



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

Summer term 2017, version: 03/04/2017

### Technicalities

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

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

Course coordinator and lecturer: Prof Dr Andreas Größler; tutorials: Manuel Brauch and Ivan Ďula

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, 09:00–15:00 (including one hour lunch break and short coffee breaks) in Kepler II (K2) – M 17.73

First lecture: Thursday, 13 April, 15:45, then every week until term ends (details see time table)

Dates tutorials: 5 May, 2 June, 30 June, 21 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, combined with short caselets and assignments. 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 be carried out by means of a written exam (90%) and a multiple-choice mid-term assessment (10%). 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	439 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
15	L1 Thu, 13/04	Introduction to department and course – What is strategy and how to approach it?	Warren, ch. 1
16	L2 Thu, 20/04	The content of operations strategy	Slack&Lewis, ch. 1
17	L3 Thu, 27/04	Operational performance and trade-offs	Slack&Lewis, ch. 2
18	L4 Thu, 04/05	What strategy is not—substitutes for strategy	Slack&Lewis, ch. 3
	T1 Fri, 05/05	Tutorial: Hagen Style	
19	L5 Thu, 11/05	Internationalization – global strategy and national adaptation?	Grant&Jordan, ch. 8
		Fri, 12/05 <i>Site visit: Daimler AG</i>	
20	L6 18/05	Capacity, location, and offshoring	Slack&Lewis, ch. 4

21	No class: Ascension Day			
22	L7	Thu, 01/06	Mid-term assessment; student evaluation Global sourcing and outsourcing	Slack&Lewis, ch. 5
	T2	Fri, 02/06	Tutorial: Dressing Medical	
23	No class: Pentecost holidays			
24	No class: Corpus Christi Day			
25	L8	Thu, 22/06	International processes and products	Slack&Lewis, ch. 6
26	L9	Thu, 29/06	<i>Guest lecture: Dr Philipp Kuske, Head Global Product Management, Trumpf</i>	
	T3	Fri, 30/06	Tutorial: Zentrill	
27	L10	Thu, 06/07	Development of existing resources	Slack&Lewis, ch. 7
28	L11	Thu, 13/07	Development of new products and services	Slack&Lewis, ch. 8
29	L12	Thu, 20/07	The process of operations strategy; Course summary, Q&A	Slack&Lewis, chs. 9&10
	T4	Fri, 07/07	Tutorial: Fishbanks Game	

### Structure

Classes L1–L4 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 L5 is treating internationalization and globalization from a high-level perspective and provides a concrete case. Class L7 provides some examples of internationalized operations in form of a video playlist.

Classes L6–L11, T2 and T3 deal with specific topics of international operations strategy and put the focus on various issues production companies encounter when internationalizing. Class L9 is a guest lecture of an expert from industry.

Classes L12 and T4 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, Supply Chain Dynamics).

### References to compulsory readings

Grant, R.M. and J. Jordan: Foundations of Strategy, 2<sup>nd</sup> ed., 2015, Wiley, pp. 271–308.

Slack, N. and M. Lewis: Operations Strategy, 4<sup>th</sup> ed., 2015, Prentice Hall, pp. 1–356.

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

### Additional readings

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

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.

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.

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.

Video assignment; playlist: <https://www.youtube.com/watch?v=TD7WSLeQtVw&list=PLIyJVPkTT7qpf0OvZwW-GXz13uddinuKx>