

University of Cincinnati College of Business  
Department of Quantitative Analysis and Operations Management  
QA 702: Decision Models – Winter Quarter (first half, through Thurs. Feb. 5) 2009

## Syllabus

**Instructor:** Dr. W. David Kelton, Professor of Quantitative Analysis  
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Office hours: Tuesdays and Thursdays 1:00-2:00pm, by appointment, and ongoing by e-mail (please set your e-mail client to copy back the prior message when replying or forwarding)

**Website:** <http://blackboard.uc.edu/>. Use your UC login and password to access, then select QA 702 under My Courses in the upper right. Check frequently for announcements, material, and updates.

**Catalog description:** 2 graduate credits. A continuation of QA 701. Topics include linear regression, analysis of variance, decision modeling, and simulation. Prereq.: QA701 [including basic knowledge of Excel<sup>1</sup>].

**Objectives:** By the end of the course, you should be able to use the topics in the catalog description to:

- Identify and quantify relationships between variables
- Develop spreadsheet models to analyze data, evaluate alternative decisions, and evaluate risk
- Present and evaluate courses of action
- Become a “power user” of Excel and of the commercial Palisade add-ins for analysis

This is a “to-do” course, and you must actively engage in the outside class work. The methods and skills apply across all areas of business, as is increasingly being recognized under rubrics such as *business analytics* and *business intelligence*.

**Class meetings:** Tuesdays and Thursdays, 2:00-3:15pm, followed by optional 3:15-3:45pm problem session, 110 Lindner Hall.

- Class attendance is essential for you to learn this material; let me know in advance if you must miss a class, and why, so I can help make sure you stay on track.
  - You *must* be in attendance on **Tues. Jan. 27** (mid-term exam, **2:00-3:45pm**) and **Thurs. Feb. 5** (final exam, **2:00-3:45pm**).
- Laptop use will be allowed in class, but *only* for taking notes and following along in the class notes and software – *please, no* web surfing, e-mailing, instant-messaging, etc., as such is very distracting to those around you, to me (believe me, I *know* when you’re doing it), and (obviously) to you. *If I receive information or complaints that this policy is being violated I regret that I will be forced to ban laptops from class.*
- Obviously, turn *off* all cell phones, Blackberries, etc. during class ... just putting on vibrate is not enough.

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<sup>1</sup> Creating Excel “=” formulas in cells that refer to values in other cells, and the arithmetic operations (+, -, \*, /, ^) and the order in which they’re executed (and using parentheses to control order of execution); Copying formulas down and across; Relative and absolute (\$) cell references in formulas (in relation to copying down/across); Formatting cells (height/width, fill color, text font/color/size); Inserting text boxes; Inserting and working with Excel charts/graphs; Looking for and using built-in Excel functions (organized by topic, a few examples are MIN, MAX, COUNT, COUNTA, COUNTIF, AVERAGE, SUM, STDEV); Data ranges (defining, naming, using). If you are unfamiliar with this, you need to work through the Excel tutorial on the CD provided with the book.

## Materials:

- *Data Analysis & Decision Making with Microsoft Excel, Revised* 3rd edition, by S. Christian Albright, Wayne L. Winston, and Christopher J. Zappe, published by South-Western Cengage Learning, 2009. This book will also be used in QA 703 in Spring quarter 2009.
  - Earlier editions (2nd or 1st) are not adequate.
  - Actually, there are *two different* 3rd editions — the original "unrevised" 3rd edition (copyright 2006), and a Revised 3rd edition (copyright 2009).
    - The only difference is that the 2006 unrevised version uses Excel 2003, and the 2009 Revised version uses Excel 2007. As you may know, there's a big difference between Excel 2007 and all earlier versions, at least in terms of the user interface.
    - The UC College of Business labs and classrooms have moved to Excel 2007 exclusively so that is what we will be using in class, and that is what will be provided in terms of example and solutions files, though the files will be saved "back" to an Excel 2003 file format whenever possible for maximum compatibility. We cannot support Excel 2003 along with Excel 2007 in the labs or classrooms since the two versions don't play well together on the same machine.
    - You are encouraged to use Excel 2007, which really *is* better and has some nice new features. You can get MS Office 2007 cheaply (\$10 at the UC Bookstore), which includes Excel 2007. In this case you should get the Revised 3rd edition of the book (copyright 2009); the ten-digit ISBN is 0-324-66244-0, and the thirteen-digit ISBN is 978-0-324-66244-3. This book has been ordered via the University Bookstore, but you're free to get it anywhere (see the December 13, 2008 Announcement on the class website on Blackboard for direct links to some online sources).
    - However, if you must stick with Excel 2003 because of company or hardware constraints, you may do so, and submit Excel 2003 files for your class work. In this case you should get the "unrevised" 3rd edition of the book (copyright 2006). It will be up to you, though, to map the Excel 2007 instruction in class back onto Excel 2003. The "unrevised" 2006 3rd edition is out of print so neither Barnes & Noble nor Amazon has it in stock; however, it is available from the publisher's website (see the December 13, 2008 Announcement on Blackboard for the link) at a non-returnable reduced close-out price, and it might be available on the used-book market.
  - New copies of the book come with a "Student Resource CD" with data files for the Examples, Problems, and Cases in the book. This CD also contains an excellent interactive tutorial on Excel 2007, as well as instructions to download the Palisade Software "Decision Tools Suite" of Excel add-ins that we'll use and are in the Lindner computer labs.
  - We'll use the book heavily, and it has a wealth of information (far more than we can cover, at 1,090 pages) that should make it a valuable reference resource for you into the future.
- Lecture slides will be handed out in class in hardcopy, and available as .pdf files on the website.
- Additional material will be handed out in class or posted on the website.
- A free online statistics "book," *HyperStat Online* by David Lane if you'd like alternative explanations (<http://davidmlane.com/hyperstat/>). This is in no way a substitute for the course text, and some notation and conventions could be different from what we're using in class. Still, it does have a some great statistics jokes and funny videos (OK, funny to me).
- Optional: *Competing on Analytics: The New Science of Winning*, by Thomas H. Davenport and Jeanne G. Harris, published by the Harvard Business School Press, 2007. This popular-press book narrates examples of how methods in the course have been used to gain a competitive edge in business. It is available from any standard online bookstore, and is inexpensive.

### Computing:

- We'll use Microsoft Excel 2007 extensively throughout the course. It is available in the Lindner computer labs, or you may use your own computer. Microsoft Office 2007, which contains Excel 2007, can be purchased by students cheaply (\$10 at the UC Bookstore).
- You're expected to know the basics of Excel already (see the footnote on p. 1 of this syllabus for what's meant by "basics"). The Student CD that comes with the book has an excellent and extensive self-guided interactive tutorial on Excel 2007, which is also on the course website under Course Documents (along with the old Excel 2003 version). Other tutorials are readily available in bookstores and on the web.
- We'll also use the Palisade Software DecisionTools suite of Excel add-ins that comes with the book, from which we'll use StatTools and @RISK. See "Instructions for Downloading and Installing the Palisade DecisionTools Add-Ins" on the course website under Course Documents. This is a two-year license of the educational version of these add-ins, which are widely used in business (<http://www.palisade.com/>). More information about the "book" versions of the software, including its limitations, is on the authors' site <http://www.kelley.iu.edu/albrightbooks/>.
- You may still use Excel 2003 if you wish, but the course will be taught using Excel 2007 (and 2007 is a major upgrade with some nice new features). Please see me for (obsolete versions of) the Palisade add-ins that will work with Excel 2003 (but first try the downloadable software, which may work with Excel 2003 even though it was designed for Excel 2007).
- Despite our heavy use of Excel, this is *not* a course *about* Excel ... Excel is our *tool*, but the course is *about* statistics and decision models for managers.

### Grading:

- 20%: Mid-term exam (Tuesday Jan. 27, 2:00-3:45pm, 110 Lindner). Open-book, open-notes. Calculators required, but no computers allowed. No sharing books, notes, or calculators.
- 20%: *Individual* project. Due at 8:00am on Monday Feb. 9. To be submitted in electronic form only via upload to Blackboard. This project will be specific and will be assigned well in advance, with data. Possible solutions will be posted on Blackboard immediately after the due date/time, so late projects will not be accepted (the upload site will be closed at the due date/time). To reiterate, this is an *individual* project to be done by yourself, *not* in groups, and you cannot consult with anyone other than the instructor (see "Academic Integrity" below).
- 60%: Final exam (Thursday February 5, 2:00-3:45pm, 110 Lindner). Comprehensive, i.e., covers the entire course. Open-book, open-notes. Calculators required, but no computers allowed. No sharing books, notes, or calculators.

**Suggested problems:** Problems from the book are assigned on the schedule (next page), but will not be handed in or graded. Solutions will be posted on the website. It is *critical* that you take this seriously and do *all* these suggested problems – you *cannot* learn this material just by watching me or reading the book; you *must* do it yourself.

**Academic integrity:** I take this very seriously, and you should too as it affects the value of your program and degree, not to mention your fellow students. On each project and exam you will be required to state and sign, in writing, "*On my honor, I have neither given nor received unauthorized aid in completing this academic work.*" Note that *giving* aid to another is academic misconduct, just as is receiving or asking for aid. Knowingly tolerating academic misconduct on the part of another student is itself academic misconduct. Academic misconduct in any form will not be tolerated, and will be dealt with forcefully. If you have any questions about this, please ask *me*, not another student.

**Approximate schedule with book Sections and handout Slides for *advance* reading, and suggested Problems from book. Exam dates and project due date will not change, though what we cover in each class might be adjusted as we progress.**

<i>Monday</i>	<i>Tuesday</i>	<i>Thursday</i>
	<b>1/6</b> Sections 10.1-10.4 Slides 10.1-10.11 Problems: Chapt 10: 1, 3, 12	<b>1/8</b> Sections 10.6-10.7 Slides 10.12-10.19, S.1-S.8 Problems: Chapt. 10: 15, 19, 20, 26, 42, 47, 55
	<b>1/13</b> Sections 11.1-11.5 Slides 11.1-11.14 Problems: Chapt. 11: 1, 7, 12, 22, 24	<b>1/15</b> Sections 11.6, 12.1-12.2 Slides 11.15-11.22, 12.1-12.5 Problems: Chapt. 11: 27
	<b>1/20</b> Sections 12.3-12.6, 12.8, 12.10 Slides 12.6-12.16 Problems: Chapt. 12: 2, 7, 14, 19, 26, 40	<b>1/22</b> Sections 7.1-7.4 Slides 7.1-7.14 Problems: Chapt. 7: 1, 2, 3, 19
	<b>1/27</b> <b>Mid-term exam 2:00-3:45</b>	<b>1/29</b> Sections 7.5-7.6, 16.1-16.3 Slides 7.15-7.21, 16.1-16.5 Problems: Chapt. 7: 52, 57, 60
	<b>2/3</b> Section 16.4-16.5 Slides 16.6-16.14 Problems: Chapt. 16: 14 <sup>2</sup> , 20, 29	<b>2/5</b> <b>Final exam 2:00-3:45</b>
<b>2/9, 8:00am</b> <b>Project due</b>		

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<sup>2</sup> Demand is in thousands, and assume demand is an exact multiple of 1000.