Dr. Ali Akbari

MBA 679.31

QUANTITATIVE METHODS

FALL 2003

MONDAY

6:00 p.m. - 10:00 p.m.

San Fernando Valley Center
SFV

SYLLABUS
Day/Class time: Mondays 6:00-10:00 PM  
Location: SFV Center  
Professor’s Name: Dr. Ali Akbari  
Tel.#: (805) 493-3379  
E-mail address: aakbari@pepperdine.edu (best way to reach me)  
Office Hours: To Be Arranged

Introduction:  
Management science is a quantitative approach to decision-making process. It had its early roots in World War II and is flourishing in business and industry. This course emphasizes the application of quantitative approaches and techniques by using business and industrial problem illustrations to introduce the quantitative concepts.

Course Description and Objective:

The purpose of Quantitative Methods (679) is to provide students with a sound conceptual understanding of the role management science plays in the decision-making process. Specifically, the course is concerned with the wide variety of quantitative techniques currently being used in the field of management science (a field melding portions of business, economics, statistics, mathematics, and other disciplines into a pragmatic effort to help managers make decisions). As an area of study, these quantitative methods are often identified as operations research. Quantitative Methods (679) is about how management science may be used to help managers make better decisions. The focus of the course is on the decision-making process and the role of management science in that process. This course will acquaint students with a variety of case studies based on real world applications. Topics include Forecasting, Linear Programming including Sensitivity Analysis, Integer Linear Programming, Queuing theory and Waiting Line Models, Inventory Decision Making, PERT & CPM Models, Decision Analysis (Deterministic as well as Probabilistic Models), Transportation, Transshipment and Assignment Models, Optimization Techniques and Simulations.
**Computer Projects**

The proliferation of personal computers (PCs) throughout businesses, industry and higher education has brought about a major change in the study of quantitative techniques and management science courses. There is a symbiotic relationship between the use of computers and the application of quantitative methods in the managerial decision making process.

There will be a total of 5 computer projects which constitutes 35 percent of your total grade. These projects are selected to represent the real-world applications of quantitative techniques in managerial decision-making process. You are required to learn the Management Scientist Software (version 5), which is a collection of production and operations management analytical software. This software package enables the student to use and understand the increasing role that microcomputers play in implementing management science model.

A growing concern for effective resource use in all types of organizations has given an important boost to the development of management information systems built around powerful desktop and mainframe computer systems and user-friendly software programs. These modern management information systems are designed to gather and organize a wealth of valuable operating information. With timely information on demand and cost conditions, for example, managers become able to effectively coordinate marketing and production decisions. Such coordination of marketing decisions is necessary if economic theory and methodology are to be effectively applied in the decision making process. As a result, economic considerations play an important role in the design and implementation of modern management systems. Similarly, computer-based systems are typically required if economic reasoning is to play a meaningful role in the decision making process in a wide variety of organizations. Therefore, there is a symbiotic relationship between the use of computers and the application of economic theory and methodology in the managerial decision making process. The use of computer-based courseware offers the following significant advantages over traditional business teaching methods:

a. Increased emphasis on problem recognition and model formulation:
   (including assumptions and limitations).

b. Decreased emphasis on computational procedures.

c. Increased emphasis on real-world business applications.
**Required Textbooks:**

**Alternative References:**
The following are recommended as useful references and sources of further readings:


**Instructor/Student Interaction:**
If at any point during the course you have questions regarding the preparation of cases, exams or other course-related issues, please do not hesitate to contact the instructor. If scheduled office hours are inconvenient for you, contact the instructor after class to arrange an alternative appointment.

**Grading and Evaluation:**
Each student will be given a grade reflecting the professor's evaluation of the student's mastery of the course material. The letter grade in the class will be determined by the combined points or the Total Score on the following exercises:

(a) Midterm Exam 30% 150 Points
(b) Computer Projects & Class Participation 35% 200 "
(c) Final Exam 35% 150 "
Total Score 100% 500 Points

A relative frequency distribution table will be used to determine your letter grade in the class. The following scale will be used:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Letter grade</th>
<th>Point Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>95 – 100%</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>90 – 94.9</td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>87 – 89.9</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>83 – 86.9</td>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>80 – 82.9</td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>77 – 79.9</td>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>73 – 76.9</td>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>70 – 72.9</td>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>67 – 69.9</td>
<td>D+</td>
<td>1.3</td>
</tr>
<tr>
<td>63 – 66.9</td>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>60 – 62.9</td>
<td>D-</td>
<td>.7</td>
</tr>
</tbody>
</table>
Class Sessions:
Course content and tests will come from both the text and the lecture. In addition to the coverage of the concepts developed in the text, class sessions will be devoted to probing, extending, and applying the text material and case studies. It shall be assumed that students have read and are prepared to discuss the text assignments before coming to class, as well as any appropriate case or handout materials. Each quiz will be designed to take 30 minutes to complete and will be worth 35 points. The format will generally be a mix between short answer, essay, and multiple choices.

Class Discussion:
Each student is expected to contribute to class discussion. To a substantial extent, the benefit students derive from the assignments is related to their willingness to expose their viewpoint to the critical judgment of the class. Do not be reluctant to voice your opinion.

Class Participation:
Attendance and participation in class is expected and is a component of the final grade. The assigned problems and cases are intended to facilitate learning the concepts and techniques of management science. Homework will be assigned to assist student in learning the material and preparing for the examinations. It is important to remember the more problems a student works, the better he/she should do on the examinations. You are also urged to solve study guide problems or other unassigned problems at the end of each chapter. Students are expected to attend every class. Missing a class will put you at a significant disadvantage for both learning and performance in the class. (If you must miss a class for some reason, recognize that it is your responsibility to get class notes and assignments from a classmate.)

Instructor/Student Interaction:
If at any point during the course you have questions regarding the preparation of cases, exams, or other course-related issues, please do not hesitate to contact the instructor. If scheduled office hours are inconvenient for you, contact me after class to arrange an alternative appointment. I care about your progress in the class, and if you are having difficulty, I would like to meet with you. It is my desire that this class will be a positive experience for you, and I want to help make it one. Please do not hesitate to contact me, either by phone or e-mail, for any reason whatsoever.

Evaluation Policy:
All aspects of the class are "fair game" for the examinations. Class discussions are included as a source. In particular, if the class has difficulty with particular concepts or techniques on an exam, these are likely to be tested again on a later exam. The student is expected to make every reasonable effort to take all the examinations at the scheduled time. Make up examinations will not be allowed under any circumstances. If an examination is missed for an approved reason, the next exam weight will be increased to compensate for the missed grade. Approval for missed examinations will be rare indeed, and only with appropriate written documentation from authoritative source indicating why the student was unable (repeat: Unable) to appear for an examination. Normally, only a doctor's certification of a severe medical problem will suffice. The exams and the final are individual, in-class exams. The exams will be given on paper (rather than on a computer) but may include pages of Excel output that
require your interpretation. They are closed-book exams, but each student may bring two (2) 8.5” x 11” sheets of notes and/or formulas to each of the first two exams, and a total of six (6) sheets to the cumulative final exam. You may use both sides of the page, and your notes can include anything you feel will be helpful to you on the exam including graphs, formulas, and problems from class or the text.

Tip: Avoid trying to cram everything onto these sheets or they will become useless to you. Use them as an opportunity to organize and condense your knowledge and note things you find particularly important or difficult to remember. Any necessary statistical tables from the text will be provided for you. There are no make-up examinations. The only exceptions will be if:

- you get prior approval from me at least 48 hours before the scheduled exam, or
- there is documented evidence of an emergency.

Awarding of Incompleteness:
A grade of “INC” will be awarded only if a valid reason for missing the final exam is documented in writing within 48 hours after the final examination is given. The Policy of the university is to be very strict in allowing Incompleteness. Doing poorly in the course is definitely not a sufficient reason for an incomplete.

Conduct
“The University expects from all of its students and employees the highest standard of moral and ethical behavior in harmony with its Christian philosophy and purposes. Engaging in or promoting conduct or lifestyles inconsistent with traditional Christian values is not acceptable. The following regulations apply to any person, graduate or undergraduate, who is enrolled as a Pepperdine University student. These rules are not to be interpreted as all-inclusive as to situations in which discipline will be invoked. They are illustrative, and the University reserves the right to take disciplinary action in appropriate circumstances not set out in this catalog. It is understood that each student who enrolls at Pepperdine University will assume the responsibilities involved by adhering to the regulations of the University. Students are expected to respect order, morality, personal honor, and the rights and property of others at all times. Examples of improper conduct for which students are subject to discipline are as follows:

- Dishonesty in any form, including plagiarism, illegal copying of software, and knowingly furnishing false information to the University.
- Forgery, alteration, or misuse of University documents, records, or identification.
- Failure to comply with written or verbal directives of duly authorized University officials who are acting in the performance of assigned duties.
- Interference with the academic or administrative process of the University or any of the approved activities.
- Otherwise unprotected behavior that disrupts the classroom environment.
- Theft or damage to property.
- Violation of civil or criminal codes of local, state, or federal governments.
- Unauthorized use of or entry into University facilities.
- Violation of any stated policies or regulations governing student relationships to the University.

Disciplinary action may involve, but is not limited to, one or a combination of the alternatives
listed below:
• Dismissal – separation of the student from the University on a permanent basis.
• Suspension – separation of the student from the University for a specified length of time.
• Probation – status of the student indicating that the relationship with the University is tenuous and that the student’s records will be reviewed periodically to determine suitability to remain enrolled. Specific limitations to and restrictions of the student’s privileges may accompany probation.” See current GSBM Catalog.

POLICY ON DISABILITIES
Assistance for Students with Disabilities

“Students with disabilities, whether mental or physical, are encouraged to contact the Equal Opportunity Office before the academic year begins or soon after classes are in session. This office will assist each student by providing general information about campus facilities and available resources. The office will assist in providing reasonable accommodation to students with disabilities pursuant to applicable laws. Inquiries should be directed to equal opportunity officer, (310) 506-6500. (Students who wish to file a formal grievance should refer to the “Nondiscrimination Policy,” which is listed in the “Legal Notices” section of this catalog.)” GSBM Catalog, pg. 33.

Schedule

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<th>Date/ Monday</th>
<th>Chapter</th>
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<td>Introduction, Ch 1, 2</td>
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<td>2</td>
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<td>University Holiday (Labor Day Holiday)</td>
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<td>3</td>
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<td>Ch. 2</td>
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<td>4</td>
<td>9/15</td>
<td>Ch. 4, P#1</td>
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<td>5</td>
<td>9/22</td>
<td>Ch. 7</td>
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<tr>
<td>6</td>
<td>9/29</td>
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<td>7</td>
<td>10/6</td>
<td>Midterm</td>
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<tr>
<td>8</td>
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<td>Ch. 10</td>
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<tr>
<td>9</td>
<td>10/20</td>
<td>Ch. 10, 12</td>
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<tr>
<td>10</td>
<td>10/27</td>
<td>Ch. 12, P#3</td>
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<td>11/3</td>
<td>Ch. 14</td>
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<tr>
<td>12</td>
<td>11/10</td>
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<td>Ch. 16</td>
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<td>14</td>
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<tr>
<td>15</td>
<td>12/1</td>
<td>Final Exam</td>
</tr>
</tbody>
</table>

P#1 - Project#1 is due.
P#2 - Project#2 is due.
P#3 - Project#3 is due.
P#4 - Project#4 is due.
P#5 - Project#5 is due.
Please complete the attached personal data sheet.

Personal Data Sheet

Please complete as well as you can (some questions may not apply to you) and hand in the first day of class. These sheets will help me understand your background, and they will assist me as I determine the breadth, depth, and pace that we cover the course concepts.

Name_________________________          Preferred First Name____________________
Phone___________________              E-mail ______________________________
What’s the best way to contact you (phone or e-mail) if needed___________
What do you consider your "home" country (or state)? _________________
Which colleges(s) did you graduate from? ____________________________
What was your major(s)? _________________________________________

Please indicate your highest-level achieved in undergraduate quantitative methods: (intro or intermediate)

Calculus? _______________      Math.? _____________________________

Describe your work experience (occupation, years of experience):

How would you classify the industry you worked/work in?_______________

If you know it, what will be your MBA concentration?_______________

Do you have a specific industry/occupation that you would like to pursue and/or do you have a job waiting for you when you complete the MBA? Please list:

List here anything else you would like me to know about your background or interests, or expectations for the course (continue on back if needed):