

DEPARTMENT OF MANAGEMENT
250-768 Global Operations Strategy, summer 2007
Class meets: Web-based Class

Name: Tom Bramorski

Office
hours:

This class will be conducted entirely online. Please interact with the instructor and fellow students exclusively within D2L.

Office: Carlson 5060

Phone: (262) 472-5444

Fax: (262) 472-4863

E-mail: BRAMORST@UWW.EDU

CATALOG DESCRIPTION: MANGEMNT-768, Global Operations Strategy, 3 cr.

A course focusing on strategic implications of operations decisions facing the top manager, such as the operations vice-president or plant manager. Cases are used to identify, analyze and recommend solutions to specific problems resulting from corporate decisions taken in the areas of processes and infrastructure. Current trends in selected industries are discussed.

Prerequisite: MANGEMNT-719 or equivalent.

COURSE OBJECTIVES: The main objective is to provide students the knowledge of operations strategies and operational issues. Through case analyses and classroom discussions students will gain awareness and develop an understanding of operations strategy and the impact of operations decision on other functional areas. Given the cross-functional nature of business activities, students will learn of the need for close, effective communications between operations, marketing, engineering, personnel, finance and accounting. Upon completion of this course students will:

- a. **Recognize and use** terminology commonly used in the management of value chains.
- b. **Apply** concepts covered in this course in practice to business situations.
- c. **Select and use** appropriate quantitative and/or qualitative techniques to aid in supply chain management.
- d. **Demonstrate** their ability to use technology, communication skills, and teamwork.

These objectives will be assessed by a combination of Internet activities, online discussions, readings, and other assignments.

POLICY STATEMENT: The University of Wisconsin-Whitewater is dedicated to a safe, supportive and non-discriminatory learning environment. It is the responsibility of all undergraduate and graduate students to familiarize themselves with University policies regarding Special Accommodations, Misconduct, Religious Beliefs Accommodation, Discrimination and Absence for University Sponsored Events. (For details please refer to the Undergraduate and Graduate Timetables; the "Rights and Responsibilities" section of the Undergraduate Bulletin; the Academic Requirements and Policies and the Facilities and Services sections of the Graduate Bulletin; and the "Student Academic Disciplinary Procedures" [UWS Chapter 14]; and the "Student Nonacademic Disciplinary Procedures" [UWS Chapter 17]).

ATTENDANCE POLICY: You are expected to actively participate in all class activities within D2L and for completing all course activities in a timely manner. A schedule of activities and due dates is available in D2L.

SCHEDULE CHANGES: The course plan is subject to change by the instructor. Any schedule changes will be announced in D2L.

COURSE TEXT:

1. Nigel Slack and Michael Lewis, "Operations Strategy," Prentice Hall, 2003 (available at UWW bookstore)
2. E-Teaches and other material provided with the course CD.
3. Announcements will be made periodically within D2L. **Please check D2L regularly for up-to-date information.**

COURSE FORMAT: Emphasis will be on group activities including discussions and the analysis of cases. Digitized lectures available on a course CD should be used as a supplementary learning medium. Groups of up to 4 members will be created through a self-enrollment process at the beginning of the course. Please enter D2L to enroll in a group and contact your fellow group members to coordinate work on course assignments. Please also update your D2L profile. This will help in facilitating the class and creating a friendly atmosphere in D2L.

COURSE TOPICS:

PART I: The Nature of Operations Strategy.

- Operation Strategy – Two Perspectives (Ch. 1)
- The Content and Process of Operations Strategy (Ch. 2)

PART II: The Content of Operations Strategy.

- Configuring Operations Strategy (Ch. 4)
- Capacity Dynamics (Ch. 5)
- Supply Network Relationships (Ch. 6)
- Process Technology (Ch. 8 and Ch. 9)
- Operations Development and Improvement (Ch. 11)
- Product and Service Development (Ch. 12)

PART III: The Process of Operations Strategy.

- Operations Strategy and Fit (Ch. 13)
- Operations Strategy and Sustainability (Ch. 14)

INTERNET ACTIVITY: Students are encouraged to familiarize themselves with the current trends in operations and supply chain management by exploring web sites such as: www.apics.org and www.supply-chain.org. This individual activity will help the students achieve course objective (a). The information from the web sites will be used in the course electronic discussion area and will enhance the quality component of the discussions.

ANALYSES OF CASES: There will be two case analyses (group assignment). Please refer to D2L for the details regarding these activities. These assignments will be used to evaluate course objectives (a), (b), (c) and (d).

GROUP DISCUSSIONS: Two group discussion topics related to Operations Strategy will be assigned in this course. The discussions will be held in the discussion section of D2L at times

provided in the schedule. You may post your comments to the discussion threads at any time before the due date. Please note that you will be evaluated both on the quality (see Internet Activity above) and the frequency of your participation in the discussions. Group discussions will be used to evaluate course objectives (a), (b) and (d). Your contributions to these activities will be evaluated after the discussion has closed. Please refer to the course schedule in D2L for completion dates.

Your contributions to discussion assignments should be based on your practical experiences and research sources including academic and professional journals. Journals such as International Journal of Operations and Production Management, Journal of Operations Management, International Journal of Production Research, Harvard Business Review, Interfaces, OMEGA could be very useful in improving the quality of your assignments. Teams are encouraged to use the Web resources, literature databases (ABI Informs, etc.), company annual reports, and other relevant materials available at UWW library. Please see the reference section of UWW library for assistance with access to library resources.

INDIVIDUAL READING ASSIGNMENTS. In each module study the assigned chapters from the textbook. This assignment will be used to evaluate course objectives (a), and (b).

EVALUATION PROCESS: Progress towards course objectives will be evaluated as follows:

Assignment	Points
Completing the Profile	20
Analyses of cases (2 cases @ 50 points each). Submit written case analyses (Perrigo and Acer) to a Dropbox in D2L. Since this is a group assignment , only one paper submission is required per group.	100
Discussions (2 discussions @ 30 points each). Participate in discussions (HP and TED) in the Discussions area in D2L. This is an individual assignment , so, everyone is expected to participate.	60
Submitting course evaluation feedback at the end of the course.	20
TOTAL POINTS:	200

GRADING SCALE

Letter Grade	Percentage
A	90-100%
AB	87-90%
B	80-87%
BC	77-80%
C	70-77%
D	60-70%
F	<60%