



International Operations Strategy (IOS)

Summer term 2020, version: 16/04/2020

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 interactive lectures: Dr Martin Mohaghegh; tutorials: Manuel Brauch, Ivan Đula, Andreas Größler

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 or online (see below)

Serious gaming tutorials: Fridays, 11:30–17:15 (including a lunch break and short coffee breaks) in Kepler I, M17.91 or online (see below)

First lecture: Thursday, 23 April, 15:45, then every week until term ends (details see timetable)

Dates tutorials: 29 May, 19 June, 03 July, 10 July

Recommended requirements

Core 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 characteristics of strategic objectives;

- identify and use the decision areas of the operations strategy matrix;
- describe the dynamic consequences of operations strategies;
- recognize the international nature of operations strategy.

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 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 quiz on Ilias (5 min. each; not graded).

Important note: at the time of this writing, it is unclear which part of the lecture period needs to be conducted online in the summer term 2020 due to the Corona crisis. A substantial part of this course is using online teaching anyways, as you see in the paragraph above. In other words, the lecture videos, the reading assignments of the textbook, and the Ilias quizzes are part of the usual design of this course.

During the online teaching period, interactive lectures will be held as online meetings at the times indicated in the table below (tool will be announced). Students will receive some open questions shortly before, which will then be discussed in the session. Please note that this will require preparation—no finished solutions are going to be presented by the teacher. Furthermore, these sessions allow to ask questions about everything that is unclear in either the video lectures, the textbook chapter, or the corresponding quiz.

For the four tutorials, we will provide introductory videos and online versions of the serious games later in the semester with which students will have to work (guided by written instructions). Some are individual, some are group activities, but this will be communicated to you beforehand, also allowing to establish groups in advance. For the debriefing of the serious games, we will meet with the help of an interactive online tool (which we will also let you know about in due time) at the day indicated in the time table, exact hours will be communicated via Ilias mail.

Examination

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

1. 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.
2. 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 24 July 2020, 12:00 noon. Students can earn 40 points maximum with the group work analysis. The group work cannot be retaken.

3. Students must provide a short paper (16 pages max., but mostly pre-defined forms) related to the People Express case presented in the first tutorial. Structure of the paper and specific questions will be provided. Deadline for submission in paper and electronically via Ilias is 24 July 2020, 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 examination comprises all topics discussed in class plus all required assignments (see timetable).

Important note: at the time of this writing, it is unclear how examinations can be conducted in the summer term 2020 due to the Corona crisis. We expect that paper submissions (points [2] and [3] above) can be handled as usual via Ilias. If and how the single-choice tests [1] can be administered, will be communicated later.

Timetable

Interactive lectures

Week		Date	Topic	Pre-class assignment
17	L1	Thu, 23/04	Introduction to department and course – What is strategy and how to approach it?	
18	L2	Thu, 30/04	The content of operations strategy	Slack&Lewis, ch. 1 & video lecture 1
19	L3	Thu, 07/05	Operational performance and trade-offs	Slack&Lewis, ch. 2 & video lecture 2
20	L4	Thu, 14/05	Capacity, location, and offshoring	Slack&Lewis, ch. 4 & video lecture 4
21	<i>No class (Ascension Day)</i>			
22	L5	Thu, 28/05	Purchasing and supply networks	Slack&Lewis, ch. 5 & video lecture 5
23	<i>No class (Pentecost holidays)</i>			
24	<i>No class (Corpus Christi Day)</i>			
25	L6	Thu, 18/06	Single-choice test: lecture part 1 Process technology	Slack&Lewis, ch. 6 & video lecture 6
26	L7	Thu, 25/06	Course evaluation Improvement of existing resources	Slack&Lewis, ch. 7 & video lecture 7
27	L8	Thu, 02/07	Development of new resources	Slack&Lewis, ch. 8 & video lecture 8
28	L9	Thu, 09/07	<i>Guest lecture: Dr Philipp Kuske, Head Global Product Management, Trumpf</i>	

29	L10	Thu, 16/07	Single-choice test: lecture part 2 Operations strategy process: formulation and implementation Course summary, Q&A	Slack&Lewis, ch. 9 & video lecture 9
30		Fri, 24/07	Deadline group work: strategic analysis	

Serious-gaming tutorials

Week		Date	Topic	After-class reading
22	T1	Fri, 29/05	People Express Management Flight Simulator: Steering performance over time	Warren (2010), chs. 1–4
25	T2	Fri, 19/06	En-ROADS Climate Action Game: Multisolving	Rooney-Varga et al. (2018)
27	T3	Fri, 03/07	Fishbanks Game: Tragedy of the commons	Hardin (1968)
28	T4	Fri, 10/07	Single-choice test: tutorials Paper Boat Production: Prioritizing your goals	Boyer&Lewis (2002)
30		Fri, 24/07	Deadline short paper: People Express case	

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.

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*, 5th ed., Pearson, pp. 1–368.

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

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, 2nd 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, 2nd 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, 2nd 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, 3rd ed., Pearson, pp. 1–25.