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
Spring 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 last C- in FIN 295, MGT 295, and the 8 pre-major courses,
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: MyEducator.com
- To sign up for this course at MyEducator.com, go to:
  
  https://myeducator.com/s/1nO0SP02A01/

- The cost of this smart textbook is about $70. It is way lower than any other textbook options. The textbook is well written. It is totally worth paying $70.

- This smart textbook includes the reading progress as well as assessments (= tests) related to each topic (= chapter). Such reading progress and assessments will be about 40 percent of the course grade.

- In short, this smart textbook is require 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:**  
Tuesday: 5 to 7 pm  
Wednesday: 5 to 7 pm  
Thursday: 5 to 7 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 003

**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 &amp; Participation</td>
<td>About 20%*</td>
</tr>
</tbody>
</table>
| Smart Textbook       | MyEducator.com  
  (Reading, Video, Assessment) | About 40% |
| Total                |       | 100%*      |

*The assessment proportions are tentative and are subject to change at the instructor’s discretion. Such changes show in BlackBoard as the class proceeds.

**Grading Scale (CCSU):**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Letter Grade</th>
<th>Percentage</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>94 - 100%</td>
<td>A</td>
<td>74 - 76.9%</td>
<td>C</td>
</tr>
<tr>
<td>90 - 93.9%</td>
<td>A-</td>
<td>70 - 73.9%</td>
<td>C-</td>
</tr>
<tr>
<td>87 - 89.9%</td>
<td>B+</td>
<td>67 - 69.9%</td>
<td>D+</td>
</tr>
<tr>
<td>84 - 86.9%</td>
<td>B</td>
<td>64 - 66.9%</td>
<td>D</td>
</tr>
<tr>
<td>80 - 83.9%</td>
<td>B-</td>
<td>60 - 63.9%</td>
<td>D-</td>
</tr>
<tr>
<td>77 - 79.9%</td>
<td>C+</td>
<td>≤ 59.9%</td>
<td>F</td>
</tr>
</tbody>
</table>
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 MyEducator.com</th>
<th>Classroom Activities*</th>
</tr>
</thead>
</table>
| 1, 2 | • Topic 1: Operations & SCM: The Value Creation Engine  
      • Topic 2: Operating Strategy: Creating Customer Value | • Spreadsheet (Excel) Modeling |
| 3, 4 | • Topic 3: Managing Performance  
      • Topic 4: New Product Design  
      • Topic 6: Process Design & Improvement | • Productivity Analysis  
      • Break-even Analysis |
| 5, 6 | • Topic 5: Project Management  
      • Topic 6: Process Design & Improvement | • PERT/CPM Model |
| 7   | • Topic 7: Lean Operations  
      • Topic 8: Quality Management | • Statistical Process Control (SPC) |
| 8   | • Mid-term Exam Part 1 (MyEducator.com) | • Mid-term Exam Part 2 (Classroom Activities) |
| 9   | **Spring Break** | |
| 10, 11 | • Topic 9: Network Design  
         • Topic 10: Forecasting | • Forecasting Models |
| 12, 13 | • Topic 11: Purchasing & Strategic Sourcing  
       • Topic 12: Manufacturing Planning & Control | • Optimization Model – Linear Programming Model |
| 13, 14 | • Topic 13: Independent Inventory Management  
       • Topic 14: Dependent Inventory Management (optional) | • Inventory Models  
       • Master Scheduling & Capacity Planning |
| 15, 16 | • Topic 15: Logistics  
         • Topic 16: Future of Operations & SCM | • Waiting Line (Queueing) Models  
         • Simulation Model (optional) |
| 17   | • Review | • Review |
| 18   | • Final Exam Part 1 (MyEducator.com) | • 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 Learn are expected each week.*