

Department of Management  
Amrita Vishwa Vidyapeetham  
Amritapuri

Term VI (Jan –March 2018)

Course Title: Strategic Operations Management

Course Code: OM 608 E

Credits: 3

Total Sessions: 24

Course Instructor: **Abhijath.V**

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Course Link:

Office:

Office hours:

Course contributes mostly to: Employability/ Entrepreneurship/ Practical Orientation

### Course Description

This course intends to provide a framework to describe and formulate an operations strategy and understand and evaluate the key decisions in operations that have a substantial impact on a firm's competitive position. It would necessarily try in formulating an operational strategy (long-term plan) and making strategic (important) operational decisions. We will study books, articles, and cases in a variety of settings using a variety of tools to achieve these two goals.

There has been a realization that manufacturing and service operations have to be managed in the broader context of business strategy. In this sense, decisions on manufacturing and operations capabilities must fit and be consistent with the business strategy. Such decisions need to take into account the competitive environment, including the maturity of the industry on the S-curve and the structure of the value chain. Furthermore, decisions about different areas of manufacturing and operations must be consistent with each other. Strategic choices about facilities, capacity, vertical integration, process technology, control and information systems, sourcing, human resources, organization, and other areas all significantly affect what the business brings to the marketplace. The course will examine how decisions in these areas can be made in a coherent manner.

The course also examines how organizations compete through operations and use operations to their competitive advantage. A competitive advantage can accrue through superior product development, cost, quality, features, etc.

## Course Objectives (CO)

1. Give insights in to integrative perspective of OM
2. Insights in to different strategic choices in decision areas of Operations Management
3. Understanding criticality of execution of Decisions in Operations Management
4. Understand the concepts in World Class Operations
5. Insights and practical understanding of New models in Operations Management

## Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Strategic perspective to OM is necessary as

- Customer sophistication
- Diversity
- Transformation from supply side of business to PULL side
- Greater need for customization
- Complexity involved in Operations Management
- Need for flexible and responsive organizations

In the approach taken in course delivery, the students need to develop a critical and integrative thinking , encouraged to think out of the box in connecting solutions and models to real life operations challenges.

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	2	2	3	3
CO2	3	3	2	3	2
CO3	3	3	3	3	3
CO4	3	3	2	3	3
CO5	3	3	2	2	2

Key: 3 – Highly relevant; 2 –Moderately relevant; 1 – Low relevance; 0- No relevance

### Unit-wise scope for outcomes and Bloom's taxonomy

Students are encouraged to

- Attend all lectures. Be an active listener/participant.
- Read the text and other instructional materials.
- Be ahead of class lectures by pre-reading the Chapters and come to class fully ready to discuss the issues/topics
- Keep up-to-date regarding Strategic Operations management trends and developments in India and USA by reading quality-oriented periodicals published in print and in the Internet.
- Participate in discussions of case studies of organizations implementing Decisions in Operations Management at different levels.
- In your study group / teams, conduct comprehensive analyses of case studies.
- Practice solving the problems assigned
- Work on live problems

Bloom's Levels of Learning	CO 1	CO 2	CO 3	CO 4	CO 5
Creating	X		X	X	X
Evaluating	X	X	X		X
Analyzing	X	X	X	X	X
Applying		X	X	X	X
Understanding	X	X	X	X	X
Remembering	X	X	X	X	X

### Course structure

The course will be divided into four parts. In the first part, we will examine general concepts such as competitive leverage using manufacturing and operations, the fit of the various elements of manufacturing and operations, the impact of the competitive environment, and the structure of the value chain. We will explore how industry dynamics affect strategy and discuss concepts of industry clock speed. In the second part, we will examine the key elements and decision categories in an operations strategy. These include facilities and capacities, technology, and the other decision categories noted above. In each of these areas, we will examine how different choices affect the business competitively and how to make decisions in each of these.

In the third part of the course, we will examine different integrated strategic approaches, each of which places requirements on operations but allow different means for companies to compete. These approaches include competing on cost and productivity; quality; availability; features, innovativeness and new products; and environmental performance. We will compare these different approaches and the tradeoffs among them. Finally, in the fourth part we will examine some issues in operations policy and strategy that are particularly relevant today. These issues revolve around outsourcing and globalization. We also look at examples of World class Operations.

On a general note, it covers It covers strategic decisions in the following areas of Operations Management

- Forecasting
- Product & service design
- Capacity
- Process strategy
- Work system design
- Location
- Quality
- Supply chain
- Aggregate planning
- Lean operations

**Pedagogy**

- Case studies
- Individual presentations
- Group presentations
- Role play
- Class discussions
- Group and individual assignments
- Videos
- Live exercises

**Assessment (Grading Policy: Relative)**

S. no	Assessment exercise	Description	Weight
<b>Group assessment</b>			
1	Group assignments	<i>Cases</i>	10%
		<i>Group Exercises</i>	10%
		<i>Learning summarization</i>	10%
		<i>Mini Project</i>	05%
		<i>Main Project</i>	10%
		<i>Live problem solving</i>	10%
<b>Individual Assessment</b>			
2	End-term exam	<i>Final exam</i>	35%
3	Individual assignments	<i>Short cases and readings</i> <i>Problem solving</i> <i>In class exercises</i>	10%

## Course Requirements

- Academic dishonesty is any type of cheating that occurs in relation to a formal academic exercise. It can include Plagiarism means the adoption or reproduction of original creations of another author (person, collective, organization, community or other type of author, including anonymous authors) without due acknowledgment (reference and citation). In accordance with the University Code of Academic Misconduct, plagiarism in any form will result in an “F” for the component of course. Cheating on exams carries similar penalties.
- **Written Work:** All written work for this class should be typed and grammatically and mathematically correct
- **Attendance:** Attendance is expected. In the case of absence, you are responsible for all work assigned or due. Anyone who plans to miss a class should provide assignments prior to class. Students with less than 80% attendance will not be graded for the course.
- **Examination and Assignment Submission Policy:** Students are expected to take the examinations and submit assignments as per the predetermined schedule. Missed examinations will never be given, unless there are convincing reasons.
- Every session would have about 45 minutes of lecture, 15 minutes of discussion /questions and answers and 15 minutes devoted to application of the concepts in the chosen field through case studies, problems, examples etc.
- The course will be based on the lecture, case and situation simulation methods. Hence, it is expected that each student will have read the assigned material and/or case and be prepared to discuss them and answer related questions in class. The assigned reading load is heavy, as the breadth of the Quality Management field necessitates. Your registration in this course is a commitment to do a careful, critical reading of all required materials prior to each class. Discussions and individual contributions are encouraged, expected, and shall count toward your final performance evaluation.

## Course Text

Text book- **Operations Strategy Second Edition Nigel Slack/Micheal Lewis**  
**Pearson**

## Session plan

Session	I. Topic	Readings	Post class readings
1,2	Introduction to Operations Strategy-Interface with organizational, Business and functional strategies	Relevant chapter in Text	Assigned cases and exercises
3,4	Operations Performance	Relevant chapter in Text	Assigned cases and exercises
5,6,7	Capacity Strategy	Relevant chapter in Text	Assigned cases and exercises/Short situations/Role play
8,9,10	Supply chain strategy	Relevant chapter in Text	Assigned cases and exercises/Short situations/Role play
11,12,13	Process Technology strategy	Relevant chapter in Text	Assigned cases and exercises/Short situations/Role play
14,15	Improvement strategy	Relevant chapter in Text	Assigned cases and exercises/Short situations/Role play
16,17,18	Product & service development strategy	Relevant chapter in Text	Assigned cases and exercises/Short situations/Role play
19	Process of operations strategy—Sustainable alignment	Relevant chapter in Text	Assigned cases and exercises/Short situations/Role play
20	Process of operations strategy—Substitute strategy	Relevant chapter in Text	Assigned cases and exercises/Short situations/Role play
21,22	Process of operations strategy—Implementation	Relevant chapter in Text	Assigned cases and exercises/Short situations/Role play
23,24,25	World class manufacturing & services	Relevant chapter in Text	Assigned cases and exercises/Short situations/Role play

### **Contribution to Placements**

This course introduces to the students to principles of Strategic Operations Management, which are later reinforced using case studies from Indian scenario. Further, the project will get them ready to develop an understanding of Design and execution of / defined outcomes. This enhances their employability in the domain of Quality in Operations. Several companies test students on their understanding of quality concepts and its practical applications This course guides the development of such acumen needed for recruitment in Operations domain. The integrative concept and big picture thinking helps these students to be clearly differentiated in the area of Operations Management.