



INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR
PROGRAMME NAME: POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)
OPERATIONS STRATEGY
CREDIT: 3 CREDITS
SESSION DURATION: 60 MINUTES

TERM: V
ACADEMIC YEAR: 2020-2021
BATCH: PGDM (2019-2021)

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Course Introduction: Operations strategy describes how manufacturing and operations can be used as sources of competitive advantage. The generic view of operations management as the task of maintaining a more stable production or service facility has paved way to a path which requires renewed flexibility, relentless improvement, and the development of new capabilities at the operating unit level. As the global curtain draws back to expose more and more operations to the mounting pressures of worldwide competition, there are fewer places for laggard operations to hide. This course approaches this challenge primarily from two perspectives: (1) how should a firm design their products so that they can be profitably offered; (2) how can a firm best organize and acquire resources to deliver its portfolio of products to customers.

Learning Outcomes:

LO 1: Describe and discuss the key operations strategy concepts

LO 2: Discuss critically the practical use of the techniques covered, taking into account organizational context

LO 3: Explain and discuss the relationship between operational strategy with the other functional strategies

LO 4: Explain the overall business policies in the context of strategy goals and objectives of the organization to make profits

LO 5: Analyze the resource allocation strategies in businesses to meet the customer requirements

Course Pedagogy: The sessions will be a blend of interactive lectures and discussions and will be supplemented by cases and exercises. **Students are expected to come prepared and participate in the discussions.**

Course Readings:

Text Book: Slack, N. and Lewis, M. (2017). *Operations Strategy*. Harlow, United Kingdom: Pearson Education Limited.

Suggested Readings

1. Van Mieghem, J. A., & Allon, G. (2014). *Operations Strategy: Principles and Practice*. (2nd ed.) Belmont, MA: Dynamic Ideas.
2. Hayes, R. (2005). *Operations, strategy, and technology*. Hoboken, NJ: Wiley.
3. Waters, C. (2006). *Operations strategy*. London: Thomson Learning.

Course Evaluation criteria:

Evaluation Components	Learning Outcomes	Weightage (%)
Class Participation (Including Case Discussions and assignment)	L01, L02, L03, L04, L05	20%
Quiz	L03, L04, L05	20%
Group Presentation	L01, L02, L03, L04, L05	20%
End-Term	L03, L04, L05	40%
		100%

Academic integrity

We are committed to upholding the highest standards of academic integrity and honesty. Plagiarism is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. You may refer the already available content just for your reference and to get the basic ideas. Only 20% of such content is acceptable, above that comes under the definition of Plagiarism which is unacceptable in IMI and will be treated seriously. All such cases will be referred to the appropriate body of the Institute for suitable disciplinary action.

Session Plan*:

Session	Topic	Learning Outcomes	Readings
1-4	Introduction to course <ul style="list-style-type: none"> ❖ Why is operations excellence fundamental to strategic success? ❖ What is operations strategy and how is it different from operations management? ❖ What is the 'content' of operations strategy? ❖ The operations strategy matrix ❖ What is the 'process' of operations strategy? 	L01, L02	Text book: Ch. 1 (Pages 1-33) Caselet: Amazon's Operational Capabilities
5-7	Capacity strategy <ul style="list-style-type: none"> ❖ Introduction ❖ What is capacity strategy? ❖ The overall level of operations capacity ❖ The number and size of sites Capacity change 	L01, L02, L03	Text book: Ch. 4 (Pages 117-130) Case: McDonald's: Half a century of growth

8-9	Purchasing and supply strategy <ul style="list-style-type: none"> ❖ Introduction ❖ What is purchasing and supply strategy? ❖ Contracting and relationships ❖ Which type of arrangement? 	L01, L02, L03	Text book: Ch. 5 (Pages 148-163)
10-12	Process technology strategy <ul style="list-style-type: none"> ❖ Introduction ❖ What is process technology strategy? ❖ Process technology should reflect volume and variety ❖ The product–process matrix 	L01, L02, L03	Text book: Ch. 6 (Pages 189-199)
13-15	Improvement strategy <ul style="list-style-type: none"> ❖ Introduction ❖ Operations improvement ❖ Setting the direction ❖ Importance–performance mapping ❖ Developing operations capabilities 	L01, L02, L03, L04	Text book: Ch. 7 (Pages 228-254) Case: Disneyland Resort Paris
16-18	Product and service development and organisation <ul style="list-style-type: none"> ❖ The strategic importance of product and service development ❖ Product and service development as a process ❖ An operations resources perspective on product and service development 	L01, L02, L03, L04, L05	Text book: Ch. 8 (Pages 264-273; 286-294)
19-22	The process of operations strategy – formulation and implementation <ul style="list-style-type: none"> ❖ Formulating operations strategy ❖ What is the role of alignment? ❖ What analysis is needed for formulation? ❖ The challenges to operations strategy formulation ❖ What is operations strategy implementation? 	L01, L02, L03, L04, L05	Text book: Ch. 9 (Pages 298-311; 315-325) Caselet: Things Change. OK?
23-25	The process of operations strategy – monitoring and control <ul style="list-style-type: none"> ❖ Introduction ❖ What are the differences between operational and strategic monitoring and control? ❖ How is progress towards strategic 	L01, L02, L03, L04, L05	Text book: Ch. 10 (Pages 329-339)

	<p>objectives tracked?</p> <ul style="list-style-type: none"> ❖ How can the monitoring and control process attempt to control risks? 		
26-27	<p>Developing a manufacturing strategy</p> <ul style="list-style-type: none"> ❖ Focussed Manufacturing 	L03, L04, L05	Case: Zara operating model
28-30	<p>Operations performance</p> <ul style="list-style-type: none"> ❖ Operations performance can make or break any organisation ❖ The relative importance of performance objectives changes over time 	L01, L02, L03	Text book: Ch 2: (Pages 43-67)
31-32	Group Presentations		