



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

Summer term 2019, version: 10/04/2019

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 tutorials: Prof Dr Andreas Größler; interactive lectures: Manuel Brauch and Ivan Đula

Part of the BSc study programme in technically oriented business administration

### Time and location

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

Serious gaming tutorials: Fridays, 09:45–15:30 (including a lunch break and short coffee breaks) in Kepler I, M17.91

First lecture: Thursday, 11 April, 15:45, then every week until term ends (details see time table)

Dates tutorials: 26 April, 17 May, 7 June, 5 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 international value creation are presented. Based on case studies, opportunities and risks of operational activities are further elaborated on. Conceptual discussions are complemented by simulation-based learning activities in the tutorials.

After successfully finishing the course, students can:

- name and discuss characteristics and relevance of operations strategy;
- understand the trade-off nature of operational goals;

- identify and use the different domains of the operations strategy matrix;
- describe the dynamic consequences of operations strategies;
- understand and evaluate measures to internationalize operations.

### Course design

The course comprises interactive lectures and serious-gaming tutorials; both require active student participation. The lectures provide the possibility to ask questions about and discuss the material from the textbook and the video lectures, combined with quizzes, short case studies, and assignments (including some in-class group work). The serious-gaming tutorials allow for practical experience within realistic situations of organizations. Attendance is compulsory for both types of classes; students must engage actively in classroom discussions, present their answers to questions, and short in-class assessments. A substantial part of study hours needs to be spent on reading the literature and the case material, and watching the video lectures. Reading assignments and video lectures are preparation for the interactive lectures; thus, they need to be read/watched BEFORE class. After having prepared for a class, students need to complete a short survey on Ilias (5 min. each; not graded).

Course element	Quantity	Time required	Total [h]
Contact hours			
Interactive lectures	12	2 h	24
Serious gaming tutorials	4	6 h	24
Site visit	1	6 h	6
			54
Self-study			
Reading assignments	434 pp.	90 h	90
Video lectures	10	1 h	10
			100
Examination			
Preparation of group work assignment	1	13 h	13
Preparation of individual assignment	1	13 h	13
			26
<b>Total</b>			<b>180</b>

### Examination

Assessment will be carried out by a mix of individual and group measures.

First, there will be three short single-choice tests (20 minutes) during normal class hours. In each test, maximally 10 points can be earned—only the results of the two best tests will be used for final grading. Single-choice tests cannot be retaken.

Second, two or three students work in a group on a strategic analysis of a real company (10 pages max.). An outline for the paper and method of analysis will be discussed in the lectures. Deadline for

submission in paper and electronically via Ilias is 25 July 2019, 12:00 noon. Students can earn 40 points maximum with the group work analysis. The group work cannot be retaken.

Third, students must provide a short paper (5 pages max.) related to the People Express case presented in the last tutorial. Structure of the paper and specific questions will be provided. Deadline for submission in paper and electronically via Ilias is 25 July 2019, 12:00 noon. Students can earn 40 points maximum with the short paper. If students fail the course, they can retake this assessment based on a new case in the following semester.

In total, 50% of all points are necessary to pass the course with 6 credit points. The content of the exams comprises all topics discussed in class plus all required assignments (see timetable).

### Time table

#### *Interactive lectures*

<b>Week</b>	<b>Date</b>	<b>Topic</b>	<b>Pre-class assignment</b>
15	L1	Thu, 11/04 Introduction to department and course – What is strategy and how to approach it?	
16	L2	Thu, 18/04 The content of operations strategy	Slack&Lewis, ch. 1 & video lecture 1
17	L3	Thu, 25/04 Operational performance and trade-offs	Slack&Lewis, ch. 2 & video lecture 2
18	L4	Thu, 02/05 What strategy is not—substitutes for strategy	Slack&Lewis, ch. 3 & video lecture 3
19	L5	Thu, 09/05 Capacity, location, and offshoring	Slack&Lewis, ch. 4 & video lecture 4
20	L6	Thu, 16/05 <a href="#">Single-choice test: lecture part 1</a> Purchasing and supply networks	Slack&Lewis, ch. 5 & video lecture 5
21	L7	Thu, 23/05 <a href="#">Course evaluation</a> Process technology	Slack&Lewis, ch. 6 & video lecture 6
22	<i>No class (Ascension Day)</i>		
23	L8	Thu, 06/06 Improvement of existing resources	Slack&Lewis, ch. 7 & video lecture 7
24	<i>No class (Pentecost holidays)</i>		
25	<i>No class (Corpus Christi Day)</i>		
26	L9	Thu, 27/06 Development of new resources	Slack&Lewis, ch. 8 & video lecture 8
27	L10	Thu, 04/07 <i>Guest lecture: Dr Philipp Kuske, Head Global Product Management, Trumpf</i>	

28	L11	Thu, 11/07	<a href="#">Single-choice test: lecture part 2</a> Operations strategy process: formulation and implementation	Slack&Lewis, ch. 9 & video lecture 9
29	L12	Thu, 18/07	Operations strategy process: monitoring and control Course summary, Q&A	Slack&Lewis, ch. 10 & video lecture 10
		<i>Date to be announced</i>	<i>Excursion: Plant visit, details to be announced</i>	
		Thu, 25/07	<a href="#">Deadline group work: strategic analysis</a>	

### *Serious-gaming tutorials*

Week	Date	Topic	After-class reading	
17	T1	Fri, 26/04	Fishbanks Game: Tragedy of the commons	Hardin (1968)
20	T2	Fri, 10/05	Paper Boat Production: Prioritizing your goals	Boyer&Lewis (2002)
23	T3	Fri, 07/06	Strategy Dynamics & Plastic Manufacturing Company	Warren (2010), chs. 1–4
27	T4	Fri, 05/07	<a href="#">Single-choice test: tutorials</a> People Express Management Flight Simulator	
		Thu, 25/07	<a href="#">Deadline short paper: People Express case</a>	

Access to readings, simulation software, and People Express are granted for students who attend the course. You need to register using a token provided in class on [www.sdgamesonline.com](http://www.sdgamesonline.com).

### References to compulsory readings

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.

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

Slack, N. and M. Lewis (2017): *Operations Strategy*, 5<sup>th</sup> ed., Pearson, pp. 1–368.

Warren, K. (2010): *Strategy Dynamics Essentials*, Strategy Dynamics Ltd., pp. 1–48.

### 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.

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