Determining Order Quantity. Darden Business Publishing #UV3574, 1-4. • Landel, R., J. Freeland, & E. Weiss. (2010). Managing Inventories: The Reorder Point System. Darden Business Publishing #UV3573, 1-7. • Landel, R., J. Freeland, & E. Weiss. (2010). Managing Inventories: The Periodic Review System. Darden Business Publishing #UV3487, 1-4. </td> </tr> <tr> <td style="vertical-align: top;">NYU Classes</td> <td> <ul style="list-style-type: none"> • Stats Review Video: The Normal Distribution <i>(by Prof. Shankar Prasad)</i> • Stats Review Video: Calculating z-Scores <i>(by Prof. Shankar Prasad)</i> • Logistics Cluster. (2012B). Preparedness: Intervention Types. <i>Logistics Operational Guide</i>. • Logistics Cluster. (2012C). Response: Warehousing and Inventory Management. <i>Logistics Operational Guide</i>. • King, P. (2011). Crack the code: understanding safety stock and mastering its equations. <i>APICS - The Performance Advantage</i>. 21(4) 33-36. • Wikipedia. (2013). ABC Analysis. • E-Book: Müller, M. (2011). <i>Chapter 6: Why Inventory Systems Fail and How to Fix Them</i>. Essentials of Inventory Management. New York: AMCOM. p.166-171 only required. • TEYCSYS Supply Chain Experts. (2011, August 1). Supply Management System for Hospitals and IDNs [Video]. TEYCSYS (Length: 6:06). 📺 </td> </tr> <tr> <td style="vertical-align: top;">Optional</td> <td> <ul style="list-style-type: none"> • Additional Reading in Logistics Cluster (above) • Book: Jacobs & Chase, Chapter 17 </td> </tr> </table>	Course Packet	<ul style="list-style-type: none"> • Landel, R., J. Freeland, & E. Weiss. (2010). Managing Inventories: Determining Order Quantity. Darden Business Publishing #UV3574, 1-4. • Landel, R., J. Freeland, & E. Weiss. (2010). Managing Inventories: The Reorder Point System. Darden Business Publishing #UV3573, 1-7. • Landel, R., J. Freeland, & E. Weiss. (2010). Managing Inventories: The Periodic Review System. Darden Business Publishing #UV3487, 1-4. 	NYU Classes	<ul style="list-style-type: none"> • Stats Review Video: The Normal Distribution <i>(by Prof. Shankar Prasad)</i> • Stats Review Video: Calculating z-Scores <i>(by Prof. Shankar Prasad)</i> • Logistics Cluster. (2012B). Preparedness: Intervention Types. <i>Logistics Operational Guide</i>. • Logistics Cluster. (2012C). Response: Warehousing and Inventory Management. <i>Logistics Operational Guide</i>. • King, P. (2011). Crack the code: understanding safety stock and mastering its equations. <i>APICS - The Performance Advantage</i>. 21(4) 33-36. • Wikipedia. (2013). ABC Analysis. • E-Book: Müller, M. (2011). <i>Chapter 6: Why Inventory Systems Fail and How to Fix Them</i>. Essentials of Inventory Management. New York: AMCOM. p.166-171 only required. • TEYCSYS Supply Chain Experts. (2011, August 1). Supply Management System for Hospitals and IDNs [Video]. TEYCSYS (Length: 6:06). 📺 	Optional	<ul style="list-style-type: none"> • Additional Reading in Logistics Cluster (above) • Book: Jacobs & Chase, Chapter 17
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NYU Classes	<ul style="list-style-type: none"> • Stats Review Video: The Normal Distribution <i>(by Prof. Shankar Prasad)</i> • Stats Review Video: Calculating z-Scores <i>(by Prof. Shankar Prasad)</i> • Logistics Cluster. (2012B). Preparedness: Intervention Types. <i>Logistics Operational Guide</i>. • Logistics Cluster. (2012C). Response: Warehousing and Inventory Management. <i>Logistics Operational Guide</i>. • King, P. (2011). Crack the code: understanding safety stock and mastering its equations. <i>APICS - The Performance Advantage</i>. 21(4) 33-36. • Wikipedia. (2013). ABC Analysis. • E-Book: Müller, M. (2011). <i>Chapter 6: Why Inventory Systems Fail and How to Fix Them</i>. Essentials of Inventory Management. New York: AMCOM. p.166-171 only required. • TEYCSYS Supply Chain Experts. (2011, August 1). Supply Management System for Hospitals and IDNs [Video]. TEYCSYS (Length: 6:06). 📺 						
Optional	<ul style="list-style-type: none"> • Additional Reading in Logistics Cluster (above) • Book: Jacobs & Chase, Chapter 17 						
Additional Resources	<ul style="list-style-type: none"> • [Finance of Inventory] E-Book: Müller, M. (2011). <i>Chapter 2: Inventory as Money</i>. Essentials of Inventory Management. New York: AMCOM. 						
Due	<i>(Assignment 6)</i> Forecasting						

Session 11 Supply Chain Management	
Date	November 25
Topics	<ol style="list-style-type: none"> 1. Supply Chain vs. Operations Management 2. Uncertainty in Supply Chains 3. Case Discussion: People and Process: Improving Supply to Refugee Camps
Preparation	Course Packet <ul style="list-style-type: none"> • Kopczak, L.R. (2011). People and Process: Improving Supply to Refugee Camps.
	NYU Classes <ul style="list-style-type: none"> • <i>Review from Session 8:</i> Lee, H.L., & Billington, C. (1992). Managing supply chain inventory: pitfalls and opportunities. <i>Sloan management review</i>, 33(3). • Kopczak, L.R., & Johnson, M. E. (2003). The supply-chain management effect. <i>MIT Sloan Management Review</i>, 44(3), 27-34. • Davis, T. (1993). Effective supply chain management. <i>Sloan management review</i>, 34, 35-35.
	Optional <ul style="list-style-type: none"> • Harr, J. (2009, January 5). Lives of the Saints. <i>The New Yorker</i>.
Due	(Assignment 10) Case Analysis: People and Process: Improving Supply to Refugee Camps

Session 12 Decision Analysis	
Date	December 2
Topics	<ol style="list-style-type: none"> 1. Decision Analysis Structuring 2. Decision Trees ✖ 3. Sensitivity Analysis ✖
Preparation	Course Packet <ul style="list-style-type: none"> • Wu, G. (1997). Decision Analysis. Harvard Business School #9-894-004, 1-14.
	NYU Classes <ul style="list-style-type: none"> • Mind Tools. (2013). Decision Trees: Choosing by Projecting "Expected Outcomes." • Davis, J. (2011, September 9). Decision Trees [Video]. (Length: 10:39). <i>Worked through Example</i>
	Optional <ul style="list-style-type: none"> • E-Course: Alemi, F. (2004). Decision Trees. In Wojtusiak, J. (Ed.), <i>Decision Analysis in Healthcare</i>. George Mason University. • Book: Jacobs & Chase, Chapter 4
Tech Tools	 PrecisionTree  SmartDraw  TreePlan
Due	(Assignment 7) Inventory Management

Session 13 Quality Management: Six Sigma							
Date	December 9						
Topics	<ol style="list-style-type: none"> 1. Six Sigma Core Principles 2. DMAIC Methodology ✖ 3. Case Discussion: Six-Sigma at Academic Medical Hospital (A) 						
Preparation	<table border="0" style="width: 100%;"> <tr> <td style="width: 150px;">Course Packet</td> <td> <ul style="list-style-type: none"> • Landel, R. & A. Zimmerman. (2007). Six Sigma: A Basic Overview. Darden Business Publishing #UV0868, 1-10. • Landel, R., D.C. San & D. Altschuler. (2003). Six Sigma at Academic Medical Hospital (A). Darden Business Publishing #UV0339. </td> </tr> <tr> <td>NYU Classes</td> <td> <ul style="list-style-type: none"> • Finch, M.H. & M. Rollins. (2010, June). Getting More Done with Less: How Lean Six Sigma Enhances Performance. <i>Policy & Practice</i>. 68(3) 24. • Smith, L. (2005, May). Six Sigma Goes to Washington. <i>Quality Digest</i>. </td> </tr> <tr> <td>Optional</td> <td> <ul style="list-style-type: none"> • Zimmerman, B.L. (2010, April). What Do We Mean by 'Empowerment?' <i>Policy & Practice</i>. 68(2) 42. • Accenture. (2010). Process & Innovation Performance: Military taps Accenture Lean Six Sigma to speed hiring at base in US West. • Book: Jacobs & Chase, Chapter 9 </td> </tr> </table>	Course Packet	<ul style="list-style-type: none"> • Landel, R. & A. Zimmerman. (2007). Six Sigma: A Basic Overview. Darden Business Publishing #UV0868, 1-10. • Landel, R., D.C. San & D. Altschuler. (2003). Six Sigma at Academic Medical Hospital (A). Darden Business Publishing #UV0339. 	NYU Classes	<ul style="list-style-type: none"> • Finch, M.H. & M. Rollins. (2010, June). Getting More Done with Less: How Lean Six Sigma Enhances Performance. <i>Policy & Practice</i>. 68(3) 24. • Smith, L. (2005, May). Six Sigma Goes to Washington. <i>Quality Digest</i>. 	Optional	<ul style="list-style-type: none"> • Zimmerman, B.L. (2010, April). What Do We Mean by 'Empowerment?' <i>Policy & Practice</i>. 68(2) 42. • Accenture. (2010). Process & Innovation Performance: Military taps Accenture Lean Six Sigma to speed hiring at base in US West. • Book: Jacobs & Chase, Chapter 9
Course Packet	<ul style="list-style-type: none"> • Landel, R. & A. Zimmerman. (2007). Six Sigma: A Basic Overview. Darden Business Publishing #UV0868, 1-10. • Landel, R., D.C. San & D. Altschuler. (2003). Six Sigma at Academic Medical Hospital (A). Darden Business Publishing #UV0339. 						
NYU Classes	<ul style="list-style-type: none"> • Finch, M.H. & M. Rollins. (2010, June). Getting More Done with Less: How Lean Six Sigma Enhances Performance. <i>Policy & Practice</i>. 68(3) 24. • Smith, L. (2005, May). Six Sigma Goes to Washington. <i>Quality Digest</i>. 						
Optional	<ul style="list-style-type: none"> • Zimmerman, B.L. (2010, April). What Do We Mean by 'Empowerment?' <i>Policy & Practice</i>. 68(2) 42. • Accenture. (2010). Process & Innovation Performance: Military taps Accenture Lean Six Sigma to speed hiring at base in US West. • Book: Jacobs & Chase, Chapter 9 						
Additional Resources	<ul style="list-style-type: none"> • [Training Tools and Templates] DMAIC Tools. Six Sigma Training Resources. Available at http://www.dmaictools.com/ • [Six Sigma Toolbox] MoreSteam.com. (2013). Process Improvement & Lean Six Sigma Toolbox. Available at https://www.moresteam.com/toolbox/index.cfm 						
Tech Tools	<ul style="list-style-type: none"> 📖 Adaptive Microsoft Excel and Word Templates 📖 Minitab 📖 QETools MS Excel Add-On 📖 SPC for Excel 📖 SigmaXL MS Excel Add-On 📖 StatTools MS Excel Add-On 						
Due	(Assignment 8) Case Analysis: Six Sigma						

Session 14 Consulting & Reengineering Reflection & Review	
Date	December 11
Topics	<ol style="list-style-type: none"> 1. Re-engineering Toolkit 2. General and Operations Consulting Frameworks 3. Consulting and Problem Solving Approaches 4. Course Overview & Reflection
Preparation	Course Packet <ul style="list-style-type: none"> • Weiss, E.N. (2006). Frameworks for General Management and Operations Consulting. Darden Business Publishing #UV1456, 1-6.
	NYU Classes <ul style="list-style-type: none"> • Gustafson, L. & D. Allen. (1994). A new management model for child welfare: True reform means doing things differently. <i>Public Welfare</i>. 52(1) 31.
	Optional <ul style="list-style-type: none"> • Thong, J. Y., C. S. Yap, & K. L. Seah. (2000). Business process reengineering in the public sector: the case of the Housing Development Board in Singapore. <i>Journal of Management Information Systems</i>, 17(1), 245-270. • Rubino, L. & W. J. French (2004). Re-engineering the Los Angeles County public health care safety net: recommendations from a Blue Ribbon Health Task Force. <i>Journal of health and human services administration</i>, 27(1), 56. • Book: Jacobs & Chase, Chapter 13A
Additional Resources	<ul style="list-style-type: none"> • [Consulting Case Interview Prep] The Boston Consulting Group: Interview Prep. Available at http://www.bcg.com/join_bcg/interview_prep/ • [Consulting Case Interview Prep] Bain & Company: Interview Preparation. Available at http://www.joinbain.com/apply-to-bain/interview-preparation/ • [Consulting Case Interview Prep] Deloitte: Getting the Job. Available at http://mycareer.deloitte.com/us/en/students/gettingthejob • [Consulting Case Interview Prep] Cheng, V. (2012). Case Interview Secrets. Seattle: Innovation Press.

FINAL EXAM DUE FRIDAY, DECEMBER 20TH BY NOON
