

# OPMG-UB 1

## OPERATIONS MANAGEMENT

Spring 2026

### **INSTRUCTOR**

Clare Snyder (cs8146)

Office Hours: Thursday 2–3:30pm at KMC 8-82 or by appointment.

### **TEACHING FELLOWS**

Section 001: Kartik Arora (ka3145)

Office Hours: Tuesday 1:30–2:30pm at the EY Learning Center ([Zoom link](#))

Section 002: Ria Ju (rj2574)

Office Hours: Monday 5:30–6:30pm on Zoom ([Zoom link](#))

### **COURSE MEETINGS**

Location: KMC 3-90

Meeting Times: Tuesday/Thursday

Section 001: 9:30am–10:45am

Section 002: 11:00am–12:15pm

### **COURSE DESCRIPTION AND LEARNING GOALS**

Operations Management studies the processes by which inputs of materials, labor, capital, and information transform into products and services. In this course, you will learn to understand and articulate the impact of an organization’s business processes, and to analyze and continuously improve these processes to make things work better, faster, and cheaper. We will cover a number of relevant topics including responsiveness and adaptability to customer needs, rapid time to market, and sufficient and responsive capacity, and we will apply these ideas to service and manufacturing case examples.

The course is divided into the following modules:

- Process analysis
- Queueing theory
- Project management
- Optimal resource management
- Inventory management
- Supply chain management
- Revenue management

### **PREREQUISITES**

Either STAT-UB 103 or both STAT-UB 1 and STAT-UB 3.

## COURSE OUTLINE

In addition to the specific deliverables listed below, we expect you to review any pre-class lecture notes posted to the Brightspace page. This will help you get the most out of in-class activities.

|   |                    |
|---|--------------------|
| <b>1: Course introduction</b><br>Before class, review the syllabus and course Brightspace page.                     | <i>January 20</i>  |
| <b>2: Process analysis 101</b><br>Before class, watch the videos posted to Brightspace.                             | <i>January 22</i>  |
| <b>3: Kristen's Cookie Company case</b><br>Before class, read and prepare to discuss the case.                      | <i>January 27</i>  |
| <b>4: More process analysis</b><br>Before class, watch the video posted to Brightspace.                             | <i>January 29</i>  |
| <b>Homework 1 due</b>   | <i>February 1</i>  |
| <b>5: Quiz 1 and the Senator Swift case</b><br>Before class, read and prepare to discuss the case.                  | <i>February 3</i>  |
| <b>6: Benihana of Tokyo case</b><br>Before class, read and prepare to discuss the case. Bring your laptop to class. | <i>February 5</i>  |
| <b>7: Variability in processes</b><br>Before class, watch the video posted to Brightspace.                          | <i>February 10</i> |
| <b>8: First City National Bank case</b><br>Before class, read and prepare to discuss the case.                      | <i>February 12</i> |
| <b>Homework 2 due</b>   | <i>February 15</i> |
| <b>9: Quiz 2 and project management</b><br>Before class, watch the video posted to Brightspace.                     | <i>February 19</i> |
| <b>10: Introduction to linear programming</b><br>Before class, watch the video linked in Brightspace.               | <i>February 24</i> |
| <b>11: Linear program solution techniques</b><br>Bring your laptop to class.  | <i>February 26</i> |
| <b>Homework 3 due</b>   | <i>March 1</i>     |
| <b>12: Quiz 3 and the Otto Development Corporation case</b><br>Before class, read and prepare to discuss the case.  | <i>March 3</i>     |
| <b>13: Midterm review</b>   | <i>March 5</i>     |
| <b>14: Midterm exam</b>   | <i>March 10</i>    |
| <b>15: The beer game</b><br>Bring your laptop to class.   | <i>March 12</i>    |
| <b>16: Newsvendor model</b><br>Before class, watch the video posted to Brightspace.                                 | <i>March 24</i>    |

|   |                 |
|---|-----------------|
| <b>17: EOQ model</b><br>Before class, watch the video posted to Brightspace.    | <i>March 26</i> |
| <b>18: Continuous versus periodic review</b>                                    | <i>March 31</i> |
| <b>19: L.L.Bean case</b><br>Before class, read and prepare to discuss the case. | <i>April 2</i>  |
| <b>Homework 4 due</b>   | <i>April 5</i>  |
| <b>20: Quiz 4 and sustainable supply chains</b>                                 | <i>April 7</i>  |
| <b>21: Supply chain contracts</b>   | <i>April 9</i>  |
| <b>22: Dual sourcing</b><br>Bring your laptop to class.                         | <i>April 14</i> |
| <b>23: Quiz 5 and price optimization</b>  | <i>April 16</i> |
| <b>Homework 5 due</b>   | <i>April 19</i> |
| <b>24: Overbooking and protection limits</b>                                    | <i>April 21</i> |
| <b>25: Markdown pricing and retail game</b><br>Bring your laptop to class.      | <i>April 23</i> |
| <b>26: Quiz 6 and the AI inventory game</b><br>Bring your laptop to class.      | <i>April 28</i> |
| <b>27: Course recap</b>   | <i>April 30</i> |
| <b>Homework 6 due</b>   | <i>May 3</i>    |
| <b>28: Final exam review</b>  | <i>May 5</i>    |

## REQUIRED COURSE MATERIALS

*Computer software.*

- Microsoft Excel

*Electronic coursepack cases (available at the NYU Bookstore).*

- Kristen's Cookie Company
- Benihana of Tokyo
- L.L.Bean, Inc.

*Other materials (available on NYU Brightspace).*

- Senator Swift
- First City National Bank
- Otto Development Corp.

Please consult the instructor for additional (optional) supplementary references.

## GRADING COMPONENTS AND DETAILS

The breakdown of the grades is as follows:

|                                    |       |
|------------------------------------|-------|
| Attendance and class participation | — 10% |
| In-class quizzes                   | — 10% |
| Homework                           | — 20% |
| Midterm                            | — 25% |
| Final                              | — 35% |

At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have adopted a grading guideline for core courses with enrollments of more than 25 students in which approximately 35% of students will receive an A or A- grade. In core classes of less than 25 students, the instructor is at liberty to give whatever grades they think the students deserve, while maintaining rigorous academic standards.

### *Attendance and class participation.*

Your score for this component will be based on your attendance and your engagement in class discussions. See below for details about expectations for class participation. While attendance is required, we understand that it is not always possible—sometimes for reasons that are not considered excused. Therefore, we will excuse up to four absences automatically, without any impact on your participation grade. Please reach out to your instructor with any questions about this or any other component of your grade, or if you anticipate missing five or more class sessions.

### *In-class quizzes.*

There will be six in-class quizzes in total, graded for correctness. We will count the best five towards your grade (the sixth will be dropped). Please reach out to the instructor as soon as possible before class if you anticipate having an excused absence on the date of a quiz. Quizzes will take place at the beginning of class on the following dates:

1. February 3
2. February 19
3. March 3
4. April 7
5. April 16
6. April 28

### *Homework.*

There will be six homeworks in total, graded for correctness. We will count the best five towards your grade (the sixth will be dropped). All homeworks will be due Sunday nights at 11:59pm. This schedule is meant to give you flexibility in your work schedule; we will always leave sufficient time between the introduction of new content and these due dates for you to complete the entirety of the assignments during regular work hours. Late homework will not be accepted unless due to documented serious illness or family emergency. Exceptions to this policy will only be made when the assignment cannot reasonably be completed prior to the due date and you make arrangements for late submission in advance. You should complete each assignment without assistance from

others, including automated tools (i.e., generative AI). Use of such assistance without explicit permission is considered a breach of academic integrity. Homework will be due (at 11:59pm) on the following dates:

1. February 1
2. February 15
3. March 1
4. April 5
5. April 19
6. May 3

#### *Exams.*

The midterm and final will be closed book. The midterm will take place in class, on March 10. The final will take place during finals week. You are allowed to bring in one double-sided page of notes to each exam, to be turned in at the end of the exam. The use of a scientific calculator which does not have memory is also allowed. The final exam dates/times are as follows, based on the posted Spring 2026 Washington Square final exam schedule:

- *Section 001:* Tuesday, May 12, 8–9:50am
- *Section 002:* Thursday, May 7, 10–11:50am

#### *Regrading.*

The process of assigning grades is intended to be one of unbiased evaluation. Students are encouraged to respect the integrity and authority of the professor's grading system and are discouraged from pursuing arbitrary challenges to it. If you believe an inadvertent error has been made in the grading of an individual assignment or in assessing an overall course grade, a request to have the grade re-evaluated may be submitted. You must submit such requests in writing within 7 days of receiving the grade, including a brief written statement of why you believe that an error in grading has been made. If you request a regrade, the entire submission will be re-evaluated. As a result, your final grade for that assignment may increase, decrease, or remain the same.

### **CLASS EXPECTATIONS**

#### *Attendance.*

Class attendance is essential to your success in this course and is part of your grade. An excused absence can only be granted in cases of serious illness, grave family emergencies, or religious observance (see below) and must be documented. Job interviews and incompatible travel plans are considered unexcused absences.

Arrive to class on time and stay to the end of the class period. Late arrivals are disruptive to others and to your own learning. Repeated tardiness will have an impact on your grade.

#### *Participation.*

In-class contribution is a significant part of your grade and an important part of our shared learning experience. Your active participation helps me to evaluate your overall performance. You can excel in this area if you:

- Come to class on time.

- Review pre-class materials.
- Provide strong evidence of having thought through the content.
- Advance discussion by contributing insightful comments and questions.
- Listen attentively in class.
- Demonstrate interest in your peers' comments and questions.

*Laptops, cell phones, and other electronic devices.*

In line with Stern policy, laptops and phones should be put away during class unless otherwise stated by the instructor. Advance warning will be given for classes where these devices may be used (e.g., for Excel). The use of tablets and electronic devices that are laid flat on the desk, for the purpose of note-taking only, is permitted. Using electronic devices in a way that distracts or disrupts the course will affect your participation grade.

### **GENERAL CONDUCT AND BEHAVIOR**

The School expects that students will conduct themselves with respect and professionalism toward faculty, students, and others present in class and will follow the rules laid down by the instructor for classroom behavior. Students who fail to do so may be asked to leave the classroom. Students are also expected to maintain and abide by the highest standards of professional conduct and behavior. Please familiarize yourself with [Stern's Policy in Regard to In-Class Behavior](#) and [Expectations for Graduate and Undergraduate students](#) and [the NYU Student Conduct Policy](#).

### **ACADEMIC INTEGRITY AND CODE OF CONDUCT**

Our undergraduate Academics Pillar states that we take pride in our well-rounded education and approach our academics with honesty and integrity. Indeed, integrity is critical to all that we do here at NYU Stern. As members of our community, all students agree to abide by the NYU Academic Integrity Policies as well as the NYU Stern Student Code of Conduct, which includes a commitment to:

- Exercise integrity in all aspects of one's academic work including, but not limited to, the preparation and completion of exams, papers and all other course requirements by not engaging in any method or means that provides an unfair advantage.
- Clearly acknowledge the work and efforts of others when submitting written work as one's own. Ideas, data, direct quotations (which should be designated with quotation marks), paraphrasing, creative expression, or any other incorporation of the work of others should be fully referenced.
- Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. Our support also includes reporting any observed violations of this Code of Conduct or other School and University policies that are deemed to adversely affect the NYU Stern community.

The Stern Code of Conduct and Judiciary Process applies to all students enrolled in Stern courses. For undergraduates, information can be found [here](#).

To help ensure the integrity of our learning community, prose assignments you submit to NYU Brightspace will be submitted to Turnitin. Turnitin will compare your submission to a database of prior submissions to Turnitin, current and archived Web pages, periodicals, journals, and publications. Additionally, your document will become part of the Turnitin database.

## **RELIGIOUS OBSERVANCES AND OTHER ABSENCES**

NYU's [Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. You must notify me in advance of religious holidays or observances that might coincide with exams, assignments, or class times to schedule mutually acceptable alternatives. Students may also contact [religiousaccommodations@nyu.edu](mailto:religiousaccommodations@nyu.edu) for assistance.

Except for religious observances or other absences that may be required in compliance with nondiscrimination law, this class otherwise requires attendance and participation and cannot accommodate conflicts. Please review all class dates at the start of the semester and review all course requirements to identify any foreseeable conflicts with exams, course assignments, projects, or other items required for participation and attendance. If you are aware of a potential conflict, it is strongly recommended that you do not take this class.

## **RECORDING OF CLASSES**

Class will be recorded.

## **STUDENT ACCESSIBILITY**

If you will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Student Accessibility (212-998-4980, [mosescsa@nyu.edu](mailto:mosescsa@nyu.edu)) verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the Moses Center for Student Accessibility, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation. For more information, visit the CSA website [here](#).

## **STUDENT WELLNESS**

Our aim is for students to be as successful academically as they can, and to help them overcome any impediments to that. Bookmark the [NYU Stern Well-being Resource Hub](#) for existing services at NYU and Stern covering a wide variety of topics including financial well-being, relationship well-being, mental well-being, and more. Any student who may be struggling and believes this may affect their performance in this course is urged to contact the Moses Center for Student Accessibility (see also the Student Accessibility section of this syllabus) at 212-998-4980 to discuss academic accommodations. If mental health assistance is needed, call the NYU's 24/7 Wellness Exchange hotline 212-443-9999. Furthermore, please approach me if you feel comfortable doing so. This will enable me to provide relevant resources or referrals. There are also drop in hours and appointments. Find out more [here](#).

## **NAME PRONUNCIATION AND PRONOUNS**

NYU Stern students now have the ability to include their pronouns and name pronunciation in Albert. I encourage you to share your name pronunciation and preferred pronouns this way. Please utilize [this link](#) for additional information.

## **INCLUSION**

This course strives to support and cultivate diversity of thought, perspectives, and experiences. The intent is to present materials and activities that will challenge your current perspectives with

a goal of understanding how others might see situations differently. By participating in this course, it is the expectation that everyone commits to making this an inclusive learning environment.