POST GRADUATE PROGRAMME
OPERATIONS STRATEGY
COURSEOUTLINE

Instructor and Contact Information

NAME: RAHUL PANDEY

E-MAIL: RAHUL.PANDEY@IGSALABS.COM; RAHULANJULA@GMAIL.COM

OFFICE: -

OFFICE TEL: +91 96633 76767

COURSE DESCRIPTION

The course 'Operations Strategy' aims to provide an integrated perspective of operations functions. With several case studies and examples from the real world, it illustrates four major aspects of the integrated perspective: (i) Inter-linkage of operations and operations related functions such as production, quality, procurement, logistics, distribution, maintenance, product design and engineering and process technology, among each other; (ii) Inter-linkage of operations function with other major functions such as HR, sales and marketing, R&D and finance; (iii) 'Bottom-up' link between operations and strategy, in which operating systems are designed to fit with strategic objectives; and (iv) 'Top-down' link between operations and strategy, in which certain operating capabilities – built over time – provide options that offer strategic advantage. The course discusses these perspectives through concrete operating strategies applied in different product-market contexts.

COURSE OBJECTIVE

- To discuss the strategic role of operations in realizing business objectives in the context of current rapid technological advancements, globalization, competition, and global deployment of resources.
- To study ways to develop and implement policies and make decisions toward realizing' integrated operations' that are in harmony with other functions and the overall business strategy.
- To understand the importance and methods of building operations capabilities, which ensure that 'operations' fits with 'strategic goals' and that core competencies can draw from 'operations' to provide 'strategic advantage' in the long run.

COURSE LEARNING OUTCOMES

By the end of the course the student should be able to:

1) Become familiar with the concepts of operations strategy;
2) Learn to view operations management tools/techniques/concepts with integrated perspective;
3) Learn to appreciate the connections of operations functions among themselves, with other major functions, and with strategy;
4) Learn how operating systems/structures could be designed to support higher goals of business, strategy, markets and environment;

5) Learn how certain core capabilities could be built within operations so as to provide strategic options and advantage at higher levels.

ALIGNMENTS OF INTENDED PROGRAM & COURSE LEARNING OUTCOMES

Sn.	**Programme Objectives**	**Course Learning (CL) outcomes** **(see section above)**
1	To acquire knowledge and skills in key functional areas	Session# 4,5,6,9,10,12,13,14,18; Quizzes 1,2,3
2	To internalize the knowledge and skills in key functional areas	Session# 4,5,6,9,10,12,13,14,18; Quizzes 1,2,3
3	To integrate and apply business knowledge	Session#1-20; Case Presentations; Quizzes 1,2,3; Group Project; Exam
4	To develop a global perspective	Session#5,6,9,10,13,14,15,16,17,19
5	To inculcate values of professionalism, ethical leadership and social responsiveness	Session# 20; Group Project
6	To master relational and interpersonal communication skills	Case Presentations; In-class discussions

REQUIRED COURSE MATERIALS AND READINGS

TEXTBOOK

Main Text Book, Notes and Cases

1. "Operations, Strategy, and Technology: Pursuing the Competitive Edge" by Hayes, Pisano, Upton, and Wheelwright, reprinted by Wiley-India in 2011.

2. Course Polycopy containing some readings, notes and cases/caselets.

Other Reference Books

1. "Operations Strategy (Second Edition) by Nigel Slack and Michael Lewis, Pearson Education, Published by Dorling Kindersley (India) Pvt. Ltd. (2009).
2. "Strategic Operations Management" by Robert H. Lowson, Routledge (2002).
3. "Operations Strategy: Competing in the 21st Century" by Sara L. Beckman & Donald B. Rosenfield, McGraw-Hill (Special Print, 2009).

EVALUATION

- Exams: There will be one examination covering entire course syllabus.
- Quizzes: There will be three short quizzes. They will be scheduled roughly at the points indicated in 'Course Schedule'.
- Group Project Report: Students will carry out projects in groups. See 'Details of Group Project' at the end of this document.

- Class Participation: Students are responsible for all materials covered and readings assigned. Be prepared to answer certain questions that had been emphasized in/prior to classes or from the reading/ assignments. Your performance and participation will then be used to determine your participation mark.

GRADING SCHEME

End Term Exam	50%
Quizzes/ Assignments	20%
Group Project	20%
Participation	10%
Total	**100%**

ACADEMIC DISHONESTY

Academic dishonesty or misconduct is cheating that relates to an academic activity. It is a violation of trust between the Institute and its stakeholders. Plagiarism, fabrication, deception, cheating and sabotage are examples of unacceptable academic conduct. Please consult the PGP Manual for the section on academic dishonesty

COURSE SCHEDULE

Session	Topics to be covered in the course	Readings and Book Chapter	Learning tools; Assessment Criteria
Concept of Operations Strategy			
1	What is Operations Strategy? How does it differ from Operations Management and Corporate Strategy?	Chapters 1, 2	Lecture, concepts, discussion
2	Operational Performance Dimensions and Trade-offs & Operations Strategy Framework	Chapters1, 2	Lecture, concepts, examples, discussion
3	Fit, Focus, Learning; Structure vs. Infrastructure	Chapter 2	**Case: ACC vs. DJC**; Lecture, concepts, examples, discussion
Capacity and Facilities Strategies			
4	Capacity-Location Decisions and Trade-offs	Chapters 3, 9	Lecture, concepts, examples, discussion
5	Capacity-Location Expansion under Uncertainty; Capacity Expansion issues for global organizations	Chapters 3, 9	**Case: Genentech: Capacity Planning**; Lecture, concepts, examples, discussion
6	Capacity-Location Expansion	Chapters 3, 4	**Case: NTPC**;

	under Dynamic Technology, Regulatory and Market Environments; Vertical Integration issues		Lecture, concepts, examples, discussion
7	Capacity-Location Expansion under Working capital Constraints; Issues for SMEs	Chapter 3	**Case: Pagoda Enterprises: Challenges of a Small Engineering Firm**; Lecture, concepts, examples, discussion
8	BPR, Intra-Facility Layout, Systems, ERP, and Organization	Chapters 6, 10, 11	**Case: National Automobiles Co.**; Lecture, concepts, examples, discussion
Vertical integration, Sourcing& Supply Chain Network Strategies			
9	Make vs. Buy, Vertical integration and Outsourcing Strategy	Chapter 4	**Case: VF Brands: Global Supply Chain Strategy**; Lecture, concepts, examples, discussion
10	Sourcing and Vendor Relations Strategy	Chapter 4	Lecture, concepts, examples, discussion
			Group Projects: Interim review
11	Designing & managing operating networks; Network design, expansion and consolidation; Strategic implications of supply chain operations management systems	Chapter 5	TBD; Lecture, concepts, examples, discussion
Product-Process Design, Technology Development and Innovation Strategies			
12	Strategic Product Designing for Cost Reduction	Chapter 7	Lecture, concepts, examples, discussion
13	Strategic Product Design & Development: Prototyping and Quality	Chapter 7	**Cases: BMW: The 7-Series Project(A); BMW: The 7-Series Project(B)**; Lecture, concepts, examples, discussion
14	Impact of digital technology on product development; Commoditization in technology sector; Strategic product-process technology development; Types	Chapters 10	**Case: AmTran Technology Ltd.**; Lecture, concepts, examples, discussion

	of innovation; Product & process innovations		
15	Sustaining Innovations and Commercialization	Chapter 7, 10	**Case: Delta Electronics Hybrid Power Train**; Lecture, concepts, examples, discussion
16	Design Thinking; Disruptive Innovations	TBD	**Case: Design Thinking and Innovation at Apple**; Lecture, concepts, examples, discussion
Service Operations Strategies			
17	Process Design and Improvement in Services; Service Profit Chain	Chapter 7	**Case: Southwest Airlines**: In a Different World; Lecture, concepts, examples, discussion
18	Process standardization, control and improvement; Six sigma and its strategic implications	Chapter 7	TBD; Lecture, concepts, examples, discussion
Sustaining Improvement and Building Operations Capability			
19	Capability led Strategic Change; Sustaining improvements and innovations	Chapters 10, 11	**Case: Toyota Motor Manufacturing, USA, Inc.**; Lecture, concepts, examples, discussion
20	Building manufacturing & operations capability in India		Lecture, concepts, examples, discussion
			Group Projects: Final review
			Exam

DETAILS OF GROUP PROJECT

Operation Strategy Group Project:

From primary field study and secondary literature, compile and analyse several real world examples of an operations strategy theme and industry selected by your group.

- Select a theme within Operations Strategy.

- Carry out a comprehensive review of concepts/theories/frameworks – journals, books, etc.
- Select an industry or group of industries; Carry out a comprehensive review of industry practices which possibly connect with the selected theme and its concepts/frameworks. Sources of this review could be practice focused journals, magazines, primary interviews with industry executives – senior & junior; Cover multiple firms/examples, at least one of them must be studied through primary interviews.
- Carry out analysis and write a short report connecting concepts/frameworks with real world practice examples.
- All sources must be cited.