

Course: Scaling operations: linking strategy and execution

Assignment 1: Coursera

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The main capabilities of Coursera's operating system can be divided in two categories student centered capabilities and instructor centered capabilities. Student centered capabilities include everything a student has control of such as account creation and modification, signing up for and unenrolling in courses and accessing signature track. Instructor centered capabilities include everything the instructor has control of such as course creation, allowing access to material and assessment selection (within the possibility offered by the platform).

The main assets that are used by Coursera to support these capabilities are its software platform and network of partner institutions. The software platform offered by Coursera is at the core of its value proposition as it allows the organization to link students and universities/instructors. The second asset Coursera has is its network of partner institutions. As these are providing the content which is at the core of the learning experience, they form an essential part in the success of the company.

The main process for Coursera, that is performed by the organization itself, is the grading and issuing of certificates and statements of accomplishment and technical support. Based on the grading scheme set by the instructor the system generates these documents for all students that pass the course. If students have technical questions (not about the course), Coursera will also offers technical support. Here it has to keep track of questions users ask.

Outsources processes include: content creation (done by the university/instructors), IT infrastructure maintenance (done by Amazon Web services), content translation (student community) and payment processing (done by various providers such as credit card companies).

The alignment of its operating system can be described as well aligned with its customer preferences due to high number of students that the platform seems to attract.

A shift to the on-demand offering of courses will impact the operating business model by requiring the organization and its partners to become more flexible in terms of assessment options and an increased responsiveness towards students. Assessment needs to become more flexible as there is no longer a guarantee students are able to get their grades on time (as there may be no one that can peer assess their work). Increased responsiveness is necessary as a greater variation in the questions posed may be present. Although universities/instructors will most likely be affected by this (as content questions exceed the number of technical questions), this is something Coursera should be taken into account.