MBAD/DSBA 6122: Decision Modeling and Analysis
Fall 2021
Tuesdays 5:30-8:15PM Zoom

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Office Hours on Zoom: Mondays, 2:00pm-5:00pm or by appointment
Office hours Zoom ID: 936 1251 1041, Password: 62086122, or join by the following link:
https://uncc.zoom.us/j/93612511041?pwd=aXNkRXRyclVEcys4MlRmYy9hclAxUT09

IMPORTANT INFORMATION & POLICIES FOR FALL 2021 SEMESTER

Niner Nation Cares: All students must follow the updates and instructions related to Fall semester reopening posted on http://ninernationcares.uncc.edu and https://ninernationcares.uncc.edu/students. For your own health and safety and that of your friends and families, make sure to adhere to the health and safety guidelines posted on the above links. Please do not treat these guidelines lightly.

Face coverings in classrooms and labs: It is the policy of UNC Charlotte for the Fall 2021 semester that as a condition of on-campus enrollment, all students are required to properly wear CDC-compliant face coverings while in buildings including in classrooms and labs. Failure to comply with this policy in the classroom or lab may result in the student being asked to leave the classroom. If a student refuses to wear a mask and also refuses to leave the classroom, the student will be referred to the Office of Student Conduct and Academic Integrity for charges under the Code of Student Responsibility.

Absenteeism during Covid-19: Students are expected to attend every class and remain in class for the duration of the session when it is safe to do so in accordance with university guidance regarding COVID-19. An absence, excused or unexcused, does not relieve a student of any course requirement. For absences related to COVID-19, please adhere to the following:
• **Do not come to class if you are sick.** Please protect your health and the health of others by staying home. Contact your healthcare provider if you believe you are ill.

• **If you are sick:** If you test positive or are evaluated by a healthcare provider for **symptoms of COVID-19**, complete this form to alert the University. Representatives from Emergency Management and/or the Student Health Center will follow up with you as necessary, and your instructors will be notified.

• **If you have been exposed** to COVID-19 positive individuals and/or have been notified to self-quarantine due to exposure, complete this form to alert the University. Representatives from Emergency Management and/or the Student Health Center will follow up with you as necessary, and your instructors will be notified.

To return to class after being absent due to a COVID-19 diagnosis or due to a period of self-quarantine, students should submit an online request form to Student Assistance and Support Services (SASS). Supporting documentation can be attached directly to the request form and should be from a student’s health care provider or the Student Health Center, clearly indicating the dates of absences and the date the student is able to return to class. Instructors will be notified of such absences.

If you are absent from class as a result of a COVID-19 diagnosis or quarantine, please notify your instructor immediately and seek instructions to help you continue to make progress in the course. The specific instructions for this situation will be provided on a case-by-case basis. The final decision for approval of all absences and missed work is determined by the instructor.

**Student Support:** The details of student support resources available are provided at the following links.

- **Academic support:** [https://ninernationcares.uncc.edu/students/academic-support](https://ninernationcares.uncc.edu/students/academic-support)
- **Health support:** [https://ninernationcares.uncc.edu/health-support-services](https://ninernationcares.uncc.edu/health-support-services)
- **IT support:** [https://help.uncc.edu/](https://help.uncc.edu/)

**Laptop requirement:** All upper-level (including graduate level) business students are required to have their own personal laptop computer. The policy and the minimum system requirements are found at the link [https://belkcollege.uncc.edu/laptop-policy](https://belkcollege.uncc.edu/laptop-policy). Students in the DSBA program are required to follow the laptop policy [here](https://belkcollege.uncc.edu/laptop-policy).

**Hardware and Software note:**

- An Excel add-in--Analytic Solver Platform for Education (ASPE) is required for this class. Students are required to purchase a 140-day (1 year) license copy of ASPE from Frontline systems for $25 ($62.5). Please follow the installation instructions in [Analytic_Solver_Student_Installation_Guide-2021.pdf](https://belkcollege.uncc.edu/laptop-policy) which is posted on Canvas.

- You can install a desktop version of ASPE which requires Windows OS and Excel 365/2016/2013/2010. If you have a Mac and want to install the desktop version, then
you need a dual-boot or virtual machine setup (such as VirtualBox or Parallels or VMWare Fusion) on your Mac. You may find out how to create a Windows Virtual Machine on MacOS [here](#).

- **If you use new MacBook Air or MacBook Pro models with the M1 chip instead of an intel processor, then the VM setup on the above link will not work for your computer. You will need to use [http://apporto.uncc.edu](http://apporto.uncc.edu).**

- You can also use the cloud-based version of ASPE which does not require download or setup program and can be used in Windows, Mac, or Excel Online. However, an Office 365 Subscription is required.

- Students with active NinerNET credentials are eligible for the Microsoft Office 365 program. You may find more information on how to access Microsoft Office 365 [here](#).

- Once you purchase the ASPE license, you will be able to use both the desktop and cloud-based versions.

**COURSE DESCRIPTION**

This course is designed to provide students, primarily in the fields of business and economics, with a sound conceptual understanding of the role management science plays in the decision making process. This is an important course in developing decision models and their applications to management problems. The emphasis is on models that are widely used in all industries and functional areas, including operations, supply chain management, finance, accounting, and marketing.

Specific topics covered in this course include fundamental techniques such as linear, integer, goal and multi-objective programming, queuing theory and applications, decision support via Monte Carlo simulation, decision making under uncertainty and risk, decision trees, and multi-criteria decision making.

In this course, students learn to **model** the business problems, **analyze and solve** the models, and then **interpret** the solutions obtained to **make recommendations** to managers. The emphasis will be on both formulating an appropriate model for a given business problem and developing an Excel based solution approach by utilizing built-in and add-in software tools like Analytic Solver Platform and Data Analysis.

**Prerequisites:** MBAD 5141 or equivalent. A keen interest in problem solving (logic, math, and statistics) and a desire to practice higher level analytics and applied information technology skills.

**Catalog Description:** An analytical approach to the management process. Generalized models for decision making with major emphasis on application of the scientific method to management problems.
LEARNING OBJECTIVES

Upon completion of the course the students should be able to

- Demonstrate proficiency in using advanced Excel, including the build-in Solver
- Formulate and solve optimization problems arising in operations and supply chain management contexts.
- Interpret and assess the results produced by the optimization models and Excel solver
- Run sensitivity and what-if analysis, understand their implications and make recommendations
- Apply the modeling approach to various business applications to make sound managerial decisions based on data
- Run Monte Carlo simulation using Analytic Solver Platform

COURSE MATERIALS

Textbook:
- CENGAGE UNLIMITED eTEXTBOOKS ($69.99/semester) gives students access to unlimited number of eBooks. [https://www.cengage.com/unlimited/](https://www.cengage.com/unlimited/)

Course Website: [http://canvas.uncc.edu](http://canvas.uncc.edu)

- Meetings on Zoom:
  o Meeting ID: 970 3838 6014, Password: fall6122
  o Or join the class using the following link: [https://uncc.zoom.us/j/97038386014?pwd=Wmx4Mjc3VjRVV1VuQTVQZFBhQjQwUT09](https://uncc.zoom.us/j/97038386014?pwd=Wmx4Mjc3VjRVV1VuQTVQZFBhQjQwUT09)

- Use of Canvas: Canvas will be the website for course information and primary communication channel for this class. You may access UNCC Canvas from My UNC Charlotte ([https://my.uncc.edu/](https://my.uncc.edu/)) or direct type canvas.uncc.edu/. It’s each student’s responsibility to check Canvas regularly and report anything that does not match your own record (e.g., missing or wrong grade) within SEVEN calendar days since the date the information was posted.

- Grades: Grades on exams and assignments will be posted on Canvas. Please check that the grade posted matches the grade on your paper copy and notify the instructor as soon as possible in case of a discrepancy.

Withdrawal from Class:
The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester’s course catalog. Administration procedures must be followed. It is the student’s responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "U" in a course if you choose not to attend the class once you are enrolled. **The last day to withdraw from a course (grade subject to Withdrawal Policy) is Oct. 22nd, 2021.**
Incomplete Grade Policy:
Receiving a grade of incomplete ("I") is not based solely on a student’s failure to complete work or as a means of raising his/her grade by doing additional work after the grade report time. As per university policy, incomplete grades will be granted when a student who is otherwise passing has not, due to circumstances beyond his/her control, completed all the work in the course. The missing work must be completed and the final grade reported within one calendar year from the date on which the “I” grade was recorded. The instructor assigning the “I” grademay specify a shorter time than one year for completion of the work and the assignment of a final grade. If the “I” is not removed during the specified time, a grade of “F”, “U”, or “N”, as appropriate is automatically assigned. Time extensions for the completion of an “I” beyond onenyear cannot be approved except by special request to the Graduate School under extraordinary circumstances. The grade of “I” cannot be removed by enrolling again in the same course, and students should not re-enroll in a course in which they have been assigned the grade of “I”.

COURSE ASSESSMENT

The course grades will be based on two exams, five homework assignments, class participation and a final group project with a total of 300 points.

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Format</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm Exam</td>
<td>Individual</td>
<td>100 points</td>
</tr>
<tr>
<td>Final Exam</td>
<td>Individual</td>
<td>100 points</td>
</tr>
<tr>
<td>Participation</td>
<td>Individual</td>
<td>20 points</td>
</tr>
<tr>
<td>Homework Assignments</td>
<td>Team</td>
<td>50 points</td>
</tr>
<tr>
<td>Group Project</td>
<td>Team</td>
<td>30 points</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td><strong>300 points</strong></td>
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</tbody>
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Final letter grades will be based on the following total points at the end of semester:
- 270 and above A (Superior Performance)
- 240-269.9 B (Good Performance)
- 210-239.9 C (Marginal Performance)
- Below 210 U (Unsatisfactory)

Exams
The two exams, Midterm Exam (Oct. 19th) and Final Exam (Dec. 14th), are NOT cumulative. There will be no makeup exams. Conflicts for the exams must be resolved before the exam dates. You should contact me at least one weeks prior to the exam date. Last minute requests will not be accepted. The only reasons for not being able to sit for an examination in its announced time should be part of University policy, or a documented medical excuse. Missing an exam without prior approval and/or providing supporting documentation within the following timeframe will lead to a grade of zero for that exam. In the event that the excuse is approved before the exam date (in rare case and requires supporting documentation), the student will be given a make-up exam. A
student who misses an exam without prior approval, possibly due to unexpected situation on the exam day, should contact the instructor within 12 hours of the exam start date/time and provide appropriate supporting documentation to be eligible for a makeup exam. It is the student’s responsibility to be aware of and follow the make-up exam policies and no special accommodations will be made for any exceptions. No makeup exam will be given after the last day of class.

Students will be asked to turn on cameras during the exams. Please make sure you have a working camera during the exam.

“Re-grade” Requests
Any request to re-grade any component of your submissions (assignment or exam or project) has to be made within seven (7) days after the grade has been posted on the Canvas. Given the speed with which the course progresses, any request beyond this deadline cannot be considered. The only exception to this rule is a documented emergency. Write a brief note explaining why you think there is an error in grading. Attach a copy of the graded assignment. The instructor reserves the right to re-grade the entire contents of any submitted assignment. Your grade may go up or down.

Class attendance and participation

Absenteeism during Covid-19, please refer to Pages 1-2.

Each student is expected to attend every class. Any student who misses three or more unexcused absences may fail the class, unless truly exceptional circumstances are involved. In such cases, the student is required to seek prior approval from the professor before missing the class. In extreme situations, where this is not possible, the student should contact the professor immediately after missing a scheduled session. The professor may refuse approval for absence for any reason, including past attendance record and performance in class. Grading will be based on the quality and impact of your class participation. Voluntary class participation will consist of voluntary contributions and occasional cold calls, usually to answer questions.

To evaluate your contribution to the class discussions, the following criteria are to be applied:

- Is the comment accurate, reflecting case facts?
- Does the comment add to our understanding of the problem situation?
- Is the comment timely and linked to the comments of others?
- Does the comment move the discussion along by giving a new perspective?
- Does the comment reflect a concern for maintaining a constructive and comfortable classroom atmosphere?
- Is the comment clear and concise?

Homework
HW needs to be finished by team collaboration. Each group consists of 4-5 students (no more than 5 please). Please find the group sign up link at Page 10. There are five homework assignments. Each homework assignment is worth 10 points. Homework will be submitted electronically.
Assignments submitted within 24 hours of the due date/time will be graded for a maximum of 75% of the original points for that assignment. Assignments submitted after 24 hrs of the due date/time will receive a grade of zero. No exceptions are allowed for this late policy. Identical assignments will be in violation of university regulations and will receive ZERO credit. Solutions to the homework assignments will be posted on Canvas. Please study each solution carefully.

**DISABILITY POLICY**

UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please provide a letter of accommodation from Disability Services early in the semester. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 or visit their office in Fretwell 230.

**DIVERSITY POLICY**

The University of North Carolina Charlotte and the Belk College of Business strive to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

**ACADEMIC INTEGRITY**

Students have the responsibility to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity available online at [http://legal.uncc.edu/policies/up-407](http://legal.uncc.edu/policies/up-407). This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism (which includes viewing others work without instructor permission), abuse of academic materials, and complicity in academic dishonesty. This forbidding includes sharing/copying work between individuals or teams without permission of instructors. Any special requirements or permission regarding academic integrity in this course will be stated by the instructor, and are binding on the students. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense is zero credit on the work involving dishonesty and further substantial reduction of the course grade. In almost all cases the course grade is reduced to failing. Students are expected to report cases of academic dishonesty to the course instructor.

**Title IX Reporting Expectations**

UNC Charlotte is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these incidents, know that you are not alone. UNC Charlotte has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with civil protective orders, and more.

Please be aware that all UNC Charlotte employees, including faculty members, are expected to relay any information or reports of sexual misconduct they receive to the Title IX Coordinator. This
means that if you tell me about a situation involving sexual harassment, sexual assault, dating violence, domestic violence, or stalking, I am expected to report the information to the Title IX Coordinator. Although I am expected to report the situation, you will still have options about how your case will be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

If you wish to speak to someone confidentially, you can contact the following on-campus resources, who are not required to report the incident to the Title IX Coordinator: (1) University Counseling Center (counselingcenter.uncc.edu, 7-0311); or (2) Student Health Center (studenthealth.uncc.edu, 7-7400). Additional information about your options is also available at titleix.uncc.edu under the “Students” tab.

All students are required to abide by the UNC Charlotte Sexual Harassment Policy and the policy on Responsible Use of University Computing and Electronic Communication Resources. Sexual harassment, as defined in the UNC Charlotte Sexual Harassment Policy, is prohibited, even when carried out through computers or other electronic communications systems, including course-based chat rooms or message boards.

**Accommodations for Religious Observances**
UNC Charlotte provides reasonable accommodations, including a minimum of two excused absences each academic year, for religious observances required by a student’s religious practice or belief. Please refer to https://legal.uncc.edu/policies/up-409 for details on requesting such accommodations.

**Copyright Ownership in Course Materials**
The lectures and course materials, including presentations, tests, exams, outlines, and similar materials, are protected by copyright. The instructor is the exclusive owner of copyright in those materials created by the instructor. You are encouraged to take notes and make copies of course materials for your own educational use. However, you may not, nor may you knowingly allow others to reproduce or distribute lecture notes and course materials publicly without express written consent of the instructor. This includes providing materials to commercial course material suppliers such as Course Hero and other similar services. Students who publicly distribute or display or help others publicly distribute or display copies or modified copies of an instructor’s course materials may be in violation of University Policy 406, The Code of Student Responsibility. Similarly, you own copyright in your original papers and exam essays. If the instructor is interested in posting your answers or papers on the course web site, the instructor will obtain your written permission.
# TENTATIVE COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Chapter</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/24</td>
<td>Syllabus &amp; Introduction to Modeling</td>
<td>Ch1-2</td>
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</tr>
<tr>
<td>8/31</td>
<td>Introduction to Optimization and Linear Programming</td>
<td>Ch3</td>
<td></td>
</tr>
<tr>
<td>9/7</td>
<td>Introduction to Optimization and Linear Programming</td>
<td>Ch3</td>
<td>Group formation finalized by 8:30pm</td>
</tr>
<tr>
<td>9/14</td>
<td>Introduction to Optimization and Linear Programming</td>
<td>Ch3</td>
<td></td>
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<tr>
<td>9/21</td>
<td>Sensitivity Analysis</td>
<td>Ch4</td>
<td><strong>HW 1 due</strong></td>
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<tr>
<td>9/28</td>
<td>Network Modeling</td>
<td>Ch5</td>
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<tr>
<td>10/5</td>
<td>Network Modeling &amp; Midterm Exam Review</td>
<td>Ch5</td>
<td><strong>HW 2 due</strong></td>
</tr>
<tr>
<td>10/12</td>
<td><strong>Student Recess - No Class</strong></td>
<td></td>
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<tr>
<td>10/19</td>
<td><strong>Midterm Exam</strong></td>
<td>Chapters 1-5</td>
<td></td>
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<tr>
<td>10/26</td>
<td>Integer Linear Programming</td>
<td>Ch6</td>
<td></td>
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<tr>
<td>11/2</td>
<td>Integer Linear Programming</td>
<td>Ch6</td>
<td></td>
</tr>
<tr>
<td>11/9</td>
<td>Goal Programming and Multiple Objective Optimization</td>
<td>Ch7</td>
<td><strong>HW3 due</strong></td>
</tr>
<tr>
<td>11/16</td>
<td>Goal Programming and Multiple Objective Optimization</td>
<td>Ch7</td>
<td><strong>Project proposal due</strong></td>
</tr>
<tr>
<td>11/23</td>
<td>Decision Support Using Monte Carlo Simulation Approach</td>
<td>Ch12</td>
<td><strong>HW4 due</strong></td>
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<tr>
<td>11/30</td>
<td>Decision Support Using Monte Carlo Simulation Approach</td>
<td>Ch12</td>
<td></td>
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<tr>
<td>12/7</td>
<td><strong>Project Presentation</strong></td>
<td></td>
<td><strong>HW5 due</strong></td>
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<tr>
<td>12/14</td>
<td><strong>Final Exam (Non-cumulative)</strong></td>
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<td></td>
<td><strong>Time:</strong> 5:00pm-7:30pm</td>
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<tr>
<td></td>
<td>Final project report due 5PM. Ch6, Ch7, Ch12</td>
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</table>

**Note:**
- These descriptions and timelines are **subject to change** at the discretion of the instructor. Notice of such changes will be by announcement in class or by changes to this syllabus posted on Canvas.
- Check the updated final exam schedule for Fall 2021: [https://ninercentral.charlotte.edu/sites/ninercentral.charlotte.edu/files/media/Fall_2021_Final_Exam_Table.pdf](https://ninercentral.charlotte.edu/sites/ninercentral.charlotte.edu/files/media/Fall_2021_Final_Exam_Table.pdf)
FINAL PROJECT GUIDELINES

Final Project:

- Each group needs to submit a PowerPoint presentation before they present (12-minutes limit) and a written report (limit to 6 pages) before taking the final exam. There are three options about the project. Each group can choose one.

- Each group will present your findings to one another on **Dec. 7th**. Your final report (one per group) should be turned in by 5PM on **Dec. 7th**. In addition, a 1-page project proposal (one per group) should be turned in before the beginning of class on **Nov. 16th** with the following items:
  - Group members (with emails listed)
  - Project title
  - Project type
  - Description
  - Plan (bullet points outlining how you will complete the project by the due date)

- Please submit a final project report by 5PM on **Dec. 14th**. The report should follow the guidelines below:
  - 12 point font, 1 inch margins on all sides, line spacing of 1.5
  - No more than **6 pages** (including references, figures, and appendices)

Option 1:

- A group can choose one optimization application they find in the *INFORMS Journal on Applied Analytics* dated 2015 or more recently (the journal is available in the library and the old name is *Interface*). Describe what the problem was, and outline the logic used to formulate the problem. Then describe the assumptions that were made, use the data (may scaled it down) to implement the model and the corresponding business impacts.

Option 2:

- A group can select a business that he/she has access to and use the technique learned in this course to help the business to optimize on their operations. Describe and define what the problem is, and outline the logic used to formulate the problem. Then describe the assumptions that were made, use the data to implement the model and discover the potential business impacts.

Option 3:

- A group can select a case from the book at the end of Chapters 1-7 and Chapter 12. Then the group use the technique learned in this course to do a thorough case analysis. Describe and define what the problem is, and outline the logic used to formulate the problem. Then describe the assumptions that were made, use the data to implement the model and discover the potential business impacts.

Group formation link:

https://docs.google.com/document/d/1kjoWDBO98PyX2tSWk4BBCf4y311m-037grf2sb7r5ms/edit