



International Operations Strategy (IOS)

Winter term 2024/25, version: 01/10/2024

Please note: This document reflects our planning before the term started; it will **only be updated occasionally**. For short-term changes regarding rooms or times, see Campus. Changes regarding the content will be discussed in class and, if appropriate, communicated via Ilias.

Technicalities

One semester course taught every second semester in the winter term

Six credit points; on average, four contact hours per week. Taught in English

Course coordinator and teacher: Prof Dr Andreas Größler; additional teachers: Julian Wiesner

Part of the BSc study programme in technically oriented business administration

Time and location

Classes including lecturing phases, experiential learning exercises, and teamwork assignments: Fridays, 11:30–15:30 (including a lunch break and/or short coffee breaks), in M11.01¹ (for dates and topics, see timetable below)

Introductory lecture: **Friday, 18 October 2024, 11:30 am**

Recommended requirements

Core course “Produktionsmanagement” or similar introductory course in operations management

Short description and learning goals

The course starts by discussing the nature of strategic issues in an operational context. Then, prominent strategies for international value creation are discussed. For instance, based on case studies, the opportunities and risks of operational activities are further elaborated on. Simulation-based and other experiential learning activities complement conceptual discussions.

After successfully finishing the course, students:

- can name and discuss characteristics and relevance of operations strategy;
- understand the trade-off between strategic objectives;
- can identify and use the decision areas of the operations strategy matrix;

¹ Although the room number suggests otherwise, the lecture hall is in building Kepler II (i.e. Keplerstraße 17). Take the lift to the 10th floor, then stairs up to the (only) room on the 11th floor.

- recognize the international nature of operations strategy;
- have experienced real-world operations strategy settings.

Course design

The course comprises interactive classes, including lecturing phases, case studies and exercises, and experiential learning activities; the latter requires active student participation. The core content of the course is based on the respective textbook chapters. Therefore, a substantial number of study hours must be spent reading the literature. Reading the textbook chapters prepares for the interactive classes; thus, they must be read BEFORE class. After doing so, students should complete a short self-evaluation quiz on Ilias (5 min. each; not graded). In class, only a summary of the chapter is provided.

Classes provide the possibility to ask questions about and discuss the material from the textbook, partially with the help of short exercises. In addition, they will be used to discuss a more extensive case study related to the respective topic (including some in-class group work). The experiential learning activities are either serious games (that allow for practical experience within realistic situations of organisations) or provide hands-on experience regarding qualitative or quantitative methods related to the subject. Attendance is expected for all classes since students should engage actively in classroom discussions and present their answers to questions and exercises. Attendance is compulsory for three classes towards the end of the course (see timetable below) to achieve the learning goals and to comply with exam requirements.

Examination

Examination for the course will be carried out using a written homework assignment. 50% of all points are necessary to pass the course, with 6 credit points. The homework assignment asks you to integrate all parts of the course, including lectures, tutorials, and required readings (see timetable). The deadline for the assignment is **Friday, 14 February 2025, 12:00 noon**; submission by Ilias. All topics necessary to answer the assignment will have been covered by mid-January. A detailed description of the assignment, together with a framework document, will be provided on Ilias. In addition, for three sessions towards the end of the semester (site visit, guest lecture, Q&A session), attendance is compulsory to pass the course.

You must register for the campus examination between 13 November 2024 and 04 December 2024.

NB: If you want to withdraw from the examination, you must do so by 04 December 2024.

Timetable

Week / Class	Date [11:30, if not otherwise stated]	Topic Signature case Method or serious game	Compulsory [and other] readings*	Teachers

42	C1	Fri, 18/10/2024	Introduction to department and course Context and content of operations strategy	Slack&Lewis, chs. 1&2	AG
<i>Performance objectives and responsibility</i>					
43	C2	Fri, 25/10/2024	Recap: Pret A Manger Operational performance and trade-offs Ryanair Paper Boat Production: Prioritizing your goals	Slack&Lewis, ch. 3 [Boyer&Lewis, 2002]	AG
45	C3	Fri, 08/11/2024	Competition and cooperation: Fishbanks Game	[Hardin, 1968]	AG
46	C4	Fri, 15/11/2024	Responsible operations strategy LafargeHolcim Sustainable Development Goals	Slack&Lewis, ch. 4	JW
47	C5	Fri, 22/11/2024	Trade-offs, negotiation, and multi-solving: Climate Action Simulation	[Rooney-Varga et al., 2018]	AG
<i>Decision areas of operations strategy</i>					
48	C6	Fri, 29/11/2024	Capacity and location Car industry Forecasting demand	Slack&Lewis, ch. 5 [Cachon&Terwiesch, 2024, ch. 13]	AG
49	C7	Fri, 06/12/2024	Supply networks and internationalisation Adidas Game theory	Slack&Lewis, ch. 6 [Tadelis, 2013, ch. 3]	AG
50	C8	Fri, 13/12/2024	Process technology The game of Go Dynamic investment decisions	Slack&Lewis, ch. 7 [Poggensee&Poggensee, 2021, ch. 3]	AG
51	C9	Fri, 20/12/2024	Improvement and development of resources Kodak Experience curves	Slack&Lewis, chs. 8&9 [Henderson, 1984]	JW
02	C10	Fri, 10/01/2025	Strategic Foresight: Shell Scenario Analysis	[de Geus, 1988]	AG
<i>Process aspects of operations strategy</i>					

03	C11	Fri, 17/01/2025	Operations strategy process Nokia People Express MFS: Strategic decision-making over time	Slack&Lewis, chs. 10&11 [Warren, 2010]	AG
<i>Practice part</i>					
04		Fri, 24/01/2025 tba	Company visit** – tba		all
05		Fri, 31/01/2025, 14:00	Guest lecture** – Moritz Ziegler, CFO, Trumpf Ditzingen		all
06	C12	Fri, 07/02/2025	Q&A session** – course summary; remaining questions regarding the assignment		AG
07		Fri, 14/02/2025, 12:00	Deadline homework assignment (submission on Ilias)		

* The first two chapters of Slack&Lewis (2020) and most other readings are provided on Ilias.

**** Attendance is compulsory for passing the course**

Textbook

Slack, N. and M. Lewis (2024): Operations Strategy, 7th ed., Pearson.

Other and additional readings

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

Ackermann, F. and C. Eden (2011): Making Strategy – Mapping out Strategic Success, 2nd ed., Sage.

Acs, Z. J., P. Braunerhjelm, D.B. Audretsch and B. Carlsson (2009): The Knowledge Spillover Theory of Entrepreneurship, Small Business Economics, 32(1), 15–30.

Angwin, D., S. Cummings and C. Smith (2011): The Strategy Pathfinder – Core Concepts and Live Cases, 2nd ed., Wiley.

Boyer, K.K. and M.W. Lewis (2002): Competitive Priorities – Investigating the need for trade-offs in operations strategy, Production and Operations Management, 11(1), 9–20.

Cachon, G. and C. Terwiesch (2024): Matching Supply with Demand, 5th ed., McGraw-Hill.

De Toni, A., R.D. Franco, J. Li, Y. Li, G. Nassimbeni, M. Sartor, X. Zhao, and X. Xu (eds.; 2011): International Operations Management – Lessons in Global Business, Gower.

de Geus, A. (1988). Planning as Learning, Harvard Business Review, March, 70–74.

Grant, R.M. and J. Jordan (2015): Foundations of Strategy, 2nd ed., Wiley.

Hardin, G. (1968): Tragedy of the Commons, Science, 162(3859), 1243–1248.

Henderson, B.D. (1984): The Application and Misapplication of the Experience Curve, Journal of Business Strategy, 4 (Winter), 3–9.

van Mieghem, J.A. (2008): Operations Strategy – Principles and Practice, Dynamic Ideas.

Poggensee, K. and J. Poggensee (2021): Investment Valuation and Appraisal, Springer.

Rooney-Varga, J.N., J.D. Sterman, E. Fracassi, T. Franck, F. Kapmeier, V. Kurker, E. Johnston, A.P. Jones, K. Rath (2018): Combining Role-Play with Interactive Simulation to Motivate Informed Climate Action: Evidence from the World Climate Simulation, PLoS ONE, 13(8): e0202877.

Tadelis, S. (2013): Game Theory – Introduction, Princeton University.

Warren, K. (2010): Strategy Dynamics Essentials, Strategy Dynamics Ltd.

Yip, G.S. and G.T.M. Hult (2012): Total Global Strategy, 3rd ed., Pearson.