



International Operations Strategy (IOS)

Winter term 2023/24, version: 10/10/2023

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 winter term

Six credit points; on average, four contact hours per week. Taught in English

Course coordinator and teacher: Prof Dr Andreas Größler; additional teachers: Julian Wiesner, Julia Horn

Part of the BSc study programme in technically oriented business administration

Time and location

Classes including lecturing phases, experiential learning exercises, and teamwork assignments: Fridays, 11:30–15:30 (including a lunch break and/or short coffee breaks), in M17.13 (for dates and topics, see timetable below)

Introductory lecture: **Friday, 20 October 2023**, 11:30 am

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 topic of the course. For instance based on case studies, opportunities and risks of operational activities are further elaborated on. Conceptual discussions are complemented by simulation-based and other experiential learning activities.

After successfully finishing the course, students:

- can name and discuss characteristics and relevance of operations strategy;
- do understand the trade-off between strategic objectives;
- can identify and use the decision areas of the operations strategy matrix;
- do recognize the international nature of operations strategy;
- have experienced real-world operations strategy settings.

Course design

The course is comprised of interactive classes including lecturing phases, case studies and exercises, and experiential learning activities; the latter two require active student participation. The core content of the course is based on the respective textbook chapters. Therefore, a substantial part of study hours needs to be spent on reading the literature. Reading the textbook chapters is preparation for the interactive classes; thus, they need to be read BEFORE class. After having done so, students should complete a short self-evaluation quiz on Ilias (5 min. each; not graded). In class, only a summary of the chapter is provided.

Classes provide the possibility to ask questions about and discuss the material from the textbook, partially with the help of short exercises. In addition, they will be used to discuss a more extensive case study related to the respective topic (including some in-class group work). The experiential learning activities are either serious games (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 expected for all classes since students should engage actively in classroom discussions and present their answers to questions and exercises. Attendance is compulsory for three classes towards the end of the course (see timetable below) for achieving the learning goals and to comply with exam requirements.

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, 9 February 2024, 12:00 noon**; submission by Ilias. By mid-January, 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. In addition, for three sessions towards the end of the semester (site visit, guest lecture, Q&A session) **attendance is compulsory** for passing the course.

You need to register for the examination on Campus between 15 November 2023 and 07 December 2023. NB: in case you want to withdraw from the examination, this needs to be done by 07 December 2023.

Timetable

Week / Class	Date [11:30, if not otherwise stated]	Topic Signature case Method or serious game	Compulsory [and other] readings*	Teachers
42 C1	Fri, 20/10/2023	Introduction to department and course Course logistics and relation to other courses in the specialisation “Operations Management”		AG
43 C2	Fri, 27/10/2023	The content of operations strategy Pret A Manger Fishbanks Game: Competition and cooperation	Slack&Lewis, ch. 1 [Hardin, 1968]	AG / JH

44	C3	Fri, 03/11/2023	Operational performance and trade-offs Ryanair Paper Boat Production: Prioritizing your goals	Slack&Lewis, ch. 2 [Boyer&Lewis, 2002]	JW / JH
45	C4	Fri, 10/11/2023	Responsible operations strategy LafargeHolcim En-ROADS Climate Action Game: Multisolving	Slack&Lewis, ch. 3 [Rooney-Varga et al., 2018]	AG
46	C5	Fri, 17/11/2023	Capacity strategy Car industry Forecasting demand	Slack&Lewis, ch. 4	AG
47	C6	Fri, 24/11/2023	Supply networks and internationalization Adidas Game theory	Slack&Lewis, ch. 5	JW
48	C7	Fri, 01/12/2023	Process technology The game of Go Dynamic investment decisions	Slack&Lewis, ch. 6	JW
49	C8	Fri, 08/12/2023	Improvement of existing resources Wipro Experience curves	Slack&Lewis, ch. 7 [Henderson, 1984]	JH
50	C9	Fri, 15/12/2023	Development of new resources Kodak Shell scenario exercise	Slack&Lewis, ch. 8 [de Geus, 1988]	AG
51	C10	Fri, 22/12/2023	Operations strategy process – formulation and implementation Nokia Implementation game	Slack&Lewis, ch. 9	JH
02	C11	Fri, 12/01/2024	Operations strategy process – monitoring and control Cadbury People Express MFS: Strategic decision-making over time	Slack&Lewis, ch. 10 [Warren, 2010]	JW
03		Fri, 19/01/2024 time tbd	Company visit** – Porsche AG Stuttgart		all
04		Fri, 26/01/2024, 14:00	Guest lecture** – Moritz Ziegler, CFO, Trumpf Ditzingen		all

05	C12	Fri, 02/02/2024	Q&A session** – course summary; remaining questions regarding the assignment	AG
06		Fri, 09/02/2024, 12:00	Deadline homework assignment (submission on Ilias)	

* first two chapters of Slack&Lewis (2020) and most other readings are provided on Ilias.

**** Attendance compulsory for passing the course**

Textbook

Slack, N. and M. Lewis (2020): Operations Strategy, 6th ed., Pearson.

Other and additional readings

Abele, E., T. Meyer, U. Näher, G. Strube and R. Sykes (eds.; 2008): Global Production – A Handbook for Strategy and Implementation, Springer, pp. 140–190.

Ackermann, F. and C. Eden (2019): Making Strategy – Mapping out Strategic Success, 2nd ed.

Acs, Z. J., Braunerhjelm, P., Audretsch, D. B., & Carlsson, B. (2009): The Knowledge Spillover Theory of Entrepreneurship, Small Business Economics, 32(1), 15–30.

Angwin, D., S. Cummings and C. Smith (2011): The Strategy Pathfinder – Core Concepts and Live Cases, 2nd ed., Wiley.

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.; 2011): International Operations Management – Lessons in Global Business, Gower.

de Geus, A. (1988). Planning as Learning, Harvard Business Review, March, 70–74.

Grant, R.M. and J. Jordan (2015): Foundations of Strategy, 2nd ed., Wiley.

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

Henderson, B.D. (1984): The Application and Misapplication of the Experience Curve, Journal of Business Strategy, 4 (Winter), 3–9.

Van Mieghem, J.A. (2008): Operations Strategy – Principles and Practice, Dynamic Ideas.

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, PLoS ONE, 13(8): e0202877.

Warren, K. (2010): Strategy Dynamics Essentials, Strategy Dynamics Ltd.

Yip, G.S. and G.T.M. Hult (2012): Total Global Strategy, 3rd ed., Pearson.