

**Argosy University**  
**COURSE SYLLABUS**  
*B6023*

*Strategic & Operational Planning*

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**Faculty Information**

**Faculty Name:** Dr. Andrea Crestan, PhD

**Campus:** San Francisco Bay Area

**Contact Information:** (510) 217-4785 or acrestan@argosy.edu

**Office Hours:** Tuesdays and Wednesdays from 10 am to 4 pm

**Short Faculty Bio:** A. Crestan received a PhD in Supply Chain Management from Lumière Lyon2 University (France). She has been working, within the framework of her faculty research and management consulting activity, on divers supply chain projects. Dr. Crestan has also served as an adjunct business and management instructor in France and has conducted professional seminars for companies and business associations, such as the Supply Chain Council (European Chapter). Her current research interests include Supply Chain Management (SCM), process modeling and reengineering (BPR) in the context of outsourcing, Project Management, and organizational development and change.

**Course description:** Students learn how to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Typically this requires the firm to achieve, at a minimum cost, quality and economic parity, responsiveness and adaptability to customer needs and desires, rapid time to market, process technology, and sufficient and responsive capacity. Topics encompass all elements of coherent operation systems, process analysis, cross-functional and cross firm integration, product development, and technology and operations strategy.

**Course Pre-requisites:** None

**Required Textbook:**

Russell, R., Taylor, B.W. (2007). *Operations Management: Creating Value Along the Supply Chain*. (6/e) John Wiley & Sons, Inc. ISBN: 9780470095157

**Course length:** 7.5 Weeks

**Contact Hours:** 45 Hours

**Credit Value:** 3.0

**Program Outcomes:**

1. Communication
  - 1.1. Oral/Written – Present business information orally and in writing using appropriate technology that is concise, clear, organized, supported, and persuasive in a professional manner appropriate to the business context
2. Critical Thinking/Problem Solving
  - 2.1. Critical Thinking – Incorporate and synthesize information, theory, and practice in order to implement appropriate business actions
  - 2.2. Problem Solving/Decision Making – Given a business situation, diagnose the underlying causes of the situation, evaluate possible solutions, and determine and defend appropriate course of action
  - 2.3. Information Literacy – Access information from a variety of sources, evaluate the credibility of the sources, and apply that information to solve business problems
3. Team
  - 3.1. Leadership – Describe the requirements of team members and leaders to work effectively and creatively in achieving team goals
  - 3.2. Collaboration – Collect, categorize, and consider the views of all stakeholders
4. Ethics
  - 4.1. Ethics – Identify the ethical principles related to personal and corporate behavior in specific business situations and explains the potential consequences
5. Diversity
  - 5.1. Diversity – Identify the impact of both cultural and economic factors on the modern enterprise and explain the potential consequences
6. Analysis/Application




- 6.1. Applied Technology – Select and defend business technology solutions to typical business problems
- 6.2. Integration – Describe the interrelationship of the functional business areas of statistics, accounting, finance, marketing, operations, and strategy within the context of specific organizational goals




**Course Objectives:**


1. Demonstrate practical strategic operations by diagnosing, implementing and evaluating strategic operations to gain competitive advantages in an organizational setting through collaborative and productive team work. (Program Outcomes: 2.1; 2.2; 2.3; 3.1; 3.2)
2. Analyze an organization's processes to effectively and efficiently produce goods and services to meet the goals of an organization. (Program Outcomes: 6.1; 6.2)
3. Construct an integrative plan designed to address an operational issue for an organization. (Program Outcomes: 6.2)
4. Apply the concepts and methods related to designing and managing operational functions (Program Outcomes: 6.1).

**Assignment Table**

Module	Module Topics	Readings	Assignments
1	<ul style="list-style-type: none"> <li>• Introduction to strategic operational planning</li> <li>○ Productivity</li> </ul>	Russell & Taylor Textbook Chapters 1-4	<p><b>Important notes:</b>            The following assignments do NOT include the material that will be covered during the week-ed sessions. Assignments are due each week on the official due date for the course, as determined by the instructor and posted on the class online platform announcement board. Late submissions will most likely occur in a 10% reduction in grade. Submissions that are over two weeks late will simply not be graded. So, please plan your study time accordingly.</p> <p>All submissions must have a cover page and are going to be evaluated not only for content accuracy and depth of analysis (75%), but also presentation and writing style (25%). Your submissions MUST contain proper citations and references as per APA guidelines. See the following link for a good APA reference site:  <a href="http://www.apastyle.org/electref.html">http://www.apastyle.org/electref.html</a>            Also, use the APA checklist provided in this syllabus BEFORE submitting your work.</p> <p><b>Assignment #1.1</b>            In a few paragraphs, briefly describe how operations can be viewed as a transformation process.</p> <p><b>Assignment #1.2</b></p>

	<p>o Decision Analysis</p> <p><b>Due Date:</b> Sept. 5th</p>	 <p>Assignment 1.2.doc</p>	<p>Based on your readings, answers to the questions in the test file #1.2.</p> <p><b>Assignment #1.3</b>  In a 2-3 page paper, address the following questions:</p> <ul style="list-style-type: none"> <li>• What is productivity and how is it measured?</li> <li>• What can lead to increases in productivity?</li> <li>• What is electronic commerce?</li> <li>• What is decision analysis?</li> </ul>
<p><b>2</b></p>	<ul style="list-style-type: none"> <li>• Analyzing Organizational Structure</li> <li>• Management</li> </ul> <p><b>Due Date:</b> Sept. 10th</p>	<p>Russell &amp; Taylor  Textbook  Chapter 7</p>  <p>Assignment 2.2.doc</p>	<p><b>Assignment #2.1</b>  In a few paragraphs, briefly describe a cellular layout and its objectives.</p> <p><b>Assignment #2.2</b>  Based on your readings, answers to the questions in the test file #2.2.</p> <p><b>Assignment #2.3</b>  In a 2-3 page paper, describe facility layout and the different objectives involved with facility layout decision. What type of layout is commonly used in services? What are some of the objectives associated with service layouts?</p>
<p><b>3</b></p>	<ul style="list-style-type: none"> <li>• Production Planning</li> <li>• Competitive Advantage</li> </ul> <p><b>Due Date:</b> Sept. 17th</p>	<p>Russell &amp; Taylor  Textbook  Chapters 14 &amp; 15</p>  <p>Assignment 3.2.doc</p>	<p><b>Assignment #3.1</b>  In a few paragraphs, define aggregate planning and the alternatives that are generally feasible when developing the aggregate production plans.</p> <p><b>Assignment #3.2</b>  Based on your readings, answers to the questions in the test file #3.2.</p> <p><b>Assignment #3.3</b>  In a 1-2 page paper, describe how MRP differs from traditional inventory control systems. When is it appropriate to use material requirements planning (MRP)?</p>

4	<ul style="list-style-type: none"> <li>• Process Management and Improvement</li> </ul> <p><b>Due Date:</b> Sept. 24th</p>	<p>Russell &amp; Taylor Textbook Chapters 5 &amp; 6</p>  <p>Assignment 4.2.doc</p>	<p><b>Assignment #4.1</b> In a few paragraphs, describe the term process strategy and state how it affects the firm?</p> <p><b>Assignment #4.2</b> Based on your readings, answers to the questions in the test file #4.2.</p> <p><b>Assignment #4.3</b> In a 2-3 page paper, describe the basic elements of a waiting line. Do waiting lines only form when the service operation is understaffed? Also, briefly describe the traditional cost relationship in waiting line analysis.</p>
5	<ul style="list-style-type: none"> <li>• Supply Chain Integration <ul style="list-style-type: none"> <li>◦ Information and Information Technology</li> </ul> </li> </ul> <p><b>Due Date:</b> Oct. 1st</p>	<p>Russell &amp; Taylor Textbook Chapters 9, 10 &amp; 16</p>  <p>Assignment 5.2.doc</p>	<p><b>Assignment #5.1</b> In a few paragraphs, describe the role of information and information technology in managing the supply chain</p> <p><b>Assignment #5.2</b> Based on your readings, answers to the questions in the test file #5.2.</p> <p><b>Assignment #5.3</b> In a 1-2 page paper differentiate the pull system from the push system. What is a kanban and how is it used in a pull system?</p>
6	<ul style="list-style-type: none"> <li>• Forecasting</li> <li>• Inventory Management</li> </ul> <p><b>Due Date:</b> Oct. 8th</p>	<p>Russell &amp; Taylor Textbook Chapters 11, 12 &amp; 13</p>  <p>Assignment 6.2.doc</p>	<p><b>Assignment #6.1</b> In a few paragraphs, describe the difference between qualitative and quantitative forecasting methods.</p> <p><b>Assignment #6.2</b> Based on your readings, answers to the questions in the test file #6.2.</p>

			<p><b>Assignment #6.3</b> In a 1-2 page paper, compare and contrast a continuous inventory system to a periodic inventory system listing an advantage and disadvantage of each.</p>
7	<ul style="list-style-type: none"> <li>• Sales and Operations Planning</li> </ul> <p><b>Due Date:</b> Oct. 15th</p>	<p>Russell &amp; Taylor Textbook Chapters 14</p>  <p>Assignment 7.2.doc</p>	<p><b>Assignment #7.1</b> In a few paragraphs, discuss the two primary objectives of aggregate planning.</p> <p><b>Assignment #7.2</b> Based on your readings, answers to the questions in the test file #7.2.</p> <p><b>Assignment #7.3</b> In a 1-2 page paper, describe the outputs of aggregate planning.</p>
8	<ul style="list-style-type: none"> <li>• Course Summary</li> <li>• Strategic Alliances <ul style="list-style-type: none"> <li>○ Defining</li> <li>○ Benefits</li> <li>○ Competitive Strategies</li> </ul> </li> </ul> <p><b>Due Date:</b> Oct. 20th</p>	<p>Assignments and associated instructor reviews 1.1 to 7.3. <a href="http://www.managementhelp.org/org_ally/org_ally.htm">http://www.managementhelp.org/org_ally/org_ally.htm</a></p>	<p><b>Assignment #8.1</b> <u>Final Reflective:</u> Read your assignments (1.1 to 7.3) and the associated instructor reviews. Also, read the website (mentioned in your “Readings” section for this week) for information about the following subjects: mergers, acquisitions, or joint ventures.</p> <p>Write a final 5-6 page paper on your understanding of Strategic and Operational Planning and how, in your opinion, strategic/preferred alliances are an answer to many issues, which have been addressed in this course.</p>

***Please note that course instructor reserves the right to modify and/or change parts of this syllabus as deemed necessary and with prior notice.***

## Grading Criteria

### Grading Scale

<b>A</b>	100 – 93
<b>A-</b>	92 – 90
<b>B+</b>	89 – 88
<b>B</b>	87 – 83
<b>B-</b>	82 – 80
<b>C+</b>	79 – 78
<b>C</b>	77 – 73
<b>C-</b>	72 – 70
<b>F</b>	69 and below

### Grading requirements

<i>Attendance/participation</i>	25%
<i>Weekly Assignments</i>	50%
<i>APA respect</i>	25%
	100%

## APA Publication Manual – Writing Checklist

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This checklist will help you to edit your APA research paper for correct formatting per APA 5<sup>th</sup> edition requirements. After writing your paper, check that you have done the following:

- The entire document is double-spaced.
- You used either Times New Roman or Courier in a 12 point font.
- You have used 1.0 inch margins on all four sides.
- Your entire document is written in past tense. When discussing current hypotheses and contributions (Introduction and Discussion), you may use present tense.
- You have numbered all pages in sequence starting with the Title page.
- You have avoided using personal pronouns and modifiers (e.g., my, me, I, our, we, etc.).
- Nothing in the document is bolded.
- You used five space paragraph indents throughout the body.
- Your title page contains:
  1. A right justified header that consists of 12 words followed by five spaces and the page number. Header must be inserted, not manually entered.
  2. A left justified running head with an abbreviated title that is capitalized and no more than 50 characters.

3. Your full title (10-12 word maximum) centered on the page, followed on the next line by your name centered (no titles), followed on the next line by your institutional affiliation centered.

■ Your abstract is no longer than 120 words. It is titled, Abstract, which appears centered on the first line. The first line of text is not indented.

■ The full title also appears centered on the first line of the Introduction.

■ Every work that is cited in the body is referenced on the Reference page. Likewise, every reference on the Reference page has been cited at least once in the body.

■ To cite the work of others, you have either paraphrased or used a direct quote. Make sure all paraphrases have been cited using the author(s) names and dates of publication. Make sure all direct quotes:

1. Have been cited using the author(s) names, dates of publication, and page number(s) from which the quote was taken.

2. If a quote is 39 or fewer words, it should appear in quotation marks.

3. If a quote is 40 or more words, it should appear as an indented block without quotation marks.

■ When citing others, you made every attempt to paraphrase instead of using quotes. However, if you used three or more consecutive words from the author(s), you must cite by direct quoting.

■ The title References appears centered on the Reference page. References appear alphabetically by first author's last name. The first line of each reference is not indented. Subsequent lines are indented five spaces.

■ Journal and Text names are italicized, not underlined. Volume numbers are italicized. Issue numbers appear in parentheses and are not italicized. You must include both the first and last page numbers on journal article references.

■ Make sure that electronic (Internet) sources have been referenced correctly (see Manual).

- # Make sure you have performed a spelling and grammar check on the completed document.
  - # Make sure that you have thoroughly cited, so that no material has been plagiarized!
  - # Your content, organization, and headings are appropriate. Most assignments or research papers will need no more than three heading levels (level 1, 2, and 4-See pages 114-115 in your APA guide). Make sure your essay contains a strong problem statement ( if applicable).
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*Important note: Completing this checklist does not guarantee you an “A” grade on your paper. Each research project/paper has different details and requirements. You are responsible for knowing your project/assignment details and parameters, as outlined in the APA Manual and/or your course syllabus.*

#### **Library:**

*All resources in Argosy University's online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.*

Library Resources: Argosy University's core online collection features nearly 21,000 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosyu.edu>. Detailed descriptions of online resources are located at <http://library.argosyu.edu/misc/onlineblist.html>.

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarians.

Information Literacy: Argosy University's Information Literacy Tutorial was developed to teach students fundamental and transferable research skills. The tutorial consists of five modules where students learn to select sources appropriate for academic-level research, search periodical indexes and search engines, and evaluate and cite information. In the tutorial, students study concepts and practice them through interactions. At the conclusion of each module, they can test their comprehension and receive immediate feedback. Each module takes less than 20 minutes to complete. Please view the tutorial at <http://library.argosyu.edu/infoilit/>

### **Academic Policies**

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the *Publication Manual of the American Psychological Association, 5<sup>th</sup> Edition (2001)*. Washington DC: American Psychological Association (APA) format. Please refer to Appendix A in the *Publication Manual of the American Psychological Association, 5<sup>th</sup> Edition* for thesis and paper format. Students are encouraged to purchase this manual (required in some courses) and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through "Turnitin," ([www.turnitin.com](http://www.turnitin.com)), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

### **Americans with Disabilities Act Policy**

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student's responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

### **The Argosy University Statement Regarding Diversity**

The Argosy University provides equitable access through its services and programs to students of any social, geographic and cultural background, regardless of gender, and strives to prepare all candidates to work with and provide services to diverse populations. Argosy demonstrates its commitment to diversity through the development and support of a diverse educational community.