Syllabus

MGT 448-70, Managing Strategy & Operations
(= Operations Management)

Professor C. Christopher Lee
Department of Management & Organization
School of Business
Central Connecticut State University
New Britain, CT 06050
Fall 2019

Course Description from CCSU Catalog: MGT448 Managing Strategy & Operations (3)
Examines ways of managing the interface between an organization's strategy and its operations. Operations are activities aimed at creating and delivering products and services of great value and high quality. Involves aligning operational capabilities with strategic direction and integrating resources to meet requirements using contemporary business tools, techniques, and methods.

Prerequisites:
1. Grades of at least C- in FIN 295, MGT 295, STAT 201, and the 8 pre-major courses:
   1. AC 211
   2. AC 212
   3. ECON 200
   4. ECON 201
   5. ENG 110
   6. MATH 123 OR MATH 125
   7. STAT 200
   8. MC 207
2. Junior standing;
3. and meeting upper-division Business School GPA requirements.

Course Objectives: At the conclusion of this course, a student will be able to:

- Increase understanding of how organizational strategy and performance are served by operational management of such organizational resources as materials, products and processes and to increase knowledge of and facility with computer-supported OM techniques and practices.
- Investigate content knowledge and research in the field of management strategy and operations management.
- Understand how basic functional areas of an organization relate to one another in pursuit of its strategic objectives.
- Develop quantitative knowledge and skills to prepare for (or continue) a career in the business world.
- Develop and employ computer skills for research, analysis and reporting of information.
CCSU School of Business Assurance of Learning (AOL) Goals:

- Critical thinking skills
- Ethics and social responsibility
- Team player
- Communication skills

Required Textbook:
- Smart textbook
- Publisher: Cengage
- Student Purchase options, students need to choose only one option:
  - Option 1:
    - MindTap (online textbook) for MGMT 448 course only:
    - Collier/Evans - MindTap Operations and Supply Chain Management, 1 term (6 months)
    - Printed Access Card 9781337617208
    - List price: $78.00
  - Option 2: If students have a Cengage Unlimited subscription for the fall term they would not be prompted to pay additional funds for MGMT 448. If a student wanted to subscribe to Cengage the cost for the semester would be $119.99. This would make sense if the student is taking more than one course using Cengage. The bookstore has the information for Cengage Unlimited already.
- Course Link URL: https://www.cengage.com/dashboard/#/course-confirmation/MTPN3ZBNJNK5/initial-course-confirmation
- Course Key: MTPN-3ZBN-JNK5

- The cost of this smart textbook is about $80. It is way lower than any other textbook options. The textbook is well written. It is totally worth paying $80.
- This smart textbook includes various activities (concept checks, assignments, tests, video, etc.). Please complete the activities. Completion of such activities will be about 40 percent of the course grade.
- In short, this smart textbook is required for this course. Without it, you will not succeed in this course.

Instructor: C. Christopher Lee, Ph.D., MBA
Associate Professor of Operations Management & Business Analytics
Office: RVAC 434 (Vance Academic Center, Room 434)
E-mail: christopher.lee@ccsu.edu
Office: (860) 832-3288

Office Hours:
- Monday: 5 to 7 pm
- Tuesday: 5 to 7 pm
- Thursday: 5 to 7 pm
- Friday: 3 to 5 pm

and other times are available upon request.

To schedule a meeting at other times, go to https://chrisleeccsu.youcanbook.me/;
You do not need to email or call me for the appointment confirmation.

Class Schedule: 7:20 – 8:35 pm, Tuesday & Thursday at Vance Hall, Room 004
Assessment Criteria (tentative):

<table>
<thead>
<tr>
<th>Classroom Activities</th>
<th>Exams</th>
<th>About 40%*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Homework, Attendance, Participation</td>
<td>About 20%*</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Smart Textbook</th>
<th>Cengage.com (Concept Checks, Assignments, Tests, Video, etc.)</th>
<th>About 40%*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td></td>
<td>100%*</td>
</tr>
</tbody>
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*The assessment proportions are tentative and are subject to change at the instructor’s discretion. BlackBoard, the course learning management systems may show such changes as this class goes on.

Grading Scale (CCSU):

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Letter Grade</th>
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<tbody>
<tr>
<td>94 - 100%</td>
<td>A</td>
</tr>
<tr>
<td>90 - 93.9%</td>
<td>A-</td>
</tr>
<tr>
<td>87 - 89.9%</td>
<td>B+</td>
</tr>
<tr>
<td>84 - 86.9%</td>
<td>B</td>
</tr>
<tr>
<td>80 - 83.9%</td>
<td>B-</td>
</tr>
<tr>
<td>77 – 79.9%</td>
<td>C+</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Letter Grade</th>
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</thead>
<tbody>
<tr>
<td>74 - 76.9%</td>
<td>C</td>
</tr>
<tr>
<td>70 - 73.9%</td>
<td>C-</td>
</tr>
<tr>
<td>67 - 69.9%</td>
<td>D+</td>
</tr>
<tr>
<td>64 - 66.9%</td>
<td>D</td>
</tr>
<tr>
<td>60 - 63.9%</td>
<td>D-</td>
</tr>
<tr>
<td>≤ 59.9%</td>
<td>F</td>
</tr>
</tbody>
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Course Policies:

1. Use the CCSU email. The course announcements will be sent to you via the CCSU email.
2. No phone, texting, social media, email, etc. are allowed in class.
3. All assignments, discussions, reports, and tests have due dates (See our Blackboard Course.) Assignments must be turned in by the due date. Homework turned in late will not be graded unless prior permission is obtained.
4. Class attendance is mandatory & will be checked frequently.
5. Please review the Blackboard Announcements & calendar for each class, so you are not missing assignments, discussion, reports or tests dates.
6. CCSU sanctioned travel related absences (athletics, conference presentations, conference attendance) are approved by CCSU administrators (Provost, Dean, Department Chair, AD Director). Instructors are expected to accommodate students in these situations. However, students are expected to make arrangements with the instructor before the travel occurs. Failure to do so may result in “F” grades being assigned for the missed work.
7. Students are expected to perform all assigned work themselves unless otherwise noted. Any form of cheating or plagiarism will be handled in accordance with the Honor Code Procedures. Violations of the Honor Code may result in an F for the course grade.
8. Any grade corrections must be done within a week.

Statement on Discrimination and Harassment
Central Connecticut State University strives to maintain our campus as a place of work and study for faculty, staff, and students that is free of all forms of prohibited discrimination and harassment based upon age; ancestry, color; gender identity and expression; intellectual disability; learning disability; mental disorder; physical disability; marital status, national origin; race; religious creed; sex, (including pregnancy, transgender status, sexual harassment and sexual assault); sexual orientation; or any other status protected by federal or state laws. Any student who has concerns about should contact the Office of Diversity and Equity (ODE) at 860-832-1652, Student Affairs at 860-832-1601, or his/her faculty member. The ODE is located on the main floor of Davidson Hall, room 102.
Sexual Misconduct, Intimate Partner Violence and Stalking
Central Connecticut State University (CCSU) will not tolerate sexual misconduct against students, staff, faculty, or visitors in any form, including but not limited to: sexual assault, sexual exploitation, sexual harassment or stalking, as defined in CCSU policies. For additional information, please consult the CCSU policy at http://www.ccsu.edu/diversity/policies/BORSexualMisconductFeb2015.pdf. All faculty members and staff have a duty to report incidents of sexual harassment including sexual misconduct, intimate partner violence and stalking to Rosa Rodriguez, Title IX Officer, Office of Diversity and Equity, Davidson Hall, 102.

- To file a report contact: Diversity and Equity (860-832-1652), Student Conduct (860-832-1667) or Student Affairs (860-832-1601).
- For criminal complaints, contact the University Police (860-832-2375).
- For support and advocacy contact: Office of Victim Advocacy at 860-832-3795 or sarahdodd@ccsu.edu; Student Wellness Services at 860-832-1945 (confidential); Women’s Center at 860-832-1655; the local YWCA’s Sexual Assault Crisis Services Hotline at 860-223-1787 (confidential) and Prudence Crandall Center for Domestic Violence (confidential) at 888-774-2900 (24-hour hotline).

### Tentative Course Outline*

<table>
<thead>
<tr>
<th>Week</th>
<th>Smart Textbook at Cengage.com</th>
<th>Classroom Activities*</th>
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</thead>
</table>
| 1, 2 | • Chapter 1 – Introduction  
• Chapter 2 - Managing Performance  
• Chapter 3 – Operations Strategy | • Spreadsheet (Excel) Modeling |
| 3, 4 | • Chapter 4 – Technology & OM  
• Chapter 5 – Goods & Service Design  
• Chapter 6 – Supply Chain Design  
• Chapter 7 - Process Selection, Design, & Analysis | • Productivity Analysis  
• Break-even Analysis |
| 5, 6 | • Chapter 8 – Facility & Work Design  
• Chapter 9 - Forecasting | • Forecasting Models |
| 7, 8 | • Mid-term Exam Part 1 (Smart Textbook)  
• Chapter 8 - Forecasting | • Mid-term Exam Part 2 (Classroom Activities) |
| 9, 10 | • Chapter 10 – Capacity Management  
• Chapter 11 – Inventory Management | • Inventory Models |
| 11, 12 | • Chapter 12 – Supply Chain Mgmt. & Logistics  
• Chapter 13 – Resource Management  
• Chapter 14 – Operations Scheduling & Sequencing | • Optimization Model – Linear Programming Model  
• Master Scheduling & Capacity Planning |
| 13, 14 | • Chapter 15 – Quality Management  
• Chapter 16 – Quality Control & SPC | • Statistical Process Control (SPC) |
| 15 | • Chapter 17 – Lean Operating Systems  
• Chapter 18 – Project Management | • PERT/CPM Model  
• Waiting Line (Queuing) Models  
• Simulation Model (optional) |
| 16 | • Final Exam Part 1 (Smart Textbook) | • Final Exam Part 2 (Classroom Activities) |

*This course plan is tentative and subject to change at the instructor’s discretion; On-line learning activities via BlackBoard & smart textbook are expected each week.