



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

Summer term 2021, version: 16/04/2021

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: Thursdays, 15:45–17:15, live online (exact dates and access to tools, 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

Examination for the course 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. You need to register for the examination on Campus between 12 May 2021 and 10 June 2021. NB: in case you want to withdraw from the examination, this needs to be done by 10 June 2021.

### Timetable

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

<b>Week</b>	<b>Date</b>	<b>Topic</b>	<b>Mode</b>	<b>Pre-class reading and video</b>
16	L1 Thu, 22/04, 15:45	Introduction to department and course What is operations strategy and how to approach it?	online-live	
17	L2 week 17	The content of operations strategy	recorded	Slack&Lewis, ch. 1 & video lecture 1
18	L3 week 18	Operational performance and trade-offs	recorded	Slack&Lewis, ch. 2 & video lecture 2

	IC1	Thu, 06/05, 15:45	Q&A, discussion, link to sustainability—foundations	online-live	
19	<i>No class (Ascension Day)</i>				
20	L4	week 20	Capacity, location, and offshoring	recorded	Slack&Lewis, ch. 4 & video lecture 4
	IC2	Thu, 20/05, 15:45	Q&A, discussion, link to sustainability—capacity	online-live	
21	<i>No class (Pentecost holidays)</i>				
22	<i>No class (Corpus Christi Day)</i>				
23	L5	week 23	Purchasing and supply networks	recorded	Slack&Lewis, ch. 5 & video lecture 5
	IC3	Thu, 10/06, 15:45	Q&A, discussion, link to sustainability—supply networks	online-live	
24	L6	week 24	Process technology	recorded	Slack&Lewis, ch. 6 & video lecture 6
	IC4	Thu, 17/06, 15:45	Q&A, discussion, link to sustainability—process technology	online-live	
25	L7	week 25	Improvement of existing resources	recorded	Slack&Lewis, ch. 7 & video lecture 7
26	L8	week 26	Development of new resources	recorded	Slack&Lewis, ch. 8 & video lecture 8
	IC5	Thu, 01/07, 15:45	Q&A, discussion, link to sustainability—improvement and development	online-live	
27	L9	Thu, 08/07, 15:45	<i>Guest lecture: Moritz Ziegler, Central Purchasing, Trumpf</i>		
28	L10	week 28	Operations strategy process	recorded	Slack&Lewis, chs. 9, 10 & video lectures 9, 10
29	L11	Thu, 22/07, 15:45	Course summary, Q&A	online-live	
30		Sat, 31/07, 12:00	<b>Submission deadline homework assignment on Ilias</b>		

Online-live lectures will be conducted on Webex with the following link:

<https://unistuttgart.webex.com/meet/andreas.groessler>. Please switch on your camera but mute your microphone (unless you want to say something, of course). Recorded lectures are provided on Ilias.

*Serious-gaming tutorials (all online-live, interactive)*

Week		Date	Topic	After-class reading
18	T1	Fri, 07/05, 11:30	Fishbanks Game: Tragedy of the commons	Hardin (1968)
20	T2	Fri, 21/05, 11:30	En-ROADS Climate Action Game: Multisolving	Rooney-Varga et al. (2018)
23	T3	Fri, 11/06, 11:30	People Express Management Flight Simulator: Steering performance over time	Warren (2010), chs. 1–4
26	T4	Fri, 25/06, 11:30	Eclipsing the Competition: Strategy under different conditions	Acs et al. (2009)

All tutorials are online-live classes and will be conducted on Webex with the following link: <https://unistuttgart.webex.com/meet/manuel.brauch>. Please switch on your camera but mute your microphone (unless you want to say something, of course).

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

Acs, Z. J., Braunerhjelm, P., Audretsch, D. B., & Carlsson, B. (2009). The knowledge spillover theory of entrepreneurship. *Small business economics*, **32**(1), pp. 15-30.

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

Slack, N. and M. Lewis (2020): *Operations Strategy*, 6<sup>th</sup> ed., Pearson, pp. 1–374.

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*, 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.

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.

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.