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

<table>
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<tr>
<th>Week / Class</th>
<th>Date [11:30, if not otherwise stated]</th>
<th>Topic</th>
<th>Compulsory [and other] readings*</th>
<th>Teachers</th>
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<tbody>
<tr>
<td>42 C1</td>
<td>Fri, 20/10/2023</td>
<td><strong>Introduction to department and course</strong>&lt;br&gt;Course logistics and relation to other courses in the specialisation “Operations Management”</td>
<td>AG</td>
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<td>43 C2</td>
<td>Fri, 27/10/2023</td>
<td><strong>The content of operations strategy</strong>&lt;br&gt;Pret A Manger&lt;br&gt;Fishbanks Game: Competition and cooperation</td>
<td>AG / JH</td>
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<td><strong>The content of operations strategy</strong>&lt;br&gt;Pret A Manger&lt;br&gt;Fishbanks Game: Competition and cooperation</td>
<td>Slack&amp;Lewis, ch. 1 [Hardin, 1968]</td>
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<td>45</td>
<td>C4</td>
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<td>C5</td>
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<td>Fri, 24/11/2023</td>
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<td>C7</td>
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<td>C9</td>
<td>Fri, 15/12/2023</td>
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<td>C10</td>
<td>Fri, 22/12/2023</td>
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<td>C11</td>
<td>Fri, 12/01/2024</td>
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<td>03</td>
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<td>04</td>
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<td>Fri, 26/01/2024, 14:00</td>
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**Q&A session** – course summary; remaining questions regarding the assignment

**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**


**Other and additional readings**


