

17MB239-OPERATIONS STRATEGY

Course Objective:

The objective of this course is to enable the students to gain knowledge about the Operations Strategies. This course will develop skills of students in the area of designing the operations management, capacity and process technology strategies, developing purchasing and supply strategies, strategies for improvement of operations. To acquaint the students about the process of operations strategies.

Course Outcomes:

At the end of the course the student will be able to

- Understand concepts; develop skills in the area of Operations strategy design and process.
- Able to develop strategies for substitutes and capacity.
- Hone their abilities for developing purchasing, supply and process technology strategies.
- Hone their abilities to build the skills for product and service improvement strategies.
- Able to develop skills for designing the process for operations strategies.

UNIT - I

Operation strategy:

Concept of operation strategy, operation strategy Vs management, operation strategy matrix, operation strategy process, Generic performance of objectives, targeting and operations focus.

UNIT - II

Substitutes for strategy and capacity

TQM, lean operations, business process reengineering (BPR), six sigma, capacity strategy, overall level of operations capacity, capacity change

UNIT - III

Purchasing, supply and process technology strategies

Strategies of purchasing and supplies, vertical integration decisions, contracting and relationship, supply network dynamics, managing supplier overtime, purchasing and supply chain risk, process technology strategies, product and process matrix, evolution of process technology

UNIT - IV

Improvement strategies, process and service development

Operations improvement, setting the direction, performance mapping importance, developing operations capabilities, deploying capabilities in the market.

Product and service development process, market requirement perspective, operations resources perspective.

UNIT - V

Process of operation strategies

Formulation and implementation: formulating operation strategy and role alignment, analysis needed for formulation, challenges and implementation of operation strategies.

Monitoring and control process, strategic monitoring vs control, strategic objectives tracking process, control of risk, learning contribution to strategic control.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Visit any company and identify the operations strategies followed by them.
2. Prepare a report on TQM implementation process followed by a company that you have visited recently.
3. Identify the purchasing and process Technologies followed by a company known to you.
4. Prepare a report on improvement strategies of a company you have visited.
5. Visit any company and prepare the report on its process Operations strategies.

Text Book:

1. Nigel Slack and Michael Lewis “Operations Strategy”, 4e, Pearson.

REFERENCE BOOKS:

1. Jan A. Van Mieghem and Gad Allon “Operation Strategy Principles and Practices”, 2e Printice Hall 2015.
2. Robert Hayes and Gary Pisona “Operation Strategy and Technology”, Wiley India, New Delhi 2001.