

## **Amrita School of Business**

**Amrita Vishwa Vidyapeetham, Coimbatore**

**Term V (11 Oct – 24 Dec 2016)**

<b>Course Title:</b>	Operations Strategy
<b>Course Code:</b>	OM511E
<b>Specialization:</b>	Operations
<b>Course Instructor:</b>	Hemamala. K
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<b>Office:</b>	F-7
<b>Office hours:</b>	Monday- Friday 2:00 – 4:00 pm

# Operations Strategy

## Course Plan

### Course description

A firm's operations encompass all the activities that are performed in order to produce and deliver a product or a service and operations strategy refers to a set of operations decisions that a firm makes to achieve a long-term competitive advantage. Cost minimization is not the only driving objective of managing a firm's operations any more. Market requirements are getting translated into many other performance objectives, like quality, speed, dependability and flexibility, which could sometimes be contradicting with each other. Operations, therefore, have to be managed in the broader context of the firm's business strategy. In this sense, decisions on operations capabilities must fit and be consistent with the business strategy. Such decisions need to be consistent with each other and must take into account the external competitive environment and the internal resources of the firm. Strategic choices about facilities, capacity, process technology, sourcing, control and information systems and other areas significantly affect what the business brings to the marketplace. The goal of this course is to provide students with an understanding of why, what and how operational decisions are integral to a firm's success. The course builds on concepts from the core courses from previous terms, Production and Operations Management and Strategy Management. Special emphasis is placed on identifying and understanding the issues in strategy implementation.

### Course Objectives

On completion of this course, students will be able to

1. *Understand the concept of operations strategy and able to integrate their study of operations management with their core course in strategic management.*
2. *Apply some of the ideas from operations strategy to a variety of businesses/organizations*
3. Analyze alternative strategies and evaluate the process of implementation
4. Craft an implementable operations strategy for a given business/organization

The highlighted course objectives above support the program level learning goal of “***Critical and Integrative Thinking***”.

### Learning expectations

During the course, the students are expected to demonstrate highest levels of involvement and commitment, in terms of efforts, quality of work, and conduct. Students shall come prepared to all the classes, participate in the classes and contribute to the overall learning in the classes.

### Assessment

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|---|-----|
| • Class participation / preparation                   | 10% |
| • Case analysis, write-up submission and presentation | 20% |
| • Term paper/ presentation                            | 20% |
| • Mid- term exam                                      | 20% |
| • End-Term exam                                       | 30% |

## Text Book and Materials

1. Slack, Nigel and Lewis, Michael *Operations Strategy*, 2nd ed., Pearson Education.
2. Copies of cases and readings

## Session Plan

S. no	Topic	Chapter	Activity / Reading	Teams
1	Operations Strategy	1	Shavarini, et al. (2011) <i>Operations strategy &amp; Business strategy alignment model</i> , IJOPM	
2				
3	Operations Performance	2	Mills & Neely (1998), <i>Manufacturing strategy: a pictorial representation</i> , IJOPM	
4				
5	Strategy Implementation	10	Martin, R.L, <i>The Execution Trap</i> , HBR	
6				
7	Capacity Strategy	3		1
8				
9	Supply Network Strategy	4		2
10				
11	<b>Case 1 : Tata Nano: The People's Car</b>			
12	Process Technology Strategy	5		3
13				
14	Improvement Strategy	6		4
15				
16	<b>Case 2: Aravind Eye Hospital, Madurai, India: In Service for Sight</b>			
17	Product/ Service Development Strategy	7		5
18				
19	Process of Operations Strategy: Alignment	8		
20				
21	<b>Case 3: IDEO: Service Design</b>			
22	Process of Operations Strategy: Substitutes for strategy?	9		
23	Term paper presentations	Teams 1 and 2		
24		Teams 3, 4 and 5		

Note: The number of sessions may exceed by 10% to allow time for overruns in case discussions.

## **Term Paper**

The term paper is a group exercise and will follow the guidelines given below. The work will be reviewed twice in the term, first review for literature review and business model, before mid-term exam and the second review before the final presentation. A presentation will be made by the group for 15 + 15 minutes on the assigned sessions at the end of the term. The presentation and submission carry 10 marks each.

### *Topics*

Operations Strategy for:

Service Businesses	(Team 1)
Retail Businesses	(Team 2)
e- Businesses	(Team 3)
SMEs	(Team 4)
Rural Entrepreneur	(Team 5)

### *Phase-wise Plan*

1. Literature review
2. Business model development

#### *Review 1*

3. Identification of the unique challenges
4. Mission development and statement of the grand strategy
5. Identification of the performance objective(s)
6. Discussion on the key operations decisions

#### *Review 2*

7. Identification of the issues in implementation and a plan for resolving those issues.

#### *Presentation*

#### *Submission*