International Operations Strategy (IOS)

Summer term 2021, version: 25/03/2021

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: Prof Dr Andreas Größler; tutorials: Manuel Brauch, Andreas Größler
Part of the BSc study programme in technically oriented business administration

Time and location

Lectures: some Thursdays, 15:45–17:15, live online (exact dates see below), plus pre-recorded lectures
Serious gaming tutorials: some Fridays, 11:30–17:15 (including a lunch break and short coffee breaks), live online (exact dates see below)
First lecture: Thursday, 22 April, 15:45

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 pre-recorded video lectures, interactive lectures, and serious-gaming tutorials; the latter two require active student participation. The core content of the course is delivered by the video lectures plus the required readings of the textbook chapters. A substantial part of study hours needs to be spent on reading the literature and watching these 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 should complete a short self-evaluation quiz on Ilias (5 min. each; not graded).

The interactive lectures provide the possibility to ask questions about and discuss the material from the textbook and the video lectures. In addition, they will be used to establish an explicit link of the respective topics to sustainability (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 and present their answers to questions and exercises.

**Examination**

Assessment will be carried out by means of a written homework assignment. In total, 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). Deadline of the assignment is Saturday, 31 July 2021, 12:00 noon; submission by Ilias. By the beginning of July, all topics necessary to answer the assignment will have been covered. A detailed description of the assignment together with a framework document will be provided on Ilias.

**Timetable**

*Lectures (recorded and online-live, together with readings)*

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Mode</th>
<th>Pre-class reading and video</th>
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<tbody>
<tr>
<td>16</td>
<td>L1</td>
<td>Thu, 22/04, 15:45 Introduction to department and course</td>
<td>online-live</td>
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<td>What is strategy and how to approach it?</td>
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<tr>
<td>17</td>
<td>L2</td>
<td>week 17 The content of operations strategy</td>
<td>recorded</td>
<td>Slack&amp;Lewis, ch. 1 &amp; video lecture 1</td>
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<tr>
<td>18</td>
<td>L3</td>
<td>week 18 Operational performance and trade-offs</td>
<td>recorded</td>
<td>Slack&amp;Lewis, ch. 2 &amp; video lecture 2</td>
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<td></td>
<td>IL1</td>
<td>Thu, 06/05, 15:45 Q&amp;A, discussion, link to sustainability—foundations</td>
<td>online-live</td>
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<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
<td>After-class reading</td>
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<tr>
<td>18</td>
<td>T1</td>
<td>Fishbanks Game: Tragedy of the commons</td>
<td>Hardin (1968)</td>
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### Serious-gaming tutorials (all online-live, interactive)

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<th>Topic</th>
<th>After-class reading</th>
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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


Additional readings


