



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

Summer term 2018, version: 09/04/2018

Please note: This document reflects our planning before the term started; it will **not** be updated regularly. 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 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 Đula

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

### Time and location

Lectures: Thursdays, 15:45–17:15 in Kepler II, M17.81

Case study tutorials: Fridays, 09:00–15:00 (including a lunch break and short coffee breaks) in Kepler I, M11.71.

First lecture: Thursday, 12 April, 15:45, then every week until term ends (details see time table)

Dates tutorials: 4 May, 15 June, 29 June, 20 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 operations 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 (including some in-class group work). The case study tutorials allow for practical experience within realistic situations of international companies. Attendance in the case study tutorials is compulsory; students must engage actively in classroom discussions and present their answers to questions. 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	451 pp.	94.5 h	94.5
Preparation of case studies for tutorials	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>

### Examination

Assessment will be carried out by means of a written exam (90%) and a short multiple-choice mid-term assessment during a regular class (10%; for date see time table). The mid-term assessment cannot be retaken or be written at another date. In total, 50% of all points are necessary to pass the course with 6 credit points. The content of the exam comprises all topics discussed in either the lectures or tutorials plus all required reading assignments (see timetable). Participating in the tutorials is expected from all students.

### Time table

Week	Date	Topic	(Reading) assignment
15	L1 Thu, 12/04	Introduction to department and course – What is strategy and how to approach it?	Warren, ch. 1
16	L2 Thu, 19/04	The content of operations strategy	Slack&Lewis, ch. 1

17	L3	Thu, 26/04	Operational performance and trade-offs	Slack&Lewis, ch. 2
18	L4	Thu, 03/05	What strategy is not—substitutes for strategy	Slack&Lewis, ch. 3
	T1	Fri, 04/05	Tutorial: Fishbanks Game	
19	No class: Ascension Day			
20	L5	Thu, 17/05	Internationalization – global strategy and national adaptation?	Grant&Jordan, ch. 8
21	No class: Pentecost holidays			
22	No class: Corpus Christi Day			
23	L6	Thu, 07/06	Capacity, location, and offshoring	Slack&Lewis, ch. 4
24	L7	Thu, 14/06	Mid-term assessment; student evaluation Global sourcing and outsourcing	Slack&Lewis, ch. 5
	T2	Fri, 15/06	Tutorial: Hagen Style	
25	L8	Thu, 21/06	International processes and products	Slack&Lewis, ch. 6
26	L9	Thu, 28/06	Development of existing resources	Slack&Lewis, ch. 7
	T3	Fri, 29/06	Tutorial: Dresding Medical	
27	L10	Thu, 05/07	Development of new products and services	Slack&Lewis, ch. 8
28	L11	Thu, 12/07	<i>Guest lecture: Dr Philipp Kuske, Head Global Product Management, Trumpf</i>	
29	L12	Thu, 19/07	The process of operations strategy; Course summary, Q&A	Slack&Lewis, chs. 9&10
	T4	Fri, 20/07	Tutorial: Zentrill	

### 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 treats internationalization and globalization from a high-level perspective and provides a concrete case.

Classes L6–L11, T2–T4 deal with specific topics of international operations strategy and put the focus on various issues production companies encounter when internationalizing. Class L10 is a guest lecture by an expert from industry.

Class L12 forms the ending of the course and opens the perspective to general issues of strategic operations. Also, it builds 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, 5<sup>th</sup> ed., 2017, Pearson, pp. 1–368.

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>