## DEREE COLLEGE SYLLABUS FOR: MG 4548 OPERATIONS STRATEGY

(UK LEVEL: 6  
UK CREDITS: 15  
US CREDITS: 3/0/3  
(Updated Fall 2021)

### 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
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.

### ASSESSMENT:

<table>
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<tr>
<th>Summative:</th>
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<tbody>
<tr>
<td>First Assessment: Written project (group 4,000 – 4,500 words)</td>
<td>60%</td>
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<tr>
<td>Final Assessment: Written examination (Essay-type questions)</td>
<td>40%</td>
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<th>Formative:</th>
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<tr>
<td>Case study analyses, short essay assignments</td>
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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.

### INDICATIVE READING:

#### REQUIRED MATERIAL:


#### RECOMMENDED READING:

##### BOOKS


##### ARTICLE


|---|

**COMMUNICATION REQUIREMENTS:** Use of appropriate academic conventions as applicable in oral and written communications.
<table>
<thead>
<tr>
<th>SOFTWARE REQUIREMENTS:</th>
<th>MS Office</th>
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| WWW RESOURCES:         | www.balancedscorecard.org  
|                        | www.ge.com  
|                        | www.hsdp.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 |