

Course Code	MB18OM04	Course Name	Operations Strategy	Course Category	Elective Course			
					L	T	P	C
					2	0	2	3

Pre-requisite Courses	Operations Management	Co-requisite Courses		Progressive Courses	
Course Offering Department	MBA		Data Book / Codes/Standards		

Course Learning Rationale (CLR):	The purpose of learning this course is to:	Learning	Program Learning Outcomes (PLO)
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CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6			
Understand about what is operations strategy and how its applied in the field of operations management	Practice formulate, implement, monitor and control the operations strategy in efficient way	Effective utilization of resources for fulfilling the market requirements in terms of quality, speed, dependability, flexibility and cost	Make operation decisions on capacity strategy, supply strategy, process technology strategy, and development and organization strategy	Get exposure on strategic perspective on cost and waste minimization	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	PO1 - Business Environment and Domain Knowledge	PO2 - Critical Thinking Business Analysis, Problem solving and Innovation	PO3 - Global Exposure and cross cultural understanding	PO4 – Social Responsiveness and Ethics	PO5 – Effective Communication	PO6 – Leadership and Team Work			
On completion of this course the students should be in a position to exhibit the following learning skills:																
Course Learning Outcomes (CLO):	<i>At the end of this course, learners will be able to:</i>															
CLO-1	Understand fundamental and conceptual ideas about operations strategy							1	50	50	H	L	L	M	M	L
CLO-2	Develop, execute and control operations strategy in systematic way							2	60	70	H	H	M	M	L	H
CLO-3	Manage operation resources effectively in an organization				2	70	75	H	H	M	M	M	H			
CLO-4	Offer strategic solutions to the top management of an organization				3	80	70	H	H	M	M	M	H			
CLO-5	Analyze and determine alternative strategic solutions with respect to capacity, supply network, technology and development aspects				3	90	80	H	H	H	M	M	H			

Duration (hr)		6	6	6	6	6
S-1	SLO-1	Operations strategy – Introduction	Systems in operations strategy	Capacity Strategy – Basic concepts	Quality Strategy – Basic concepts	Purchasing strategy
	SLO-2	Resources and processes; Definition	Processes in operations strategy	Management of Capacity strategy	Quality Strategy and Change	Supply network strategy
S-2	SLO-1	Innovation discipline	Vertical integration	How to make decisions on capacity	Action programs	Sourcing strategy
	SLO-2	Operations discipline	Outsourcing in Supply network	capacity expansion	Sources of quality	Supplier management
S-3	SLO-1	Operations performance	Business processes	Technology Strategy – Basics, Process-product matrix	Measures of quality	Logistics systems
	SLO-2	Operations Strategy framework	Process of operations strategy	Technology Strategy – Challenges and evaluating process	Competing on cost versus availability	Logistics systems and the fulfillment of supply chain
S-4	SLO-1	Operations Strategy framework – VRIO Framework	Substitution for strategy – TQM and Lean operations	Process technology decisions – Volume variety based decisions	Competing on cost versus features	Supplier power and overseas sourcing
	SLO-2	Developing an operations strategy	Substitution for strategy – BPR, ERP and Six Sigma	Process technology decisions – evaluation based decisions	Competing on cost versus innovativeness	Moving up the value chain in outsourcing
S-5	SLO-1	Value chain dynamics	Process of operations strategy implementation – Basics and four types of central operation functions	Facilities strategy	Competition in the housing industry	Environmental strategy
	SLO-2	Operations decisions with respect to value chain dynamics	Process of operations strategy implementation – Participation and pre-req.	Facilities strategy and globalization	Competition in the housing industry: Improving cost and quality	Social sustainability strategy
S-6	SLO-1	Manufacturing Architecture	Service Strategy	Case study	Case study	Models for gaining advantage in a global environment
	SLO-2	Operations strategy with respect to manufacturing architecture	Service development and organization strategy	Case study	Case study	How to position within a value chain

Learning Resources	1. Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication, 2009	https://www.pearsoned.co.nz/9781292162515 http://www.worldcat.org/oclc/919006899 https://www.kobo.com/us/en/ebook/operations-strategy-3
	2. C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications, 2006	
	3. Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education, 2018	
	4. Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication, 2013	

Learning Assessment

	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA – 1 (10%)		CLA – 2 (15%)		CLA – 3 (15%)		CLA – 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	15	15	20	20	15	15	15	15	15	15
	Understand										
Level 2	Apply	20	20	15	15	15	15	20	20	20	20
	Analyze										
Level 3	Evaluate	15	15	15	15	20	20	15	15	15	15
	Create										
Total		100 %		100 %		100 %		100 %		100 %	

CLA – 4 can be from any combination of these: Assignments, Seminars, Tech Talks, Mini-Projects, Case-Studies, Self-Study, MOOCs, Certifications, Conference Paper, etc.

Course Designers

Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
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