International Operations Strategy (IOS)

Summer term 2022, version: 24/03/2022

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 lectures: Prof Dr Andreas Größler; tutorials: Julian Wiesner, Julia Horn

Part of the BSc study programme in technically oriented business administration

Time and location

Interactive lectures: Thursdays, 15:45–17:15, in M17.81 (for dates and topics, see timetable below), plus pre-recorded video lectures

Experiential learning tutorials: some Fridays, 11:30–15:30 (including a lunch break and/or short coffee breaks), in M17.98 (for dates and topics, see timetable below)

Introductory lecture: Thursday, 14 April 2022, 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 experiential learning 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. Therefore, 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, partially with the help of short exercises. In addition, they will be used to discuss a case study related to the respective topic (including some in-class group work). The experiential learning tutorials are either serious-gaming activities (that allow for practical experience within realistic situations of organizations) or provide hands-on experience regarding qualitative or quantitative methods related to the subject. 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 Friday, 29 July 2022, 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 11 May 2022 and 02 June 2022. NB: in case you want to withdraw from the examination, this needs to be done by 02 June 2022.

**Timetable**

*Interactive lectures (with video lectures and readings for each week)*

<table>
<thead>
<tr>
<th>Week</th>
<th>Date [15:45]</th>
<th>Topic / Case</th>
<th>Pre-class reading and video</th>
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| 15 L1 | Thu, 14/04   | Introduction to department and course  
Course logistics and relation to other courses in the specialisation “Operations Management” |  |
| 16 L2 | Thu, 21/04   | The content of operations strategy  
Pret A Manger | Slack&Lewis, ch. 1 & video lecture 1 |
| 17 L3 | Thu, 28/04   | Operational performance and trade-offs  
Ryanair | Slack&Lewis, ch. 2 & video lecture 2 |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>After-class reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>T1</td>
<td>Fishbanks Game: Competition and cooperation</td>
<td>Hardin (1968)</td>
</tr>
<tr>
<td>18</td>
<td>T3</td>
<td>En-ROADS Climate Action Game: Multisolving</td>
<td>Rooney-Varga et al. (2018)</td>
</tr>
<tr>
<td>19</td>
<td>T4</td>
<td>Capacity adaptation dynamics</td>
<td><em>No additional reading, see Slack&amp;Lewis, ch. 4</em></td>
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</table>
List of compulsory readings


Additional readings


