



## **International Operations Strategy (IOS)**

Summer term 2016, version: 14/04/2016

### Technicalities

One semester course, taught every second semester in the summer term.

Six credit points, four hours course per week. Taught in English.

Course coordinator and lecturer: Prof Dr Andreas Größler

Part of the BSc study programme in technically oriented business administration.

### Time and location

Lectures: Thursdays, 15:45–17:15 in Breitscheid 02A - M 2.00

Case study tutorials: Fridays, 11:30-17:15 (including one hour lunch break) in Kepler 11 (K1) - M 11.32

First lecture: Thursday, 7 April, 15:45, then every week until term ends (details see time table)

Dates tutorials: 22 April, 3 June, 17 June, 1 July

### Recommended requirements

Basic course “Produktionsmanagement” or similar basic course in operations management.

### Short description and learning goals

The course starts with discussing the nature of strategic issues in an international context. Thereafter, prominent strategies for internationalizing value creation are presented. Based on case studies, opportunities and risks of international operations are further elaborated on.

After successfully finishing the course, students can:

- name and discuss characteristics and relevance of operations strategies
- identify and explain the role of different production network structures
- understand and evaluate concrete measures to internationalize operations

### Course design

The course comprises lectures and case study classes; both require student interaction. The lectures provide conceptual frameworks and a theoretical treatment of the course subjects. The case study tutorials allow for practical experience within realistic situations of internationalizing companies. Attendance in the case study tutorials is compulsory; students have to engage actively in classroom

discussions and present their answers to questions. Assessment will most likely be carried out by means of a written exam. A substantial part of study hours needs to be spend on reading the literature and preparing the case material.

Course element	Quantity	Time required	Total [h]
Contact hours			
Lectures	12	2 h	24
Case study tutorials	4	6 h	24
			48
Self-study			
Reading assignments	367 pp.	94.5 h	94.5
Preparation of case studies	4	4 h	16
Exam preparation	1	20 h	20
			130.5
Examination			
Written exam	1	1.5 h	1.5
<b>Total</b>			<b>180</b>

#### Time table

Week	Date	Topic	(Reading) assignment
14	L1 Thu, 07/04	Introduction to department and course – What is operations strategy?	Slack&Lewis, ch. 1
15	L2 Thu, 14/04	An approach to address strategic issues	Warren, ch. 1
16	L3 Thu, 21/04	Video playlist: <a href="https://www.youtube.com/watch?v=TD7WSLeQtVw&amp;list=PLlyJVPkTT7qpf00vZwW-GXz13uddjnuKx">https://www.youtube.com/watch?v=TD7WSLeQtVw&amp;list=PLlyJVPkTT7qpf00vZwW-GXz13uddjnuKx</a>	
	T1 Fri, 22/04	Pacorini: Deliberate and emerging strategy, business model and strategic architecture	De Toni et al., ch. 1, plus questions
17	L4 Thu, 28/04	Operational performance and trade-offs	Slack&Lewis, ch. 2
18	No class: Ascension Day		
19	L5 Thu, 12/05	What strategy is not—substitutes for strategy	Slack&Lewis, ch. 3
20	No class: Pentecost holidays		
21	No class: Corpus Christi Day		

22	L6	Thu, 02/06	Global Strategy – global value chains: Global or Multinational? The case of Ikea	Handout
	T2	Fri, 03/06	Electrolux: Competing on time	De Toni et al., ch. 2, plus questions
23	L7	Thu, 09/06	Capacity location and offshoring	Slack&Lewis, ch. 4
24	L8	Thu, 16/06	Global sourcing and outsourcing; international production networks	Slack&Lewis, ch. 5
	T3	Fri, 17/06	Ford: Network evolution from extended enterprise to virtual enterprise	De Toni et al., ch. 3, plus questions
25	L9	Thu, 23/06	International processes and products	Slack&Lewis, ch. 6
26	L10	Thu, 30/06	Development and organisation in international firms	Slack&Lewis, ch. 7&8
	T4	Fri, 01/07	Flextronics: International sourcing – organizational dilemmas	De Toni et al., ch. 9, plus questions
27	L11	Thu, 07/07	Strategic management as a social process	Ackermann&Eden, ch. 2
28	L12	Thu, 14/07	Why strategy is always sustainable...; Course summary, Q&A	

### Structure

Classes L1–L5 and T1 are introductory and do not put internationalization at the core; they strongly link to other courses in the curriculum (e.g., strategic management, operations management, supply chain dynamics).

Class L6 is treating internationalization and globalization from a high-level perspective and provides a concrete case.

Classes L7–L10 and T2–T4 deal with specific topics of international operations strategy and put the focus on various issues production companies encounter when internationalizing.

Classes L11–L12 form the ending of the course and open the perspective to general issues of strategic operations. Also, they build the bridge to other, advanced courses in the curriculum (e.g., behavioural operations management, sustainable management).

### References to compulsory readings

Ackermann, F. and C. Eden: Making Strategy – Mapping out Strategic Success, 2<sup>nd</sup> ed., 2011, pp. 12–38.

Slack, N. and M. Lewis: Operations Strategy, 4<sup>th</sup> ed., 2015, Prentice Hall, pp. 1–297.

Warren, K.: Strategic Management Dynamics, 2008, Wiley, pp. 1–43.

*Case study tutorials*

De Toni, A., R.D. Franco, J. Li, Y. Li, G. Nassimbeni, M. Sartor, X. Zhao, X. Xu (eds.): International Operations Management – Lessons in Global Business, 2011, Gower, pp. 7–31; 33–56; 59–80; 167–178.

Additional readings

Abele, E., T. Meyer, U. Näher, G. Strube and R. Sykes (eds.): Global Production – A Handbook for Strategy and Implementation, 2008, Springer, pp. 140–190.

Angwin, D., S. Cummings and C. Smith: The Strategy Pathfinder – Core Concepts and Live Cases, 2<sup>nd</sup> ed., 2011, Wiley, pp. 303–335.

Grant, R.M. and J. Jordan: Foundations of Strategy, 2<sup>nd</sup> ed., Wiley, pp. 271–308.

Van Mieghem, J.A.: Operations Strategy – Principles and Practice, 2008, Dynamic Ideas, pp. 35–67; 197–232; 235–271.

Warren, K.: Strategic Management Dynamics, 2008, Wiley, pp. 44–238.

Yip, G.S. and G.T.M. Hult: Total Global Strategy, 3<sup>rd</sup> ed., Pearson, pp. 1–25.