

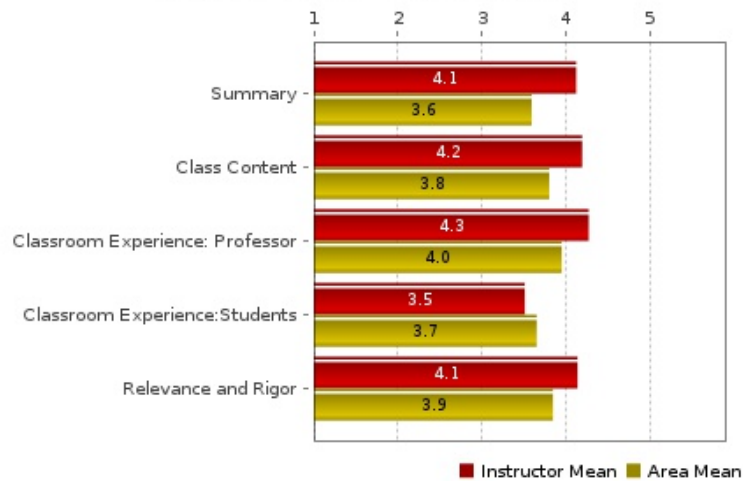
# Teaching Evaluation Summary (2013-14 GSB Winter)

# Ratings Summary

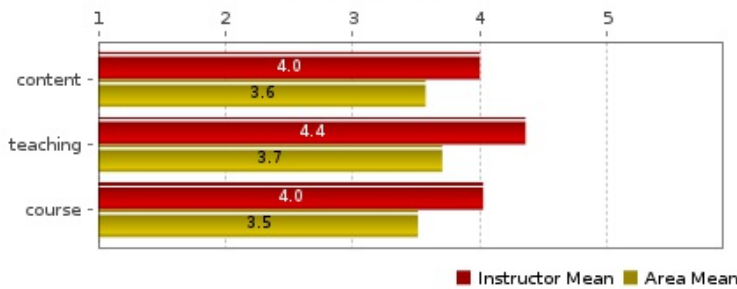
Instructor: Iancu, Dan  
 Subject: OIT  
 Catalog & Section: 245, 01

Course Title: OSM-BASE  
 Enrollment: 48 Responses Incl Declines: 39  
 (Declined: 0)

## Elements of Instruction

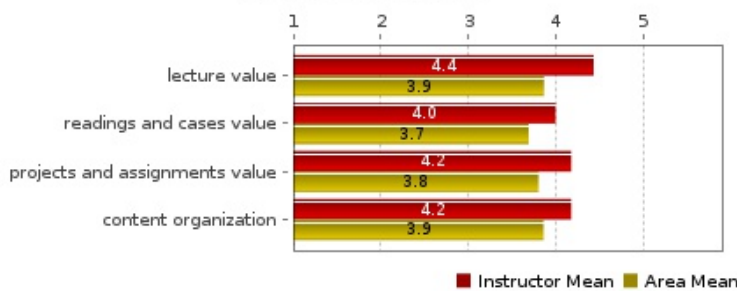


## Summary



	Response Rate	Mean	Median	Std Dev	Exceptional	Very Good	Good	Fair	Poor
content	81%	4.0	4	0.7	9	22	7	1	0
teaching	81%	4.4	4	0.6	16	21	2	0	0
course	81%	4.0	4	0.7	10	20	9	0	0

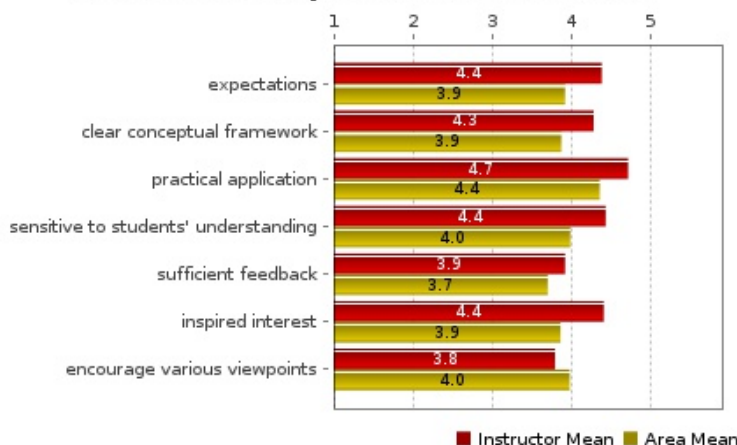
## Class Content



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	-1.0	NA
lecture value	81%	4.4	4	0.6	19	19	0	1	0	0	0
readings and cases value	81%	4.0	4	0.7	8	23	4	2	0	2	0
projects and assignments value	81%	4.2	4	0.6	10	26	3	0	0	0	0
content organization	81%	4.2	4	0.6	10	26	3	0	0	0	0

Scales:  
 5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree; -1.0 - NA;

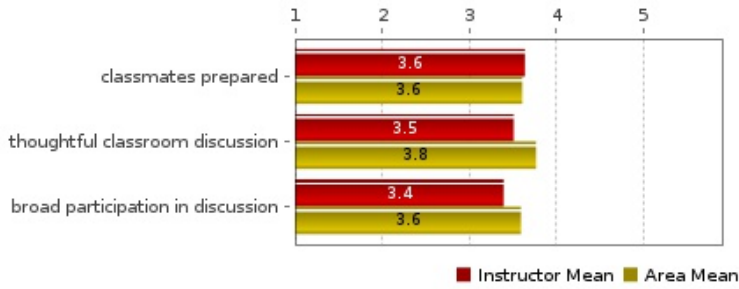
## Classroom Experience: Professor



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	0.0
expectations	81%	4.4	4	0.5	15	24	0	0	0	0
clear conceptual framework	81%	4.3	4	0.8	16	20	2	0	1	0
practical application	81%	4.7	5	0.4	28	11	0	0	0	0
sensitive to students' understanding	81%	4.4	5	0.7	22	13	3	1	0	0
sufficient feedback	81%	3.9	4	1.0	11	20	4	2	2	0
inspired interest	81%	4.4	4	0.6	18	19	2	0	0	0
encourage various viewpoints	81%	3.8	4	1.0	10	15	11	2	1	0

Scales:  
 5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree;

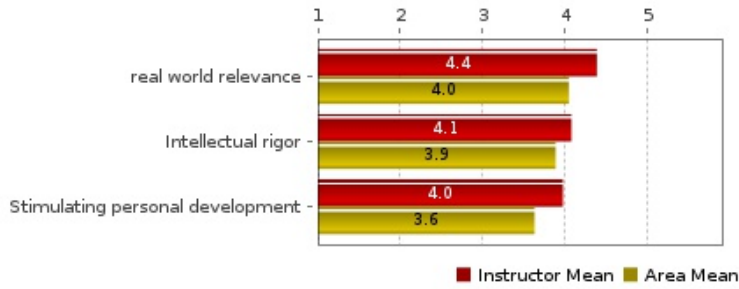
## Classroom Experience: Students



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	0
<b>classmates prepared</b>	81%	3.6	4	0.6	2	22	14	1	0	
<b>thoughtful classroom discussion</b>	81%	3.5	4	0.8	2	20	15	0	2	
<b>broad participation in discussion</b>	79%	3.4	4	1.0	4	15	14	2	3	

Scales:  
5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree;

## Relevance and Rigor



	Response Rate	Mean	Median	Std Dev	Very High	High	Moderate	Low	Very Low
<b>real world relevance</b>	81%	4.4	4	0.7	19	16	4	0	0
<b>Intellectual rigor</b>	81%	4.1	4	0.7	11	20	8	0	0
<b>Stimulating personal development</b>	81%	4.0	4	0.8	9	22	7	0	1

enrolled	Career interest	background	preparation time	classes missed	quantitative background
MBA 1 100%	Directly related to my career 85%	Slight 67%	0-2 hours 18%	0 82%	Slight 31%
MBA 2 0%	Not directly related to my career 0%	Moderate 31%	2-4 hours 24%	1 15%	Moderate 51%
Sloan 0%	Not sure 15%	Extensive 3%	4-6 hours 34%	2 3%	Extensive 18%
PhD 0%			6-8 hours 24%	3 0%	
Other 0%			8 hours 0%	4 0%	

## 1. Comments

**Provide comments about the course, positive and negative, to be posted on the Course Unofficial Website where it can be seen by the entire GSB community (non-required courses only).**

- Professor was great, very caring and helpful. He injects humor in his own unique style, which will make you smile if not chuckle. The content is not riveting but he does his best to make it digestible. Highly recommended.
- It would be better served as a full quarter course.
- I would want to have osm for a full quarter. I think it is valuable skill and that there are no opportunities for those without an extensive background in excel to do this. We are always trying to catching up and a half quarter class does not help do that.
- Great professor! Really prepared for class, cared about student learning. I recommend this class if you have no/limited modeling experience. Lab format is great
- Fine course - the lab-style was a significant improvement
- Really enjoyed the lab setting, but would change it to allow for each student to be paired - but also working on their own computer to maximize in-class learning. Assignments were more difficult than what was covered in class.
- Very good class for people who have no prior background on the subject
- Iancu is a great prof teaching tough material -- he has 5 weeks (in Base OSM) to get people interested in Excel and teach the material. He clearly cares about the class and understands his audience, and is very helpful. Class structure: great mix of ~20 min of conceptual lecture at the beginning and then "lab time." This material just requires mucking around in Excel, so the lab format is great. I didn't leave loving Crystal Ball, but I would take Iancu again if he were teaching something I had an interest in.
- Having the class over the full quarter would provide a better learning opportunity. Spending more time on cases and course material would help retention of what we learned in the class.
- Course felt very smooth - Sounds like it may have been a big shift from previous years.
- This is a difficult class for a beginner. I had never really use excel and class gets moving quickly right off the bat. If there were more time it would have been easier to learn and retain the information.
- Great class! Loved the lab format. The professor is extremely patient and great in explaining everything.
- Great course! Prof. Iancu is a wonderful instructor. I wish this course was longer and we had many more new concepts as well as variations in applications of the concepts introduced.
- This course should not be provided at the same time as all other 3 quant heavy class. It takes lots of time (too much) for other course, although this is more relevant, it's only 2 units and we tend deprioritize it.
- This course was the most valuable to my career so far. The instructor, Professor Iancu, is very passionate and sincere to this students.
- Great class. Dan makes a wonderful job. It clearly deserves an entire quarter and more credits. To improve, I'd suggest to accelerate the videos. The same content could be done at least 3 times more rapidly (always possible to pause when needed) and the TA could be more prepared to classes (Sometimes they discovered the questions in the same time as students and did not always know how to use Chrystal ball). Last thing: It would be appreciated to give roughly the time needed for Homeworks. When you start the assignment 1 the night before it is due and realize you need to spend 6 hours on it, this is not a very nice surprise! But very great experience overall.
- This class was really hard and very time-consuming. The final was EXTREMELY PAINFUL
- Dan did a fantastic job with the compressed half quarter course. He went above and beyond to help students learn the material given the wide dispersion in people's backgrounds. I think it would be a good change to OSM to have half quarter and full quarter flavors, to meet different student interests
- It was lot to learn in half a quarter, I put in about 10 hours every week trying to learn all that was taught.

**Provide comments about the course, positive and negative, to be seen by the instructor only. Constructive comments on how to improve the course are encouraged.**

- Thanks professor, it was a pleasure being taught by you. You showed high degree of empathy to us and injected fun where you could. This did a lot for classroom morale and for making this challenging content digestible. You have a clear passion for the content that comes across loudly to the students. Will definitely recommend you to others! Thank you.
- I would want to have osm for a full quarter. I think it is valuable skill and that there are no opportunities for those without an extensive background in excel to do this. We are always trying to catching up and a half quarter class does not help do that. Really enjoyed the problems and the reality behind them.
- The course would be great in a full quarter where we could apply the knowledge to more real life problems.  
The classmates were not prepared I felt. The professor could reinforce the need to watch the videos, do smaller hw every class. This slowed the class progress.
- I really enjoyed the lab-style format and course overall. My biggest frustration was that the assignments did not

align with the materials we had available. In addition to the videos, we all would benefit from clear PPTs or other examples that we could reference in working through the assignments (the available materials were insufficient). Further, the TAs were completely unprepared to answer even the most basic questions

- Overall, enthusiastic and showed genuine interest in the subject and discussing applications of the course content.
- Professor Iancu was very thoughtful and have a very good teaching style, I was scared of the class at first but he was able to make things very clear. This class could be an entire quarter class.
- Thanks; great job. Your weekly surveys and your general attitude convinced us that you wanted to teach this, which really helped -- we may not all have left enthusiastic about Excel modeling, but I enjoyed going through it with you and you did a good job teaching the material.
- Dan, thank you for helping me along every step of the way. This was a very valuable course, however, quite difficult and I really do appreciate your effort to respond to every email and request. Thanks again!
- Would love this class to be a full quarter course. I wanted to learn more! Thank you professor, you are OSM! Loved the new lab format... and learned a lot!
- Thanks a lot Prof. Iancu, I really enjoyed the class. Solver, data tables, crystal ball are so much fun and kind of magical once you get the hang of it. It was a great learning experience and you made it all the way more OSM!
- This course was really valuable. I hope this was a full quarter course, not a half. I wanted to learn more deeply and feel that there are more modeling basics to learn which most of GSB students need. Also, maybe this course is better to be taught in the first quarter since I used what I learned in this course in other winter quarter classes.
- Thanks for your personal commitment and will to do so well! I would love to take another class with you.
- Dan, you did a great job with teaching a difficult course. Thanks for your dedication
- If the intention is for students to learn this course, more time should be given to learn and maybe spread this course to a full quarter. I spend a lot of time doing assignments. Having said that, I loved the professor who was energetic and knowledgeable. TAs in the class were not very useful.
- I thoroughly appreciated Professor Iancu-- he clearly invests a lot of time in preparation and cares greatly about student comprehension. That said, in a quarter that includes both finance and microeconomics, OSM has been my most difficult course. While I appreciate the lab format, I wonder if it would be best to reintegrate a small amount of lecture to ease students into difficult concepts (reinforcement of the video material). Additionally, I would have appreciated class time devoted to homework assignment review. I know that some of my classmates have advocated for OSM to be a full quarter-- while I agree, it is with the caveat that a proportional amount of additional material not be added. Put another way, the course should not be twice the length to cover twice the material. I would like the course to be longer so that it could go at a slower pace and potentially allow for more concept reinforcement activities like going over homework in class.
- I very much enjoyed OSM. I would highly recommend shifting it to the fall quarter, however, because I think the analyses we learn in it could be very useful for the rest of our time here at the GSB. Doing so would also help reduce the strain on students who are otherwise completing 4 problem sets for every Monday night / Tuesday morning. If it moves to the fall quarter, I would recommend expanding OSM to be a 3-unit class so you can delve more into topics around sensitivity analyses and optimizing. The problem with expanding OSM currently is that students are already so over-extended in the winter quarter.
- Thanks for a great quarter. I enjoyed your teaching style and particularly your attention to feedback. I struggled with the homework assignments and found them demotivating given their length and complexity (especially the 1st and 4th assignments). I would consider revising these in future years. Also, I still struggle to understand how I could apply this to future tasks. It might be worthwhile to consider assigning a project where we think through this and then apply it. Thanks again!
- The professor was very enthusiastic about the material and very helpful and patient, which I really appreciated in a course that was a big struggle for me. It was great to practice the concepts in class (lab format is great!) but it was frustrating when the assignments were on a totally different level of difficulty than what we were doing in class.   
  
As someone basically new to Excel, I would have also appreciated a little more intro to Excel (maybe during week 0? The session they offered us was terrible). In general, I wish there was a class even slightly more basic than OSM that teaches modeling and manipulation in Excel - I am just now beginning to see how powerful it is and really wish I knew better how to use it.   
  
My only other comment is that a six hour final seems a bit cruel, as it will undoubtedly take many of us the full six hours. I would prefer a shorter exam (3 hours) or the ability to open it and work on it as much as we need and turn it in when due.   
  
Thanks for all of your patience and help! You did a great job with the class.
- You are an amazing professor. I came in with absolutely no knowledge on the subject. You did not assume prior knowledge, yet challenged me to push myself and still move at a fast pace. You were incredibly responsive to feedback. Your course set up with videos before class and then going over cases in class (lab style) was the perfect teaching methodology. I am incredibly grateful that you were my professor for this course.
- A longer course would have been better given all of the material to cover -- this way we could have more slowly and thoroughly learned the complex topics addressed in this class. This also would have allowed us to review more tactical excel skills in the beginning (vlookup, pivot tables, shortcuts etc). A slower pace would have helped the learning process significantly. Also, our assignments did not get returned with written comments -- this would have been helpful. This could also be better placed in the fall quarter.
- Great subject and teaching. My only frustration was with getting started with each model. Often time this was the

hardest part, and it seemed like a test of raw intelligence vice good practices.

- The course was great, the lab setup is very efficient, and the professor was very supportive and helpful. I have a couple of comments: 1- I think it would be if each student get to work on his laptop instead of using the library's PCs. First, it would help us focus more on the material and think through the questions on our own without being distracted, second it would help familiarize us with the steps on the machines that we use all the time. 2- I think some classes needed more detailed documentation to help us in future referencing.
- I really enjoyed this course. I wish it had been longer, or given in the fall quarter (it would be useful to practice modeling before taking Managerial Finance). I am also disappointed that there aren't any GSB electives (besides the one DeMarzo class) on this topic. I would love to continue taking advanced OSM courses. The lab format was great but classes/lectures felt rushed - we need more time! This should be longer and more than 2 units.
- Great course- appreciated the team, hands on style during class time.

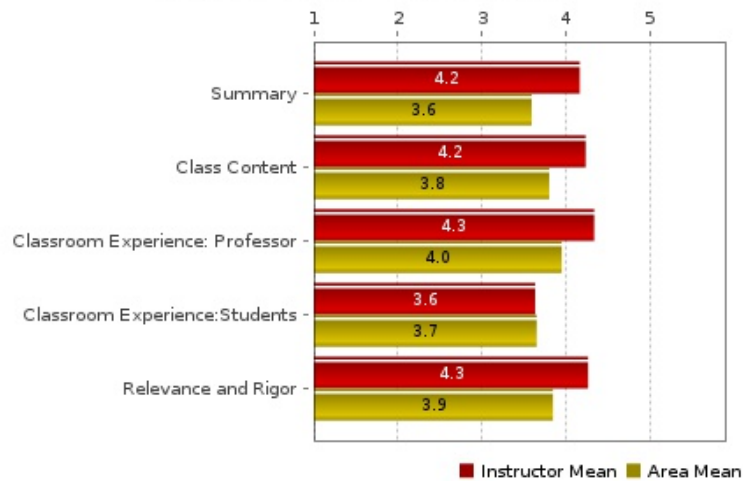
# Teaching Evaluation Summary (2013-14 GSB Winter)

# Ratings Summary

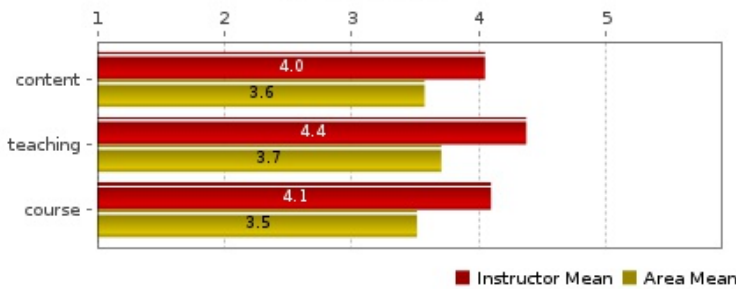
Instructor: Iancu, Dan  
 Subject: OIT  
 Catalog & Section: 245, 02

Course Title: OSM-BASE  
 Enrollment: 48 Responses Incl Declines: 43  
 (Declined: 0)

## Elements of Instruction

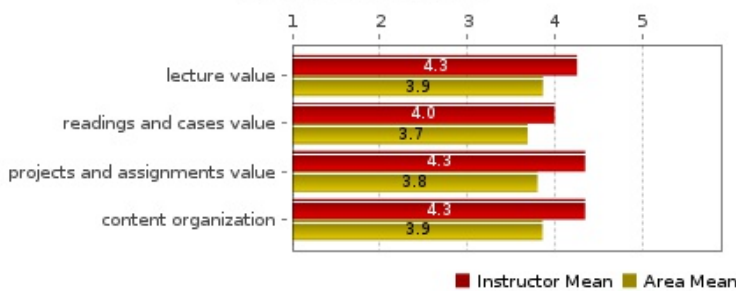


## Summary



	Response Rate	Mean	Median	Std Dev	Exceptional	Very Good	Good	Fair	Poor
content	89%	4.0	4	0.8	11	25	5	2	0
teaching	89%	4.4	4	0.6	20	19	4	0	0
course	87%	4.1	4	0.7	12	22	8	0	0

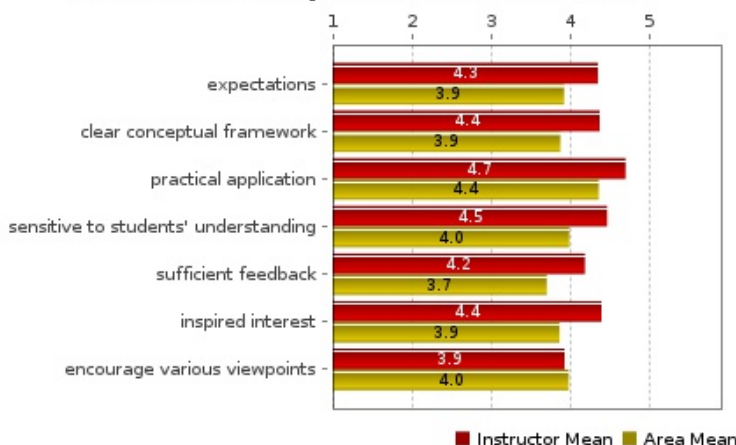
## Class Content



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	-1.0	NA
lecture value	89%	4.3	4	0.8	17	22	3	0	1	0	0
readings and cases value	89%	4.0	4	0.9	11	23	4	2	1	2	0
projects and assignments value	89%	4.3	4	0.7	19	21	2	1	0	0	0
content organization	89%	4.3	4	0.7	20	20	1	2	0	0	0

Scales:  
 5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree; -1.0 - NA;

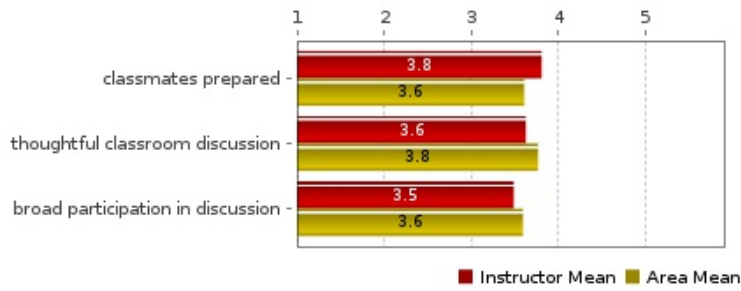
## Classroom Experience: Professor



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	0.0
expectations	89%	4.3	4	0.6	18	22	3	0	0	0
clear conceptual framework	89%	4.4	4	0.7	21	18	3	1	0	0
practical application	89%	4.7	5	0.5	31	11	1	0	0	0
sensitive to students' understanding	89%	4.5	5	0.9	27	12	2	1	1	0
sufficient feedback	89%	4.2	4	0.7	14	24	4	1	0	0
inspired interest	89%	4.4	4	0.6	19	22	2	0	0	0
encourage various viewpoints	87%	3.9	4	0.9	11	21	6	4	0	0

Scales:  
 5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree;

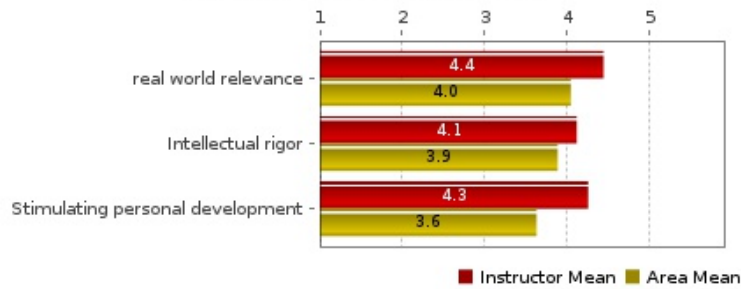
## Classroom Experience: Students



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	0
<b>classmates prepared</b>	87%	3.8	4	0.6	3	29	9	1	0	0
<b>thoughtful classroom discussion</b>	89%	3.6	4	0.7	3	24	13	3	0	0
<b>broad participation in discussion</b>	89%	3.5	4	0.9	4	21	11	6	1	0

Scales:  
5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree;

## Relevance and Rigor



	Response Rate	Mean	Median	Std Dev	Very High	High	Moderate	Low	Very Low
<b>real world relevance</b>	89%	4.4	5	0.7	22	19	1	1	0
<b>Intellectual rigor</b>	89%	4.1	4	0.8	14	23	3	3	0
<b>Stimulating personal development</b>	89%	4.3	4	0.7	18	18	7	0	0

enrolled	Career interest	background	preparation time	classes missed	quantitative background
MBA 1 100%	Directly related to my career 79%	Slight 58%	0-2 hours 18%	0 77%	Slight 40%
MBA 2 0%	Not directly related to my career 0%	Moderate 35%	2-4 hours 38%	1 19%	Moderate 47%
Sloan 0%	Not sure 21%	Extensive 7%	4-6 hours 35%	2 2%	Extensive 14%
PhD 0%			6-8 hours 10%	3 2%	
Other 0%			8 hours 0%	4 0%	

## 1. Comments

**Provide comments about the course, positive and negative, to be posted on the Course Unofficial Website where it can be seen by the entire GSB community (non-required courses only).**

- Awesome material...not sure why so much focus is on Crystal Ball. I never really saw anything in it. Just plain old excel basics would be a bit better.
- The lab setting is excellent in terms of understanding the material and directly applying it.
- Dan was Awesome (OSM). He was very passionate about the topic and did a great job teaching and answering questions. I wish that the topics covered seemed more relevant to real world experiences.
- amazing class...made excel interesting and relevant. tenure this guy before he gets away.
- This class is valuable, although challenging for those with no background in Excel or modeling.
- Would actually consider taking another OSM course if offered--this really was a wonderful learning experience for me.
- This class is required, so comments are probably somewhat irrelevant, but I found that the variation in prior experience was more profound and more detrimental in this class than any other base-advanced spread quant class. Excel is a concrete skill, and having people who had done it before was incredibly frustrating.
- This class was fun and helpful. I look forward to learning more OSM application in the future! Dan Iancu is a very caring, competent teacher. He showed both clear content knowledge and a genuine interest in doing everything he could to help students succeed. I'd love to take another class from him.
- Very clear that Dan cared about our learning and about developing both the intuition and the skills for creating models in Excel. "Excel"-lent class. :)
- This class is like learning a new language - the exercises are tedious and time-consuming, but they're really the only way to learn. The homeworks take a lot of time, esp. if you're an Excel rookie, but they do teach you a lot in this short class. Dan Iancu is great - he really works hard to make the class relevant and interesting.
- Professor Iancu is great - super nice and cares about students learning!
- Awesome professor, highly recommend him. Such a nice person and makes the class very interesting and fun.
- The course was very helpful educating students in how to think in structured way, handling excel model, and analyzing real case complex situations.  
The instructor was very passionate and considerate when interacting with each students, letting most of the students not to fall behind.
- Great professor - really nice, explains things well, has helpful examples, and tweaks class each time based on a class survey of the prior lecture.
- Amazing class and amazing instructor. If you do not have any modeling background (as I didn't) do not doubt to take base. I took three classes of accelerated at the beginning and the way the class it is structured now (as a lab) you will definitely need to go to base. In accelerated no content is explained, you and on your own doing more advanced modeling but in base they explain everything point by point and the class moves forward fast enough.
- I found this class quite challenging. That said, I really liked Professor Iancu. It was very clear that he put a lot of thought into structuring the course in a way that enabled us to grasp material that is not always easy to teach. I appreciated that he was constantly soliciting feedback via class surveys and made himself very available by email and via office hours for added assistance.
- I really enjoyed this course. The modeling skills in excel are useful to understand and are things I'll definitely be able to use later in my career (and immediately for other class projects).  
I really enjoyed the lab format of the course...way better than sitting in a lecture. We got to immediately try out what we were learning which made it a lot easier to absorb. Professor Iancu did a great job balancing time in class between lecture/debriefs/demonstrations and application of the concepts in our two-person teams. Professor Iancu was also an excellent lecturer who understood the concepts in great depth and could always relate it back to interesting business challenges/his research.
- I think it is important to learn these skills, but I would prefer this mixed in with more intellectual content. i.e. a real case where we learn something from the case and not just the modeling exercise.
- People tend to grumble about OSM, but if you're willing to put in some time to learn the material, it's actually really interesting. The new lab format is great. Good just to stay on top of the material, otherwise it is tough to catch up.
- This is a highly practical class and Prof Iancu makes sure everything is relevant and reasonable. Highly recommend him.
- Useful class in any career track
- Loved to work as a team.
- This was a really useful class- would be great to have had it in the fall instead of one of the other classes.

**Provide comments about the course, positive and negative, to be seen by the instructor only. Constructive comments on how to improve the course are encouraged.**



- Dan did well to try and inspire us and help us understand where the modelling would be useful in our careers going forward whilst also being a genuinely nice guy to boot!
- Dan was Awesome (OSM). He was very passionate about the topic and did a great job teaching and answering questions. I wish that the topics covered seemed more relevant to real world experiences.
- This course was really challenging for someone with no background in the subject. That said, I think that this class is probably one of the most valuable I will take at the GSB. I think the course should be offered in the fall, as a full quarter class. That would allow the course to go slower and go more in depth. I leave the course feeling I have been exposed to a lot of the material, but don't feel I have mastery over it. I also think the course should be offered Pass/Fail, not for a grade. Finally, the course is much better when you can work in teams. I think that all assignments should be group or partner assignments, including the final take-home exam. This would mitigate some of the stress and anxiety, and put the emphasis on learning.
- Thank you!
- This class is required, so comments are probably somewhat irrelevant, but I found that the variation in prior experience was more profound and more detrimental in this class than any other base-advanced spread quant class. Excel is a concrete skill, and having people who had done it before was incredibly frustrating. Either make a remedial version, or do a MUCH better job making sure those people who should not be in base are not able to enroll in it, and there's enough spots in accelerated/advanced for them.
- I have never seen anyone respond to emails or questions that quickly; the level of support for students is clearly a step above the rest. I hope this will continue for students in future years.
- Enjoyed your instruction very much, Dan. You did a great job being directive but patient in class and I appreciated the real world examples both in class cases and the homeworks - very relevant and motivating. I liked the weekly survey, too - helped me know where I was relative to others. The homeworks were very tedious, but instructive. I wish that in class sessions, we'd broken up the partner time in smaller chunks and gotten instruction about how to do things "right" more often. We sometimes wasted time going down the wrong path, and I wish we'd been redirected sooner. I really wish this class was a full quarter. I would have benefited from a slower start, more time on basic modeling, and more repetition with linear optimization and Crystal Ball. They're super useful, but I feel like I'm still really green in using them. I would also really love for this class to be done first quarter. It would make Finance and D&D much easier and would have helped get more of the class up to the same level in the fall before starting this heavy quant in winter. A follow-on course that goes deep into revenue, pricing, demand, and cost modelling would be very useful. Thanks for the class!
- Thanks a lot professor! You made the class very interesting and fun. I learned a lot of useful stuff.
- The course was very helpful educating students in how to think in structured way, handling excel model, and analyzing real case complex situations.  
The instructor was very passionate and considerate when interacting with each students, letting most of the students not to fall behind.
- Thanks very much for an amazing course. The combination of lab and lecture was perfect. I did 3 classes in accelerated (and then drop to base) and was surprised by the level of the classes. Awesome guidance through the problems and awesome teaching. I feel I can actually model now! Constructive feedback: I know you were super excited by the new lab format but do not worry too much to talk about that with the students. We do not have the experience on how was the class last year so we can not compare :). Well overall thanks tons! hope to keep on doing some modeling in the future. Side note: Fernando, the TA from Chile was fantastic on helping us and gave an amazing review session (he should be doing a Phd and becoming a professor!)
- I really enjoyed this course. The modeling skills in excel are useful to understand and are things I'll definitely be able to use later in my career (and immediately for other class projects).  
I really enjoyed the lab format of the course...way better than sitting in a lecture. We got to immediately try out what we were learning which made it a lot easier to absorb. Professor Iancu did a great job balancing time in class between lecture/debriefs/demonstrations and application of the concepts in our two-person teams. Professor Iancu was also an excellent lecturer who understood the concepts in great depth and could always relate it back to interesting business challenges/his research.
- I felt the course was not weighted correctly. I still don't really understand crystal ball as it came in the last class session, while we spent a longer time on data tables in excel, a concept far easier to grasp.
- I thought this was a great course. It's not something I necessarily would have taken on my own, but now I would love to take more. I loved the lab format as well. One thing to consider particularly for base is whether it is worth trying to pair more experienced excel users with less experienced users. I was in the less experienced camp and learned a ton from working through the in-class exercises with my partner (who was more experienced). I realize this is logistically a bit difficult, but I think I may have gotten a little frustrated if I wasn't able to talk through the problem with someone who was more familiar with the concepts (and just excel in general).
- Thanks for the wonderful quarter!
- The first assignment (FFP) consumed too much time, and I find little relevance to real world. In addition, some parts of instructions (pensions and credit card) were not enough clear to understand casflows.
- Very useful course with interesting subject matter. This should absolutely be a full-quarter class taught in the fall. For people with no quantitative background or Excel experience, it just went far too fast. It would be much better to have a full quarter to gain a more solid understanding of each topic before moving on to the next one (since the skills tend to build on each other, and a failure to understand one is a major liability for all the others--except there's no time to ever really catch up). Also, the design of the class really didn't work. The videos were very confusing and unhelpful (also, on YouTube, they didn't show up in order, so I wasn't always able to view

the entire "lecture" for a class--if you stick with the video format, at least have just \*one\* video file per lecture, without splitting it into several Youtube links). But I'd advise doing away with the "pre-class video" entirely. The handouts, frankly, were more useful. And the problem with teaching by video is that there's no opportunity to stop and ask questions when material is unclear. So if you don't understand something a few minutes into the video, you're not going to understand the rest of the video, and then you're just wasting your time.

Also, in class, simply giving people most of the class to work unstructured is not helpful. People who had no business being in the base class (far too many) just used the time to do work for other classes or social things. Meanwhile, those of us who had no clue what we were doing were left to flounder and waste our time staring at some project we had no idea how to proceed with. So we just had to sit there until someone came by (not very often, because it's a big class), and even then, the TA would often tell us we just had to figure it out for ourselves, which we had tried to do and couldn't--hence our request for help. So classes mostly just felt like a big waste of time.

Also, the in-class pairings just didn't work. It meant that no one person really had a chance to practice (my partner was not willing to share keyboard/mouse time, because he insisted he needed the practice more). Also, it seems like not much thought went into the pairings--background and experience with Excel and the material were certainly not taken into account in our pairing.

The only real learning that happened was with the assignments--having the opportunity to work on models at our leisure, think through how to approach problems, and, when necessary, ask for help from the TA or professor.

People would get much more out of this class if it were "unflipped." Instead of using videos, the professor should actually teach the class how to do the work in class, and do it step by step. Tell us how to approach the beginning of the problem--the first few steps maybe--then let us try it. Then explain what might have gone wrong, let people ask questions, make sure everyone's on the same page, and then move on to the next step or two. This would avoid the problem of people getting lost and staying that way for an hour and 45 minutes. Then, instead of expecting people to watch videos outside of class, let our homework be real homework--a chance to work on the assignments (or mini-assignments) to test our mastery of the relevant concept/skill before the next class builds on it (and then allow a Q&A period at the beginning of each class to let people air questions that came up doing the homework before moving on to the next thing).

In short, the "flipped classroom" does NOT work. Plus, it's just insulting to students and is WAY overused at the GSB--every class is far too heavily reliant on videos. As one of my classmates put it, "I'm paying \$200k to watch Khan Academy." It's disgraceful.

I understand that this incremental, step-by-step approach may be "too slow" for some people in the class. But honestly, those people should NOT be in base (this is true of a lot of the analytic foundations courses--in all of them, there are many students who do not belong there). Or the full-quarter class could be moved to the fall for people who really have no Excel experience, and all the former consultants and finance people can still take this version in the winter.

On the positive side, it should be noted that Professor Iancu was incredibly patient and generous with his time and knowledge; impressively responsive to questions; and genuinely interested in the subject material and dedicated to students' learning. This is an important course and he is a good teacher; the scheduling and educational model of the GSB need to be significantly re-thought so he can be allowed to teach this course as it should be taught.

- Instructor is very passionate about the topic. I enjoyed the class overall (lab format is the way to go) but I thought sometimes there was a bit too much work required for class (i.e., homework often took more time than I thought they should)
- I really liked the lab format and thought the class was well developed to encourage hands-on learning of the material
- I thought overall this was a great, very practical course - I almost wished we had this in the fall to be more prepared for the other classes this quarter. The lab format was fantastic for the most part - but the major trade off with giving students the chance to be hands on is that you lose focus and some control of the classroom at time. I would suggest a couple of things - first, print out slides for students so they can take notes while you are lecturing (I felt like I sometimes missed information); two, walk around the classroom more and be firmer with people who are talking/not paying attention (I sat at the far end away from you and sometimes I really couldn't hear what you were saying due to sideline discussions). Also, the assignments sometime were too long/hard - I agonized for hours over some of them because we didn't get to the "harder" problems in class (spent too much time going over the basics and ran out of time to cover the hardest pieces). Is it possible to have some sort of "cheat sheet" that brings together everything we've discussed over the quarter into one easy reference document (doesn't have to be extensive) to help me when I go into the "real world"? Overall, a great class and Dan is a very nice, very supportive professor.
- The lab format was fantastic, and the balance of preparatory teaching/videos vs. diving right into exercises improved rapidly over the quarter. I learned a ton! Prof Iancu really cares and it shows. That said, be careful about completely turning people off with a too-extreme first HW. One other suggestion: consider people's experience levels when creating partners for class and assignments, if you are going to assign those pairs. Rookie-rookie teams had it rough!
- Dan, you are a great professor!!!

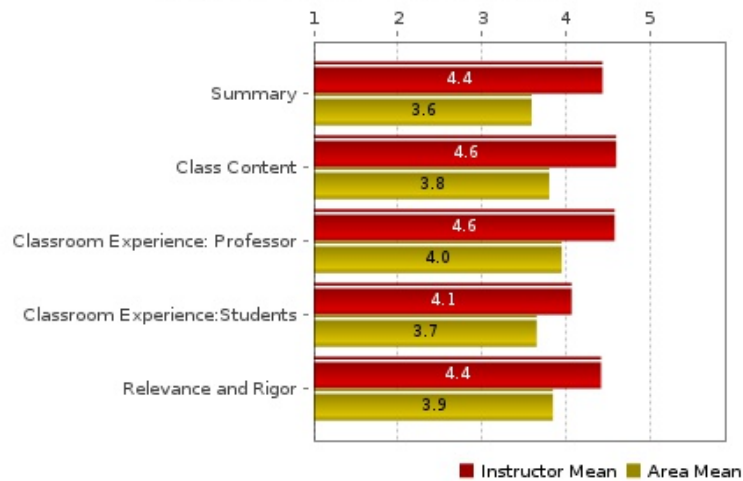
# Teaching Evaluation Summary (2013-14 GSB Winter)

# Ratings Summary

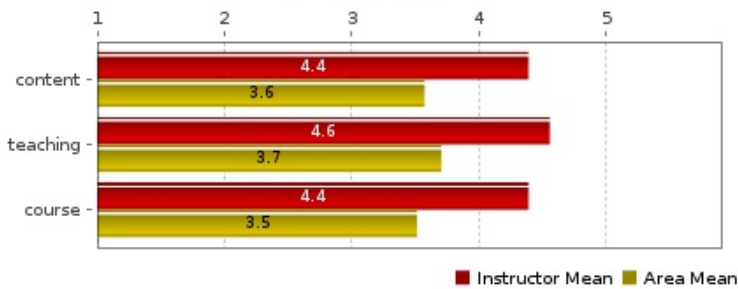
Instructor: Iancu, Dan  
 Subject: OIT  
 Catalog & Section: 245, 03

Course Title: OSM-BASE  
 Enrollment: 18 Responses Incl Declines: 18  
 (Declined: 0)

## Elements of Instruction

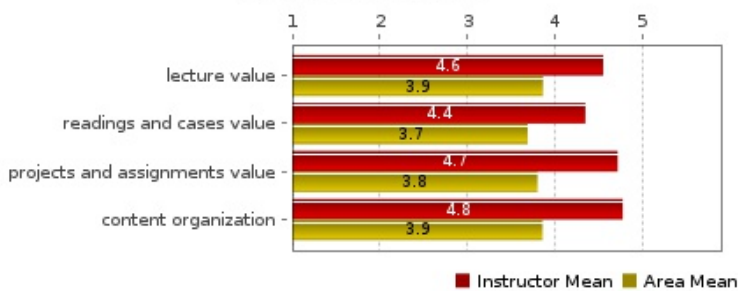


## Summary



	Response Rate	Mean	Median	Std Dev	Exceptional	Very Good	Good	Fair	Poor
content	100%	4.4	4	0.7	9	7	2	0	0
teaching	100%	4.6	5	0.6	11	6	1	0	0
course	100%	4.4	4	0.7	9	7	2	0	0

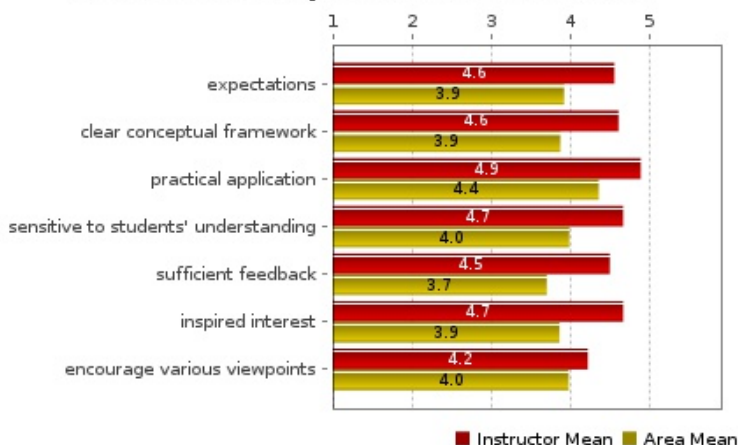
## Class Content



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	-1.0	NA
lecture value	100%	4.6	5	0.6	11	6	1	0	0	0	0
readings and cases value	100%	4.4	5	0.8	9	5	3	0	0	1	0
projects and assignments value	100%	4.7	5	0.4	13	5	0	0	0	0	0
content organization	100%	4.8	5	0.4	14	4	0	0	0	0	0

Scales:  
 5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree; -1.0 - NA;

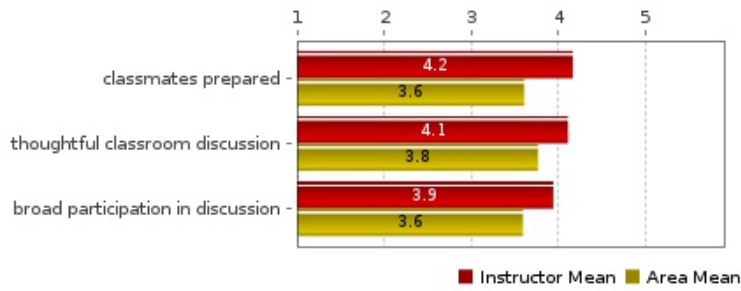
## Classroom Experience: Professor



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	0.0
expectations	100%	4.6	5	0.5	10	8	0	0	0	0
clear conceptual framework	100%	4.6	5	0.8	13	4	0	1	0	0
practical application	100%	4.9	5	0.3	16	2	0	0	0	0
sensitive to students' understanding	100%	4.7	5	0.5	12	6	0	0	0	0
sufficient feedback	100%	4.5	5	0.8	12	3	3	0	0	0
inspired interest	100%	4.7	5	0.6	13	4	1	0	0	0
encourage various viewpoints	100%	4.2	4	0.9	9	5	3	1	0	0

Scales:  
 5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree;

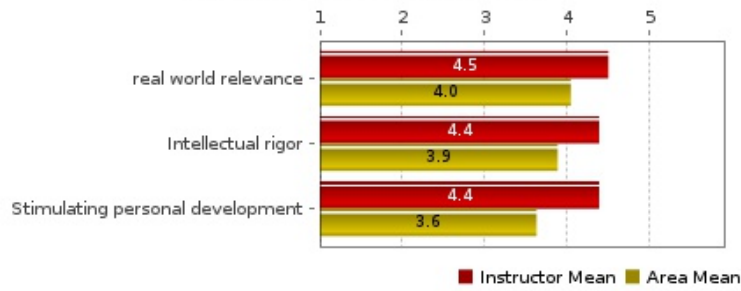
## Classroom Experience: Students



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	0	0
<b>classmates prepared</b>	100%	4.2	4	0.6	5	11	2	0	0	0	0
<b>thoughtful classroom discussion</b>	100%	4.1	4	0.9	7	7	3	1	0	0	0
<b>broad participation in discussion</b>	100%	3.9	4	1.0	7	5	4	2	0	0	0

Scales:  
5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree;

## Relevance and Rigor



	Response Rate	Mean	Median	Std Dev	Very High	High	Moderate	Low	Very Low
<b>real world relevance</b>	100%	4.5	5	0.6	10	7	1	0	0
<b>Intellectual rigor</b>	100%	4.4	5	0.9	11	4	2	1	0
<b>Stimulating personal development</b>	100%	4.4	5	0.9	11	4	2	1	0

enrolled	Career interest	background	preparation time	classes missed	quantitative background
MBA 1 100%	Directly related to my career 69%	Slight 61%	0-2 hours 33%	0 83%	Slight 39%
MBA 2 0%	Not directly related to my career 0%	Moderate 33%	2-4 hours 56%	1 17%	Moderate 44%
Sloan 0%	Not sure 31%	Extensive 6%	4-6 hours 11%	2 0%	Extensive 17%
PhD 0%			6-8 hours 0%	3 0%	
Other 0%			8 hours 0%	4 0%	

## 1. Comments

**Provide comments about the course, positive and negative, to be posted on the Course Unofficial Website where it can be seen by the entire GSB community (non-required courses only).**

- Professor Iancu is simply terrific. Inspires interest in the subject and communicates clearly. Changed my view of excel modeling!
- Great course, thoughtful/well-prepared/effective instructor. Excellent course for ramping up excel modeling skills quickly
- Great classes. Very relevant to solve practical questions. Love the experience of actually working on computer every session. The pace is really good.
- OSM class was one of the most helpful classes this quarter in terms of real world application. I think it should be a full quarter class and not just half quarter.
- Very good course, the professor works really hard to make it both useful and interesting. This should be designed as a quarter long course to allow more in-depth problems and analysis.
- I feel like this is one of the most practical classes I've taken at the GSB -- definitely real-world applicable. I really appreciate that and definitely would have preferred to spend my time on this versus, say, Econ.<br/><br/>I like the lab format that the professors used this year. That said, I think it could be even more helpful if each student had a partner but that both students had their own computer. It is really hard to learn when someone else is "driving" in Excel but I understand that it's useful to be able to bounce ideas and ask questions of people. I think having partners but each with your own keyboard would balance this well.
- Prof. Dan really stimulates the class to solve the cases and think through them deeply. It's a shame the course is so short.
- Great class, very practical and useful.
- OSM was one of those positive surprises. Very hands-on course, with lots of practical information on excel modelling. Dan is a great teacher, that explains things very slowly (sometimes even a bit too slowly:)) and carefully to ensure everyone understands the concepts. Switching from a lecture to a computer-lab workshop was a no-miss!

**Provide comments about the course, positive and negative, to be seen by the instructor only. Constructive comments on how to improve the course are encouraged.**

- OSM class was one of the most helpful classes this quarter in terms of real world application. I think it should be a full quarter class and not just half quarter.
- Thanks very much for a great (half) quarter, even as someone with excel background, I really enjoyed what I learned and find it very useful and valuable to my future career.
- Prof. Dan, this was a great course, I wish it was longer - I had extensive experience in linear programming and excel in general, so I would actually have loved to have taken an advanced version of the course.<br/>One suggestion would be to pair up students by expertise with the class topics, so 'fast' students don't overwhelm those who are taking more time to learn, and 'experts' can explore more complex challenges at their pace.
- You are great! Wish all the professors at the GSB were as thoughtful and caring as you are. You made the content so interesting that I am thinking of also taking the advanced class in the future.
- This should be a full quarter course. It was the most useful, practical course we covered all quarter. Professor Dan is obviously enthusiastic about his subject matter and does a great job inspiring interest, the format also works really well because a smaller classroom with hands on practice is the best way to learn
- There needs to be a break halfway through the class period. It's too demanding to be sitting for that long staring at Excel without stretching your legs for 5 minutes.
- can be a little fast and less repetitive.<br/><br/>But amazing effort at explaining everything to everyone,
- Thanks for putting the work in to revamp the class this year. I appreciated that you tried new and different things that were applicable to current issues.
- Prof. Iancu is clearly determined to help his students learn and that drive is appreciated. The lab format is definitely the way to go. One suggestions: don't spend so much time going through the solution after we just did - it leads to dead time where people do other things on their phones/laptops

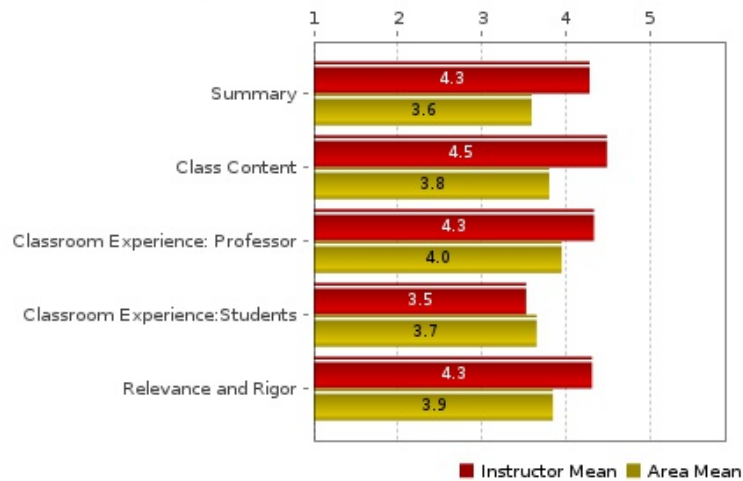
# Teaching Evaluation Summary (2013-14 GSB Winter)

# Ratings Summary

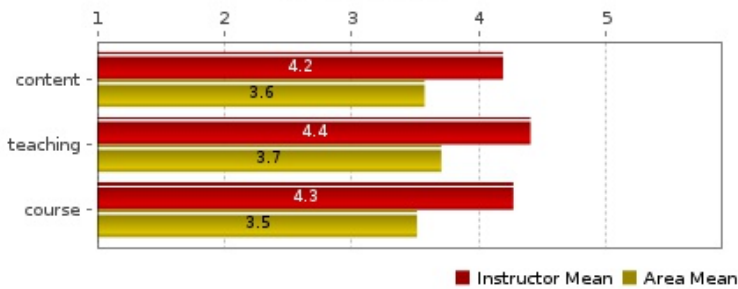
Instructor: Iancu, Dan  
 Subject: OIT  
 Catalog & Section: 245, 04

Course Title: OSM-BASE  
 Enrollment: 48 Responses Incl Declines: 38  
 (Declined: 0)

## Elements of Instruction

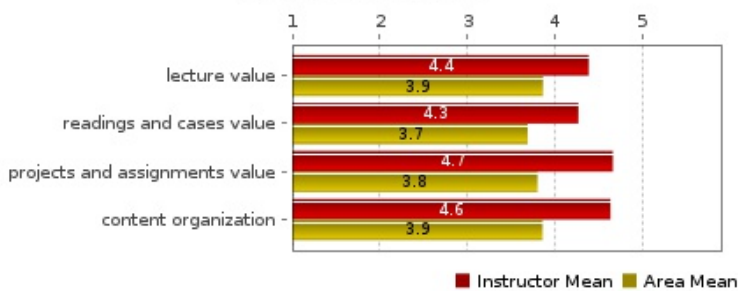


## Summary



	Response Rate	Mean	Median	Std Dev	Exceptional	Very Good	Good	Fair	Poor
content	77%	4.2	4	0.8	12	22	2	0	1
teaching	77%	4.4	5	0.7	20	12	5	0	0
course	77%	4.3	4	0.7	15	18	3	1	0

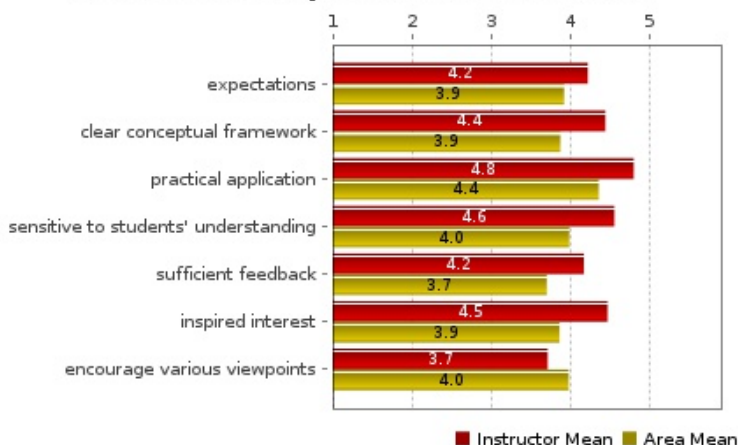
## Class Content



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	-1.0	NA
lecture value	75%	4.4	4	0.6	16	19	0	1	0	0	0
readings and cases value	75%	4.3	4	0.6	12	18	3	0	0	3	0
projects and assignments value	75%	4.7	5	0.5	24	12	0	0	0	0	0
content organization	75%	4.6	5	0.5	23	13	0	0	0	0	0

Scales:  
 5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree; -1.0 - NA;

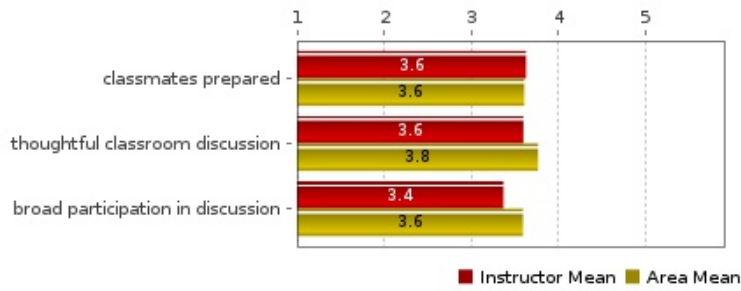
## Classroom Experience: Professor



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	0.0
expectations	75%	4.2	4	0.9	15	17	1	3	0	0
clear conceptual framework	75%	4.4	5	0.6	19	14	3	0	0	0
practical application	72%	4.8	5	0.4	28	7	0	0	0	0
sensitive to students' understanding	75%	4.6	5	0.8	24	10	0	2	0	0
sufficient feedback	72%	4.2	4	1.0	16	13	2	4	0	0
inspired interest	75%	4.5	4	0.6	18	17	1	0	0	0
encourage various viewpoints	72%	3.7	4	0.8	6	15	12	2	0	0

Scales:  
 5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree;

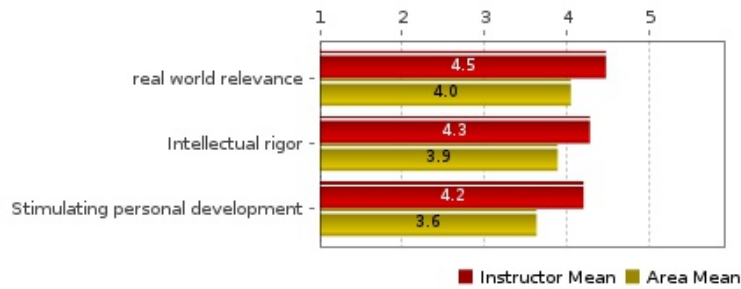
## Classroom Experience: Students



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0
<b>classmates prepared</b>	72%	3.6	4	0.8	3	20	9	2	1
<b>thoughtful classroom discussion</b>	72%	3.6	4	0.9	4	17	11	2	1
<b>broad participation in discussion</b>	72%	3.4	3	1.0	4	13	11	6	1

Scales:  
5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree;

## Relevance and Rigor



	Response Rate	Mean	Median	Std Dev	Very High	High	Moderate	Low	Very Low
<b>real world relevance</b>	75%	4.5	5	0.6	20	13	3	0	0
<b>Intellectual rigor</b>	75%	4.3	4	0.7	15	17	3	1	0
<b>Stimulating personal development</b>	72%	4.2	4	0.8	15	13	6	1	0

enrolled	Career interest	background	preparation time	classes missed	quantitative background
MBA 1 100%	Directly related to my career 81%	Slight 70%	0-2 hours 31%	0 73%	Slight 41%
MBA 2 0%	Not directly related to my career 0%	Moderate 24%	2-4 hours 36%	1 27%	Moderate 57%
Sloan 0%	Not sure 19%	Extensive 5%	4-6 hours 31%	2 0%	Extensive 3%
PhD 0%			6-8 hours 3%	3 0%	
Other 0%			8 hours 0%	4 0%	

## 1. Comments

**Provide comments about the course, positive and negative, to be posted on the Course Unofficial Website where it can be seen by the entire GSB community (non-required courses only).**

- Great professor
- Having a required course on something as specific as linear optimization seems silly
- Great class for any level of prior excel knowledge.
- Professor Iancu is very engaging, and has developed a clear structure for teaching the OSM basics. This was one of the most practical, useful classes I've taken at GSB so far. Professor Iancu should be commended for his focus on feedback and continuous improvement, and his infectious excitement about the course content. Iancu is a terrific professor; the only thing limiting student satisfaction with the class is student interest/comfort with the topic.
- Very interesting course with lot of practical applications
- Professor Iancu was great. He clearly loved the material and did his best to support students through surveys and personal attention (walking around the desktops). I thought a half-quarter course was good, albeit a little fast. I would be very supportive of having a full quarter long OSM course (assuming other courses were reduced in timeframe). All of the things I learned in this class were new to me and useful for the future!
- This class was fantastic.<br/><br/>However..<br/><br/>The assignments had no meaningful grade distribution. Mode = 100. Q3 = 100. There are many people in base OSM who are not at a base level.
- Very useful material.
- As has been suggested, this would merit 4 units in my opinion. Class was at times challenging, but almost always useful. Dan Iancu is a perfect match for this material.
- OSM was a great course that actually gave students a core skill set to take away. I learned several great skills in this task that I am aware of, am taking away, and will use in the future. Additionally, Dan cares deeply about student learning and goes above and beyond to solicit feedback and adapt the course as needed.
- When your time to choose OSM comes - take the course with Dan Iancu - he is a great teacher!
- Really interesting and applicable tools! Wondering why I hadn't been using them before - solver, crystal ball and data tables are main focus! If you've never been in excel before, this class may be pretty difficult
- Dan Iancu is the man.
- This class was amazing and so, so useful. As someone with no prior excel or modeling experience, this was by far the most valuable class I have had at the GSB so far. I wish this was a full-quarter class because I would love to have a longer time to build upon these skills and become more comfortable with the tools we learned about. Professor Iancu is amazing.
- OSM was the unexpected surprise of the winter quarter. I had expectations that this course would be painful and potentially boring, but it ended up being probably my favorite course of the quarter. Dan Iancu is a great instructor - patient, optimistic, sensitive to student feedback, and extremely knowledgeable. This basic introduction to modeling and optimization will be useful for my later career, which is not in financial industries. I can see why the GSB requires it. The cases are interesting and the homeworks are like big puzzles to solve.
- Good class but way too short. Could not really learn so many topics as an amateur with 2 minutes solutions clicked through in a lab. Hard to follow and then you become disadvantaged because most other students use their backgrounds vs class learning and find it easy. For an amateur this class left something to be desired. Should be a full term.

**Provide comments about the course, positive and negative, to be seen by the instructor only. Constructive comments on how to improve the course are encouraged.**

- Great professor
- lab is a good format. Do not like having 20% participation that everyone just gets and a final worth 50%....the grade makeup seems way off
- Thank you for teaching me some of the most valuable skills that I have learnt in business school yet!
- Dan, thank you very much for this awesome course - I loved it!
- This grading of assignments should be changed. The mode of most assignments is 100, the Q3 is 100. This makes absolutely no sense. There are students in these classes who do not belong in them.<br/><br/>I suggest a weighted grading scheme with a quarter long class. The first assignments should be weighted less heavily than the later assignments. Without any background in this material, I feel significantly disadvantaged and incredibly confused as to how it's even possible that so many of my classmates are consistently getting 100s.<br/><br/>These 100s are not an indication of excellent teaching, in my opinion. The teaching is great, and should be measured differently. The 100s are an indication that many students should be in more advanced classes.
- Good class. I would recommend being more authoritative in the classroom. Don't allow people to speak when you are speaking, and perhaps be explicit that attendance and being on time count towards the participation



grade. I would also spend a bit more time lecturing and a little less time on letting us figure it out ourselves. I learned a lot! Thank you!

- Thanks for a great half quarter. I knew VERY little about excel walking in, and feel like I made significant progress. I would definitely support this being a 4 unit class -- though would also suggest there be different versions of the class for those with less experience using excel.
- The only change I would strongly recommend is to remove the portion on sensitivity reports. I didn't see how the information was useful, and I would have preferred to have spent the time learning more about the Crystal Ball options.
- Really enjoyed the course. I think it should be taken at the first half of the quarter or even at the end of Q1 so that we can use the learning in other courses like D&D. I loved the lab format and very much appreciated the weekly surveys - I felt Dan was attentive to student feedback and responded to all the feedback provided. That made me feel heard and encouraged me to work even harder. Definitely want to take an advanced course next year! Is there one?
- Enjoyed the course. Wish we spent more time going through the difficult problems in the class. Every class felt rushed at the end and I wanted to learn those concepts. Maybe you could get to those concepts faster if we reviewed the homework in class and then had "add on questions to try" in class that explored some of the more difficult concepts. That way we wouldn't have to spend lots of time building the base.
- The material, especially towards the end (Assignment 4) was a bit too challenging, I spent nearly 8 hours and couldn't finish the homework.
- I thought the pace was great - I know this was occasionally a worry for you, but it seemed to work quite well for me!
- I thought the professor was a great teacher and people really seem to like him as a professor. I think it would be a good idea to have this be a full quarter class because it's so relevant to many different business issues. I appreciated that the professor frequently surveyed the class to check our level of understanding. I think lab format is the way to go, but everyone should have his/her own computer since most of us learn best by doing.
- Professor really good. Seemed to care a lot
- I think the course content is extremely valuable so I would have loved to have moved a little more slowly and in depth through each concept. I understand that we had to move at the pace that we did since it was a half-quarter course so perhaps making an optional longer version of the course and providing more time to dive into each subject would be helpful.
- The prof is extremely kind and open for questions and feedback, deliver clear content and generally cares about the students. The class was much better than I expected. The class structure was balanced, and the half quarter length is good. (I took it the second half of the quarter). Thank you Prof Dan!!!
- should be full quarter
- Awesome course. Very useful and extremely well-taught. I would love to have it be a full-quarter course next year, as I would have appreciated more time to practice and perfect these skills (and also to improve my abilities with Excel). Perhaps a full quarter class could start with some more intro-level Excel skills, which I think would be immensely helpful to many of the students in base OSM. My one major comment in terms of areas for improvement is that I did not feel like I got very good feedback on my assignments or explanations for what I had done wrong. This meant I had to try to figure out myself what I had done wrong by looking at the solution, which was more difficult and frustrating. Overall though, excellent course!
- This was my favorite class this quarter. Keep up the great work! I was completely uncomfortable with Excel and modeling before this class, and now I feel confident that I am building my skills, even after just 9 sessions. The only recommendation I would make would be to extend it to a full quarter class. Thank you for your dedication to us and passion for the topic!
- This was one of my favorite courses this quarter. Super relevant and really interesting material. The assignments and organization of class material was also really thoughtful and made the most out of class time. My only negative feedback would mostly be directed at my classmates - I thought people were quite distracting, talking through the lectures, coming late, and being disruptive. Anything you can do to command better control of the classroom would be great. Other than that, this was a great course!
- Please spend less time in the beginning talking about survey results and other information, so that we can get more of your time towards the end to solve questions and go over all parts to a problem, rather than partly solving. Another TA in the class especially towards the beginning would be a good idea as students don't really know how to use Solver and the additional help could be useful in accelerating the learning process.  
Need a better fix for using crystal ball for Mac, or another software if possible that is Mac compatible. The current methods are not reliable and don't really work.

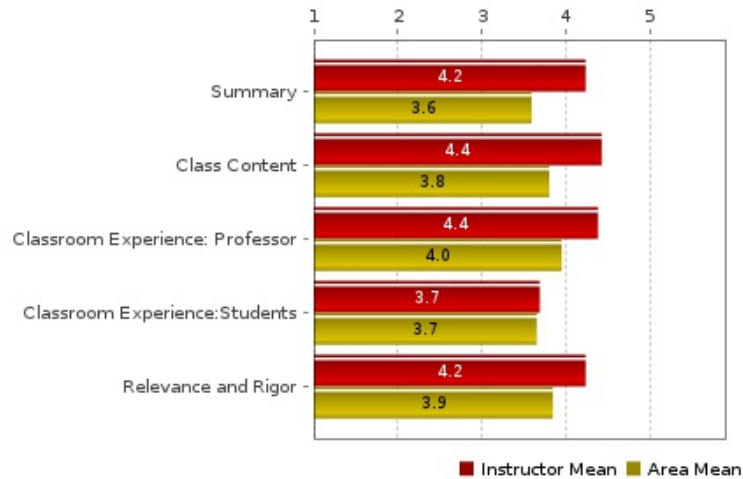
# Teaching Evaluation Summary (2013-14 GSB Winter)

# Ratings Summary

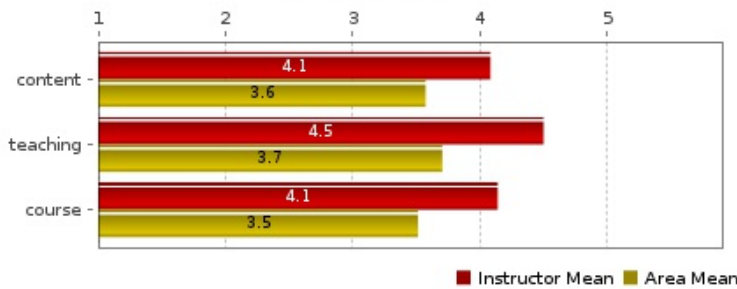
Instructor: Iancu, Dan  
 Subject: OIT  
 Catalog & Section: 245, 05

Course Title: OSM-BASE  
 Enrollment: 48 Responses Incl Declines: 37  
 (Declined: 0)

## Elements of Instruction

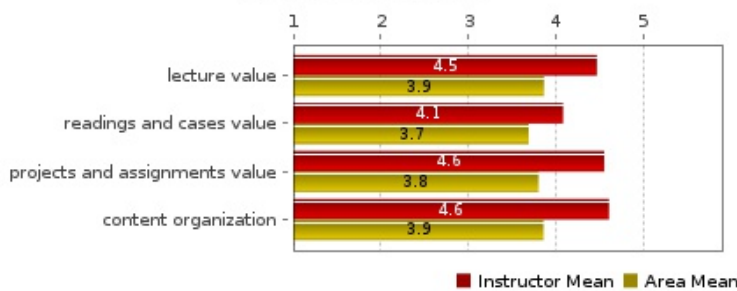


## Summary



	Response Rate	Mean	Median	Std Dev	Exceptional	Very Good	Good	Fair	Poor
content	75%	4.1	4	0.8	10	21	3	2	0
teaching	75%	4.5	5	0.7	21	13	1	1	0
course	75%	4.1	4	0.8	11	21	2	2	0

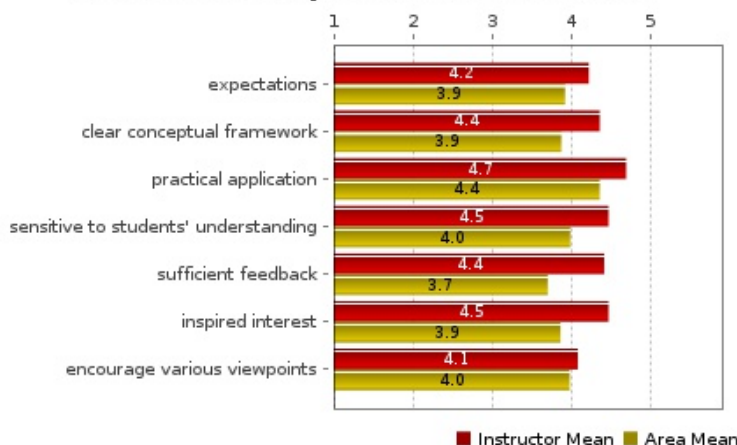
## Class Content



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	-1.0	NA
lecture value	75%	4.5	5	0.8	21	13	1	0	1	0	
readings and cases value	75%	4.1	4	0.8	10	20	3	2	0	1	
projects and assignments value	75%	4.6	5	0.6	21	14	1	0	0	0	
content organization	75%	4.6	5	0.5	23	12	1	0	0	0	

Scales:  
 5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree; -1.0 - NA;

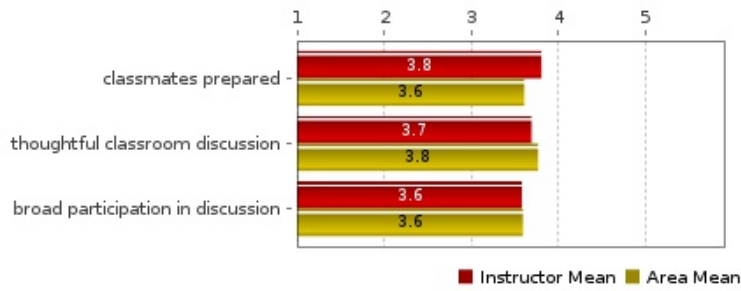
## Classroom Experience: Professor



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0
expectations	75%	4.2	4	0.7	12	21	2	1	0
clear conceptual framework	75%	4.4	4	0.7	17	16	2	1	0
practical application	75%	4.7	5	0.5	26	9	1	0	0
sensitive to students' understanding	75%	4.5	5	0.8	21	13	1	0	1
sufficient feedback	75%	4.4	5	0.7	19	14	2	1	0
inspired interest	75%	4.5	5	0.6	19	15	2	0	0
encourage various viewpoints	75%	4.1	4	0.8	11	18	6	1	0

Scales:  
 5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree;

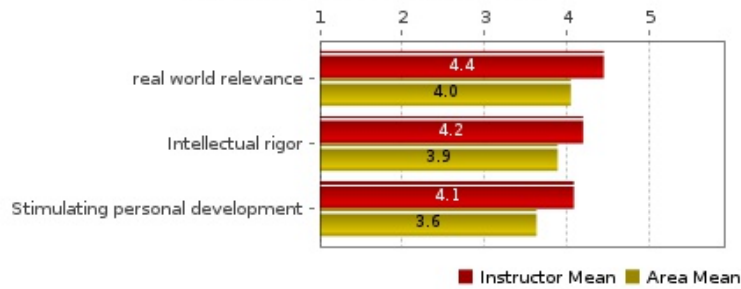
## Classroom Experience: Students



	Response Rate	Mean	Median	Std Dev	5.0	4.0	3.0	2.0	1.0	0
<b>classmates prepared</b>	75%	3.8	4	0.7	5	21	8	2	0	0
<b>thoughtful classroom discussion</b>	75%	3.7	4	0.7	4	19	11	2	0	0
<b>broad participation in discussion</b>	75%	3.6	4	0.8	3	18	12	3	0	0

Scales:  
5.0 - Strongly Agree; 4.0 - Agree; 3.0 - Unsure; 2.0 - Disagree; 1.0 - Strongly Disagree;

## Relevance and Rigor



	Response Rate	Mean	Median	Std Dev	Very High	High	Moderate	Low	Very Low
<b>real world relevance</b>	75%	4.4	4	0.6	17	18	1	0	0
<b>Intellectual rigor</b>	75%	4.2	4	0.5	9	25	2	0	0
<b>Stimulating personal development</b>	75%	4.1	4	0.8	11	18	6	1	0

enrolled	Career interest	background	preparation time	classes missed	quantitative background
MBA 1 100%	Directly related to my career 93%	Slight 53%	0-2 hours 54%	0 75%	Slight 34%
MBA 2 0%	Not directly related to my career 0%	Moderate 36%	2-4 hours 23%	1 25%	Moderate 40%
Sloan 0%	Not sure 7%	Extensive 11%	4-6 hours 23%	2 0%	Extensive 26%
PhD 0%			6-8 hours 0%	3 0%	
Other 0%			8 hours 0%	4 0%	

## 1. Comments

**Provide comments about the course, positive and negative, to be posted on the Course Unofficial Website where it can be seen by the entire GSB community (non-required courses only).**

- I wasn't expecting to like OSM but I actually did! Prof Iancu is a great teacher and I enjoyed the class experience and learning how to do some excel modeling.
- Great teacher.
- This class is incredibly useful and interesting due to the lab format. Definitely taking away some applicable skills.
- Really liked this course -- probably my favorite of winter quarter. Most practical stuff you'll learn all quarter & great especially if you don't have a lot of experience with excel and modeling. Prof. Iancu is great.
- Great professor - makes a class that could be quite tedious, fairly entertaining and engaging.
- Professor Iancu is great. Incredibly smart and understanding.
- N/A
- Iancu is the man! Super thorough and precise with explanations, and yet with incredible powers of empathy. He gets what we do and don't understand, and he manages class time really well. I learned a ton in this course. It was definitely 2 credits worth of work, but I think the material is valuable enough that the course should be expanded to 4 credits so we can learn more of this stuff. It's incredibly useful, and nobody can teach it like Dan!
- Class was practical but honestly would best be taught by working in small groups.
- I was surprised how much I enjoyed this class. The questions were challenging, but doable and Dan was extremely empathetic and helpful.
- It's basically an excel / solver / Crystal Ball training class. No clue why we use Crystal Ball (which looks like a reject from Windows ME) instead of something more sophisticated, but very hard to teach a lab course at the GSB, especially in base when people are sandbagging. Iancu is a really, truly nice guy who is going out of his way to help, but still pretty bleh overall.
- Great class! If you aren't familiar with excel, this probably moved really fast. I thought I would be bored, but really enjoyed the problem solving aspect. Learned some great stuff!
- Iancu is phenomenal and extremely patient.
- I loved OSM; probably one of the most practical courses I've taken at the GSB! Dan does a fantastic job making the material digestible (through very well-made instructional videos and handouts) for people like me who have never built a model in their lives. And I love the combination of lab structure during class and then group work on assignments outside class. I actually like the length of the course because I felt like I learned a lot in a short period of time so synthesizing was easier, but I do feel like a bit more practice would have been useful. At times I felt like I just wish we could have done two assignments per topic, but of course 1 week is not enough time for that, so maybe I would vote to lengthen the course a bit.
- Really enjoyed the content and the prof. I really feel that I walked away with a significantly improved "hard skill" in a short amount of time. The lab style was fantastic and I appreciated not having to do a lot of prep for each class. Should definitely be a full quarter class (it can take Econ's place!). Dan was an engaging prof that explained the solutions well.
- Should be stretched out over a longer period of time.

**Provide comments about the course, positive and negative, to be seen by the instructor only. Constructive comments on how to improve the course are encouraged.**

- I really appreciated your teaching style and that you were sensitive to the student's needs. You did a great job adjusting your pace when people said the pace was too fast. BRAVO!
- The lab format is definitely the way to go!
- Really enjoyed this course! Favorite one of the quarter. Thanks for a great class!
- Professor Iancu, thanks for a great class!
- N/A
- I really appreciate your teaching style. Sometimes it's easy to lose focus of the lecture and be distracted by our assignments (at least this was the case for me) and would probably benefit from more class engagement.
- Just fyi - you say "Does this make sense" a lot in class. Something I noticed. I'd spend more time drilling on concepts, slow pace a little bit.
- Thanks for a great quarter!<br/><br/>Would have loved more handouts that showed us exactly how things worked with Crystal ball.
- I loved OSM; probably one of the most practical courses I've taken at the GSB! Dan does a fantastic job making the material digestible (through very well-made instructional videos and handouts) for people like me who have never built a model in their lives. And I love the combination of lab structure during class and then group work on assignments outside class. I actually like the length of the course because I felt like I learned a lot in a short period of time so synthesizing was easier, but I do feel like a bit more practice would have been useful. At times I felt like I just wish we could have done two assignments per topic, but of course 1 week is not enough time for

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- Thanks for a great course! It's obvious that you really care about teaching and put forth a lot of effort to make it a good class.
- I doubt crystal ball's applicability to real life. I also wish this course was full quarter not half - went too fast, and would learn more and better if it was longer rather than crammed in 4 weeks
- Great class; covers a lot of material in 4 weeks and I appreciated Prof. Iancu's enthusiasm, preparation and engagement in the material. <br/>Positives:<br/> Availability of materials, lectures and solutions to problems in a timely fashion. One of the most organized classes I have taken at the GSB. <br/> Covers a lot of relevant material using real-world examples (i.e. airline revenue model)<br/> Lab format worked really well<br/><br/>Constructive Comments:<br/> This is the type of class that should be offered for a full quarter - it covers a lot of great material but goes at a fast pace. I think a slower pace, and even adding some new concepts could make this an even better course.
- I think Students would benefit from having this class turned into an entire semester course given that the material is extremely applicable to multiple scenarios post-school. Perhaps as such more depth and more time could be given to each subject. I also think that the videos were extremely helpful and that each assignment should be accompanied by a video solution (posted after the upload date).
- Great work! Course went by very quickly. Group homeworks are not necessary
- The instructor was very engaged and effective. He was able to make the learnings applicable to our business experiences.
- I think an advanced option next year and a full quarter option would be great ideas.
- Loved the lab experience. I believe that having one computer per student could be beneficial in a more hands on experience. <br/>I would definitely take a longer version of this course.