

Instructors:

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Teaching Associates:

Email: FCOB-busmgt2321ta@osu.edu
 Office Hours: TAs are available most hours Mon-Thu 9a-8p and Fri 9a-4p
All office hours via Zoom, details available on Carmen

Class Meeting Schedule:

Lecture	Tu 11:10a-12:30	Tu 12:45p-2:05	Tu 5:30p-6:50	Tu 7:05p-8:25
Recitation	Fr 10:45a-11:40	Fr 8:00a-8:50	We 5:05p-6:00	Fr 8:00a-8:55
Recitation	Th 8:25a-9:20	We 8:00a-8:50	Fr 9:35a-10:30	Fr 12:25p-1:20
Recitation	We 3:55p-4:50	Fr 10:00a-10:55	Th 1:00p-1:55	Fr 1:50p-2:45
Recitation	Fr 4:10p-5:05	We 6:15p-7:10	Fr 1:35p-2:30	Fr 2:45-3:40

NOTE: All Lectures and Recitations On-Line for Spring Semester 2021

Course Materials / Software:

Required: Business Analytics: A Customized Version of Spreadsheet Modeling for Business Decisions, 5th Edition, Kros, 2019, Kendall Hunt

Purchase and access at: <https://he.kendallhunt.com/khbusmgt2321businessanalytics>

If you are buying thru the OSU Bookstore: ISBN(14): 9781524903664

Software: MS Office, MS Excel Solver Add-in are required. Access to a non-pad computer may be necessary

Optional Hardcover Texts for Reference:

Spreadsheet Modeling For Business Decisions, 3rd or 4th Editions, Kros

Managerial Decision Modeling with Spreadsheets, 2nd or 3rd Editions, Balakrishnan et al

Course Description:

The objective of the course is to familiarize students with the use of data analysis in managerial decision making. We examine the application of business analytic models, decision making techniques, and the limitations of models in the decision making process. Students will be exposed to several major decision modeling techniques, how to gather data for such techniques, learn how to derive and assemble models, interpret the results, and make decisions using the results. Many of the simple techniques used in this course are currently used in major corporations on very large scales.

Students are coached in data presentation and deriving models that are user friendly and transferable within organizations. Emphasis is placed on developing skill sets and tools that promote decision making, cooperation between various business units, and career advancement. In addition, the integration of Microsoft EXCEL (along with the "Goal Seek" and "Solver" add-ins) makes this course an important foundation for future courses at Fisher.

Prerequisites:

Prerequisites Math 1131 or 1151, CSE 1113 or 2111, ECON 2001.01 and 2002.01

Course Learning Outcomes:

By the end of this course, students should successfully be able to:

- Understand the decision making process
- Develop decision models for practical situations
- Use graphic and spreadsheet applications to solve Linear Programs
- Analyze the impact upon decision making of changes in assumptions and the addition of variables
- Understand the difference between stochastic and deterministic models, when each is appropriate, and the advantages, disadvantages, and limitations of each
- Properly display data to facilitate organizational decision making and strategy

How This Course Works:

Mode of delivery: This course is 100% online. As an online course, our main way of reaching out to students will be through the announcements tab in Carmen. Students are responsible for any and all information posted here. We suggest turning Carmen notifications on so that you do not miss any important information.

Pace of online activities: This course is divided into **weekly modules**. Students are expected to keep pace with weekly deadlines but may schedule their efforts freely within that time frame.

The course presentation has three components

- **Pre-Lecture Videos** - A series of 10-20 minute lectures to be viewed before weekly lectures, each concentrating on one key point from the text
- **Weekly lectures** - Lectures are synchronous, but recorded and posted on the day after the lecture is delivered (there are 3 instructors this semester, so the lecture posted may have a different lecturer week-to-week). The lecture will develop a case study – Mudsock Micro-Brew – based on the lessons presented in the pre-lecture videos. Scheduled lecture times will also be used to demonstrate example problems and interact with students who choose to participate.
- **Recitation** – Recitations will all be live via Zoom, with a TA presenting material and an assistant available to handle any off-line questions that may arise. There are 4 group activities (Practical Exercises). You will have time during recitations to meet with your group members, discuss the assignment with TAs, ask questions, and hear the questions from other groups. You will be expected to meet with your group during recitations to facilitate completing the assignments.

Extra Credit Opportunities: To encourage attendance at both lectures and recitations, we are offering the following:

- We will replace your lowest quiz score with the percentage of lectures attended. We will have varying ways of taking attendance, such as simply looking at who attended and for how long (zoom logs that information) or thru on line questions given during class. Since this is extra credit, there are no excused absences – you are either present or you are not. This can replace a low or missing quiz score.
- We will replace your lowest MBE score with the percentage of recitations attended. Similar to above, we will have varying ways to count attendance and there are no excused absences.
- We reserve the right to allow students credit for attending sessions other than their assigned lectures or recitations. We will make our decision based on the student's situation.

Credit hours and work expectations: This is a **1.5-credit-hour course**. According to [Ohio State policy](#), students should expect around an average of 1.5 hours per week of time spent on direct instruction (instructor content

and Carmen activities, for example) in addition to 3 hours of homework (reading and assignment preparation, for example).

Attendance and participation requirements: Because this is an online course, your attendance is based on your online activity and participation. The following is a summary of everyone's expected participation:

- **Participating in online activities for attendance:** There are assignments due every week. If you have an emergency situation that causes you to miss an entire week of class, discuss it with the instructor or a TA *as soon as possible*.
- **Office hours and live sessions:** All live, scheduled events for the course, including my office hours, are optional and conducted via Zoom.
- **Participating in discussion forums:** See “Weekly Lectures” and “Recitations” above.

Grading and Evaluation:

Graded assignments may come in three forms, and students should note the expectations for each in the descriptions of our class assignments below.

- **Independent Work (↑):** Strictly non-collaborative, original-individual work. You may discuss this assignment only with your instructor. Discussions with other individuals, either in person or electronically, are strictly prohibited.
- **Collaboration Required (↑↑):** An explicit expectation for collaboration among students either in-class or outside (i.e. group work).
- **Optional-Collaboration (↑❤):** Students are permitted, but not required, to discuss the assignment or ideas with each other. However, all submitted work must be one’s original and individual creation.

Assignment Name		Points / Weight	Assignment Type
Exams	2 @ 30% each	60%	N ↑
Quizzes	6 @ 2% each	12%	N ↑
Model Building Exercises	8 @ 1% each	8%	O ❤
Practical Exercises	4 @ 5% each	20%	C ↑↑
TOTAL COURSE POINTS		100%	

Course Assignments: All Due Dates and Times are Ohio Time (EST or EDT)

Exams: There are two exams, each worth 30% of your course grade. The exams will test your comprehension of the materials and your ability to apply them to business problems. The Final Exam for this course is comprehensive. Students must average at least 50% across the 2 exams to pass the course.

The Midterm Exam is given during your scheduled lecture time. The Final Exam is given per the University Final Exam Schedule. Lectures are Tuesday at 11:10am (section 4401), 12:45pm (section 4485), 5:30pm (section 4479) and 7:05pm (section 4484). Exams are 70 minutes long. You must take your exam at your prescribed day and time.

Practical Exercises: There are four Practical Exercises (PEs), each worth 5% of the course grade. Students apply the concepts and models from class to practical business problems and then make recommendations as to how management should approach the issues at hand. These assignments are collaborative (group work), reflecting both the degree of difficulty of the assignment and the need to work as part of a team in the business arena. Students will be assigned group of up to 4. As the business arena requires group efforts, students must work in their assigned groups, Material from the PEs will be included on the exams. PEs are submitted electronically via Carmen. If you miss the deadline, you and your group receive a 0 for the assignment. Instructors will review the PE during lecture on the due date, so if you submit the assignment late you will already have had access to the answer and no credit can be given.

NOTE: If use of the Solver add-in is specified in a problem or assignment, Solver inputs must be found within the group submission. If Solver inputs are missing from the group submission for any reason, the group will receive a zero on that question. Please note that worksheets copied from other worksheets may not copy the solver dialogue box – the Solver solution will remain in the copied worksheet but the detailed Solver work may not be there. Also note that the Solver add-in does not work on an iPad or tablet Excel product. Any assignment requiring Solver will require use of an actual computer.

Quizzes: Quizzes open on Monday morning at midnight and close at 1pm the following Monday. Quiz questions reflect the past and coming week. The questions are based on simple concepts and applications that students should recognize from the pre-lecture videos and reading. Quizzes are designed to assure students are pro-active in their approach to the class, boost student confidence with the materials, and, if done properly and taken seriously, boost grades. Quizzes are taken through the GRTEP website, not Carmen. There are no make-up quizzes; if you miss the Monday 1pm deadline, you receive a 0 for that assignment.

Model Building Exercises: Model Building Exercises (MBEs) are a series of simple decision-making models designed to emphasize the concepts from class. MBEs coach students in proper display of data and expose students to the power of simple models and simple tools in data analysis and decision making. MBEs have step-by-step instructions that provide practice in formatting, formulation, programming, and layout. MBEs are graded 100%, 50%, or 0%; either you have followed the instructions and properly designed the model or you have not. MBEs are submitted electronically via Carmen. If you miss the Sunday 1pm deadline your earned score will be reduced by 20% for each 24 period late the assignment is submitted. For example, if you submit the assignment 5 minutes late, that is a 20% penalty; if you submit the assignment 24 hours and 5 minutes late, that is a 40% penalty. Solver inputs must be found within any submitted assignment that requires the use of Microsoft solver. If solver inputs are missing from your submission for any reason, you will receive a zero on that question/assignment. See the note on use of Solver under “Practical Exercises”.

NOTE: The on-line quizzes and model building exercises are designed for easy, high grades. In short, they are designed to give you an easy “A” for 20% of your course grade. If you fail to complete them or do poorly on them, it is a reflection on the effort you are making in the course. Do not postpone doing them and then expect an extension, partial credit, or an extra credit opportunity in response to your lack of performance.

To pass BusMGT 2321 you must:

1. Maintain a 60% average over all graded materials
2. Complete and turn in all graded materials
 - You **must complete** all 4 Practical Exercises and both Exams
 - You may miss up to 3 combined MBEs and Quizzes, if you miss more than 3 you will not meet course requirements
 - Instructors have the right to reject submissions if the effort is particularly poor
 - Should your submission be rejected or you fail to turn in a required assignment, you will be allowed to submit a makeup assignment so that you might pass the course. You must score a minimum 80% on such a submission and will receive no points toward your course grade.
3. Have a 50% average over all Exams

If you fail to meet any of these three requirements you will receive a failing grade for the course.

Practical Exercises and Model Building Exercises are submitted electronically via Carmen. You are allowed one (1) submission per PE and MBE. Once you have made your submission, you will NOT be allowed to make future submissions. Make sure your work is complete and correct BEFORE submitting to Carmen.

Grading Scale:

Letter	A	A-	B+	B	B-	C+	C	C-	D+	D	E
(Points)	(4.0)	(3.7)	(3.3)	(3.0)	(2.7)	(2.3)	(2.0)	(1.7)	(1.3)	(1.0)	(0.0)
Range	100% - 93%	93% - 90%	90% - 87%	87% - 83%	83% - 80%	80% - 77%	77% - 73%	73% - 70%	70% - 67%	67% - 60%	60% - 0%

Note: Above percentages are % of overall points earned

Course Schedule:

See rough schedule, attached, and detailed schedule, on Carmen.

Additional Policies

Testing Policy:

All exams in this course are individual efforts. The dates of the exams are listed on the attached schedule. Exams may be short answer, fill-in-the blank, multiple choice, etc. You will not be told the format before the exam – you are to prepare for the material covered, not the exam format.

- All students will take the exam as assigned in the schedule
- There will be multiple versions of the exams

Students missing the exams with a university-approved excuse will be handled on an individual basis. Unless your university-approved excuse is unscheduled (i.e. an emergency or similar unforeseen event), you must coordinate your activity 10 days before missing an exam or assignment to receive credit. Students missing an exam with a university-approved excuse will be given an “I” (Incomplete) until the exam is taken at a time agreeable to both the student and the professor, in accordance with university policy.

If you miss an exam without a university-approved excuse (family vacations, job interviews, weddings, sleeping-in, etc.), you will receive a zero on that exam and will not have an opportunity to take the exam. If you cannot attend classes or take the exams as scheduled, drop the course today! Exam dates, as well as all due dates, are posted in the course schedule.

Attendance/Participation Expectations:

Robust attendance and weekly participation in this class is highly recommended as the pace is quite fast. Organize your personal affairs to allow you to complete assignments on time. You are responsible for all announcements and assignments made by your instructor. Any major changes in the tentative course schedule will be announced in class one week prior to the change and may change the content of material on the exams.

Disability Services (SLDS):

If you use the Student Life Office of Disability Services, please submit all forms to SLDS by the second week of class. Understand that without prior arrangement, special accommodation will not be given by SLDS or the instructor. There is additional information on SLDS later in the syllabus, following the course schedule.

Academic Misconduct:

Your instructor and the Management Sciences Department expect professional and ethical behavior in this class at all times. We have found that most students are honest and do their own work and that they appreciate knowing that we take academic misconduct very seriously. The Management Sciences Department and the University follow a standard procedure for those who choose not to behave ethically. The student code of conduct can be found on the Internet at <https://trustees.osu.edu/bylaws-and-rules/code>. There is additional information on Academic Misconduct later in the syllabus, following the course schedule.

Student Athletes and Academic Groups

Student athletes must have their coach or other athletic department representative submit a letter with all scheduled competitions and scheduled practices by the second week of class. Exam conflicts will be handled on an individual basis only after receiving official notification from the athletic department or other University sponsoring group. Athletes participating in club sports are not excused from exams and/or individual assignments.

Student Grievance Procedure

If a student has a specific problem with the administration of this class, the student has the right to discuss the problem with Fisher faculty and staff. The first step in the process is to discuss the problem with the instructor. If the problem cannot be resolved, the next step is to discuss the problem with the Management Sciences department chairperson (Dr. James Hill), and then followed by a representative from the Fisher College Deans Office. Failure to follow this progression will usually result in delays in achieving problem resolution or the problem going unresolved.

MAIL

DO NOT slide papers, assignments, etc. under our office doors. Please take all papers to the front desk in the Management Sciences office (600 Fisher Hall). The office staff will time-stamp the papers and will put them into the appropriate Management Sciences mailbox. This likely will not apply to Spring Semester 2021

E-MAIL

E-mail is a passive method of communication. Many people feel that sending an email then excuses them from further action until the addressee responds. This is not true in the business world, nor is it true in academia. **If you have not received a response from us in 48 hours (not counting weekends/holidays), follow-up with either a visit to my virtual office hours or a phone call.** As an instructor with several large core classes each semester my in-box is often overwhelming, and if you do not follow up after a few days I will assume you have resolved your issue.

On average, we receive over 100 e-mails daily. Many e-mails are SPAM and some may contain viruses that are directed at educators, with subject lines such as "1st Assignment" or "Question about final exam". Our e-mail is filtered twice (OSU university level and Fisher College level) and we run virus protection software on our computers in an effort to separate the "good e-mails" from the "bad e-mails". However, the filters and virus protection software are not 100% effective. In an effort to identify and delete malicious e-mails without trashing "good" student e-mails, the following criteria must be followed:

- E-mails must be professional or no response will be given.
- Send e-mails to FCOB-BusMGT2321TA@osu.edu.
- **DO NOT SEND EMAILS DIRECTLY TO A TAs INDIVIDUAL ACCOUNT. TAs HAVE BEEN INSTRUCTED TO DELETE DIRECT EMAILS FROM STUDENTS WITHOUT RESPONDING.**
- E-mail subject line must begin with BusMGT 2321 - recitation day and time/TA name followed by the subject. For example, a student in the Friday 10:45 recitation and Hymie Belheim is her TA. The student wants to ask a question about the first exam. The subject line would be

BusMGT 2321 - Friday 10:45/Belheim Exam #1 Question

- E-mail not conforming to the above will not be read and will be immediately deleted.

GRADE NOTIFICATION POLICIES: We will abide by the 1974 Family Educational Rights and Privacy Act (FERPA)

Course Schedule – Detailed schedule available on Carmen

Week	Topics	Items Due	
1/12/2021 Tuesday	Module 0 - Course Introduction	MBE 1	Sun 17-Jan
1/19/2021 Tuesday	Module 1 - Decision Making	Quiz 1 MBE 2	Mon 18-Jan Sun 24-Jan
1/26/2021 Tuesday	Module 2 - Decision Analysis	MBE 3	Sun 31-Jan
2/2/2021 Tuesday	Module 3 - Optimization Models Part 1	Quiz 2 PE 1	Mon 1-Feb Tue 2-Feb
2/9/2021 Tuesday	Module 4 - Optimization Models Part 2	MBE 4	Sun 14-Feb
2/16/2021 Tuesday	Module 5: Spreadsheet Applications	Quiz 3	Mon 15-Feb
2/23/2021 Tuesday	No Classes this week	PE 2	Tue 23-Feb
3/2/2021 Tuesday	Module 6: Spreadsheet Solutions		
3/9/2021 Tuesday	Module 7: Exam 1	EXAM	Tue 9-Mar
3/16/2021 Tuesday	Module 8: Sensitivity Analysis	MBE 5	Sun 21-Mar
3/23/2021 Tuesday	Module 9: Solver Sensitivity Analysis	Quiz 4	Mon 22-Mar
3/30/2021 Tuesday	Module 10: Network Models	Quiz 5 MBE 6	Mon 29-Mar Sun 4-Apr
4/6/2021 Tuesday	Module 11: Multiple Criteria Models	PE #3 MBE 7	Tue 6-Apr Sun 11-Apr
4/13/2021 Tuesday	Module 12: Simulation	Quiz 6 MBE 8	Mon 5-Apr Sun 18-Apr
4/20/2021 Tuesday	Module 13: Replication and Analysis	PE 4	Fri 20-Apr
	Module 14: Exam 2	EXAM	

NOTE: The following, “Course Technology” and “Academic Integrity” sections are provided by the Office of Distance Education and eLearning (ODEE) and included at their direction. We have covered some of these subjects, in part or as a whole, previously.

Course technology:

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the Ohio State IT Service Desk. Standard support hours are available at ocio.osu.edu/help/hours, and support for urgent issues is available 24/7.

- **Self-Service and Chat support:** ocio.osu.edu/help
- **Phone:** 614-688-4357(HELP)
- **Email:** servicedesk@osu.edu
- **TDD:** 614-688-8743

Baseline technical skills for online courses

- Basic computer and web-browsing skills
- Navigating Carmen: for questions about specific functionality, see the [Canvas Student Guide](#).

Required Technology skills specific to this course

- [CarmenZoom virtual meetings](#)
- [Recording a slide presentation with audio narration](#)
- [Recording, editing, and uploading video](#)

Required equipment

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Webcam: built-in or external webcam, fully installed and tested
- Microphone: built-in laptop or tablet mic or external microphone
- Other: a mobile device (smartphone or tablet) or landline to use for BuckeyePass authentication

Required software

- [Microsoft Office 365](#): All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft’s Student Advantage program. Full instructions for downloading and installation can be found [at go.osu.edu/office365help](https://go.osu.edu/office365help).
- [Microsoft Excel Add-Ins](#): We will utilize the “Solver” and “Decision Tree” add-ins

Carmen access

You will need to use [BuckeyePass](#) multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:

- Register multiple devices in case something happens to your primary device. Visit the [BuckeyePass - Adding a Device](#) help article for step-by-step instructions.
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click **Enter a Passcode** and then click the **Text me new codes** button that appears. This will text you ten passcodes good for 365 days that can each be used once.
- Download the [Duo Mobile application](#) to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

Academic integrity:

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct (<https://trustees.osu.edu/bylaws-and-rules/code>) and this syllabus may constitute Academic Misconduct (<https://oaa.osu.edu/academic-integrity-and-misconduct>)

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: Any activity that tends to compromise the academic integrity of the University, or subvert the educational process. Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an excuse for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Safety and health requirements:

All teaching staff and students are required to comply with and stay up to date on all [University safety and health guidance](#), which includes wearing a face mask in any indoor space and maintaining a safe physical distance at all times. Non-compliance will be warned first and disciplinary actions will be taken for repeated offenses.

Disability Services:

The university strives to make all learning experiences as accessible as possible. In light of the current pandemic, students seeking to request COVID-related accommodations may do so through the university's [request process](#), managed by Student Life Disability Services. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

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