DEREE COLLEGE SYLLABUS FOR: MG 4548 OPERATIONS STRATEGY	
(Updated Spring2021)	**UK LEVEL: 6** **UK CREDITS: 15** **US CREDITS:3/0/3**
PREREQUISITES:	MA 1008 College Algebra MA 2021 Applied Statistics MG 2003 Management Principles **or** MG 3034 Managing People and Organizations MG 3272 Business Operations
CATALOG DESCRIPTION:	The use of manufacturing, operations, and technology as Competitive weapons. Competing through superior quality and productivity. Managing a system of manufacturing plans and operations sites. Planning and executing operations strategies over time.
RATIONALE:	Today, in view of global competitiveness in the world markets, there is a new approach to the issue of operations and manufacturing strategies. Traditionally, decisions in these areas have been made on narrow, tactical grounds, with little attention to strategy. They have usually been the provinces of functional specialists. The strategic impacts were ignored. Few companies regarded operations as a source of competitive advantage. This course proceeds from broad discussions of operations strategy to assessment of specific strategies to discussion of how these strategies can best be implemented over time. They respond to the need of business to become proactive and responsive.
LEARNING OUTCOMES:	As a result of taking this course, the student should be able to: 1. Assess the operations strategy of a real business system in terms of the achieved alignment between the external and internal environments, and integrate key principles to recommend improvements. 2. Analyze and assess the strategic use of operations as an integrated system of interrelated functions and decisions rather than as a set of isolated transformation activities. 3. Analyze the necessity for a close fit between operations and corporate level strategies, and recommend ways to help achieve synergies between them. 4. Design and analyze the implementation and control of the operations strategy over time, focusing on managing the associated risks without sacrificing the need for innovation and change.
METHOD OF TEACHING AND LEARNING:	In congruence with the teaching and learning strategy of the College, the following tools are used: ➢ Classes consist of lectures, case studies, problem solving, and in-class discussion of related material. ➢ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related

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<tr><td></td><td>to the course content.

➢ Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources.</td></tr>
<tr><td>ASSESSMENT:</td><td>Summative:
<table><tr><td>First Assessment: Written project (group 4,000 – 4,500 words)</td><td>60%</td></tr><tr><td>Final Assessment: Written examination (Essay-type questions)</td><td>40%</td></tr></table>
Formative:
<table><tr><td>Case study analyses, short essay assignments</td><td>0%</td></tr></table>
The formative coursework aims to prepare students for the written project and the final examination.
The written project tests Learning Outcomes 1 and 2.
The final examination tests Learning Outcomes 3 and 4.

Students are required to resit failed assessments in this module.</td></tr>
<tr><td>INDICATIVE READING:</td><td>REQUIRED MATERIAL:

Slack, N. and Lewis, M. Operations Strategy, Pearson, latest edition

RECOMMENDED READING:

BOOKS

Goldratt, E.Y. and Cox, J. (2004) The Goal: A Process of Ongoing Improvement, Gower Publishing Limited

Grant, R. (2004) Contemporary Strategy Analysis, Oxford, Blackwell Publications
Hammer, M. and Champy, J. (1993) Reengineering the Organization, London, Nicholas Brearley Publishing

Hayes, Pisano et al. Strategic Operations. Free Press, latest edition.

Hayes, R.H., Pisano, G.P., Upton, D.M. and Wheelwright, S.C. (2004) Operations, Strategy and Technology: Pursuing the Competitive Edge, Wiley.

Liker, J. (2003) The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill Education

ARTICLE

Ambos, T.C., Cesinger, B., Eggers, F., and Kraus, S. (2019). "How does de-globalization affect location decisions? A study of managerial perceptions of risk and return", Global Strategy Journal, Vol. 10 No 1, pp. 210-236
Bromiley, P. & Rau, D. (2016). "Operations management and the</td></tr>
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resource based view: Another view". *Journal of Operations Management*, Vol. 41, pp. 95-106.

Charles, A., Lauras, M., Van Wassenhove, L.N. & Dupont, L. (2016). "Designing an efficient humanitarian supply network". *Journal of Operations Management*, Vol. 47-48, pp. 58-70.

Chatain, O. and Plaksenkova, E. (2018). "NGOs and the creation of value in supply chains" *Strategic Management Journal*, Vol. 40 No 4, pp. 604-630

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de Jesus Pacheco, D.A., Antunes Junior, J.A. and de Matos, C.A. (2021), ""The constraints of theory: What is the impact of the Theory of Constraints on operations strategy?", *International Journal of Production Economics*. https://doi.org/10.1016/j.ijpe.2020.107955

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Fang, F. and Kim, J. (2018). "The power and limits of modularity: A replication and reconciliation", *Strategic Management Journal*, Vol. 39 No 9, PP. 2547-2565

Feng, C., Jiang, L., Ma, R. and Bai, C. (2021), "Servitization strategy, manufacturing organizations and firm performance: a theoretical framework", *Journal of Business & Industrial Marketing*. https://doi.org/10.1108/JBIM-04-2020-0184

Hitt, M.A., Xu, K., & Carnes, C.M. (2016). "Resource based theory in operations management research". *Journal of Operations Management*, Vol. 41, pp. 77-94.

Hughes, P., Hodgkinson, I., Elliott, K. and Hughes, M. (2018), "Strategy, operations, and profitability: the role of resource orchestration", *International Journal of Operations & Production Management*, Vol. 38 No. 4, pp. 1125-1143.

Ketokivi, M. & McIntosh, C.N. (2017). "Addressing the endogeneity dilemma in operations management research: Theoretical, empirical, and pragmatic considerations", *Journal of Operations Management*, Vol. 52, pp. 1-14.

Ketokivi, M., Turkulainen, V., Seppälä, T., Rouvinen, P. & Ali-Yrkkö, J. (2017). "Why locate manufacturing in a high-cost country? A case study of 35 production location decisions". *Journal of Operations Management*, Vol. 49-51, pp. 20-30.

Kulkarni, S., Verma, P., and Mukundan, R. (2019). "Assessing manufacturing strategy definitions utilising text-mining". *International*

	Journal of Production Research, Vol. 57 No 14, pp. 4519-4546. Kumar, V., Jabarzadeh, Y., Jeihouni, P. and Garza-Reyes, J.A. (2020), "Learning orientation and innovation performance: the mediating role of operations strategy and supply chain integration", *Supply Chain Management*, Vol. 25 No. 4, pp. 457-474. Lee Park, C. and Paiva, E. (2018), "How do national cultures impact the operations strategy process?". *International Journal of Operations & Production Management*, Vol. 38 No. 10, pp. 1937-1963. Liu, C., Li, Z., Tang, J., Wang, X. and Yao, M-J. (2021), "How SERU production system improves manufacturing flexibility and firm performance: an empirical study in China". *Annals of Operations Research*. https://doi.org/10.1007/s10479-020-03850-y Matthias, O. and Brown, S. (2016), "Implementing operations strategy through Lean processes within health care", *International Journal of Operations & Production Management*, Vol. 36 No. 11, pp. 1435-1457. Prakash J. Singh, Frank Wiengarten, Alka A. Nand, Teresa Betts. (2015). "Beyond the trade-off and cumulative capabilities models: alternative models of operations strategy". *International Journal of Production Research*, Vol. 53 No 13, pp. 4001-4020. Rodríguez-Espíndola, O., Albores, P. and Brewster, C. (2018), "Decision-making and operations in disasters: challenges and opportunities", *International Journal of Operations & Production Management*, Vol. 38 No. 10, pp. 1964-1986 Rong, K., Lin, Y., Yu, J., and Zhang, Y. (2019) "Manufacturing strategies for the ecosystem-based manufacturing system in the context of 3D printing". *International Journal of Production Research* 0:0, pages 1-20 DOI: 10.1080/00207543.2019.1627436 Sarmiento, R., Whelan, G., and Matthias Thürer, M. (2018). "A note on 'beyond the trade-off and cumulative capabilities models: alternative models of operations strategy". *International Journal of Production Research*, Vol. 56 No 12, pp. 4368-4375. Trentin, A., Somià, T., Sandrin, E. and Forza, C. (2019), "Operations managers' individual competencies for mass customization", *International Journal of Operations & Production Management*, to be published. Wiengarten, F., Li, H., Singh, P. and Fynes, B. (2019), "Re-evaluating supply chain integration and firm performance: linking operations strategy to supply chain strategy", *Supply Chain Management*, Vol. 24 No. 4, pp. 540-559. Yu, W., Minniti, M. and Nason, R. (2018). "Underperformance duration and innovative search: Evidence from the high-tech manufacturing industry", *Strategic Management Journal,* Vol. 5 No 5, pp. 836-861
COMMUNICATION REQUIREMENTS:	Use of appropriate academic conventions as applicable in oral and written communications.

SOFTWARE REQUIREMENTS:	MS Office
WWW RESOURCES:	www.balancedscorecard.org www.ge.com www.hbsp.harvard.edu www.juse.org.jp www.opsman.org www.poms.org www.quality.nist.gov www.ReuterBusinessInsight.com/login.asp www.toyota.co.jp
INDICATIVE CONTENT:	1) The Concept and the Nature of Operations Strategy a) Perspectives b) Time. Trade-offs, Targeting 2) The Content of Operations Strategy a) Capacity b) Supply Network c) Process Technology d) Operations e) Product Development 3) The Process of Operations Strategy a) Creating Resonance between Strategic decisions, Organizational Capabilities and Market Requirements b) Operations Strategy and Sustainability c) Operations Strategy and Risk 4) The Future of Operations Strategy