OPERATIONS STRATEGY
22-OM-5085-001 – Spring 2018

Meetings: Tuesdays & Thursdays, 2:00 PM – 3:20 PM, Lindner 110
Textbook: Course packet only: http://cb.hbsp.harvard.edu/cbmp/access/72283931
Pre-Reqs: 22-OM-380/3080 and 1 completed OM elective, or by instructor’s permission
Web: http://canopy.uc.edu

Professor: Dr. Craig Froehle
Email: craig.froehle@uc.edu (preferred)
Office: 521 Lindner
Phone: 513-556-7174

Office Hours: By appointment (recommended), or just stop by

Description: This course focuses on the process and content of operations strategy and its support of the corporate and/or business unit strategy. We explore a variety of topics, reflecting the multi-faceted role that operations plays in the global enterprise. The course is case-based and strives to develop within the student a perspective for seeing operational decisions within a larger framework of corporate, market, global, social, and business environment issues.

Grade components:
10% Class & Team Contribution
60% Team Case/Research Reports (6 x 10% apiece)
15% Team Case/Research Presentation
15% Individual Case Summary Surveys (3 x 5% apiece)

Approx. grading scale:
A = 90-100
B = 80-89
C = 70-79
D = 60-69
F = 59 and below

Class & Team Contribution: In-class contributions and discussion on the course material will be viewed as partial support for fulfillment of this grade component. Missing and/or arriving late for more than three (3) sessions without notifying the professor in advance may result in a failing grade for this component of the course. Providing consistent and valued support to your teammates during this course will also be considered in this grade component.

Team Case Studies and Research Cases:
Each team of 5-6 students will analyze every case study and research case. Each team will then develop an analysis and response to the assigned questions/problems.

Reports: The team will write up a 1-page analysis to be handed in for every case study and research case. All reports will be handed in at the beginning of the class covering the assigned case study / research case.

Presentation: The presentation will cover the team’s analysis, a structured assessment of that week’s case study or research case, and justify the team’s recommendations. Each team’s presentation is to be 8-9 minutes long and in a professional format. A hardcopy of each team’s slides shall be provided to the instructor before beginning the presentations (no exceptions). All members of the team must participate in the presentation. Only 2 of the class’ 12 teams will present on a given day and these will be selected randomly (from the groups who have not yet presented) at the start of class; all other teams will hand in hardcopies of their slide decks (B&W, 2 slides per page, stapled) at the beginning of class for grading.

Individual Case Summary Surveys:
For each of the 3 case studies, each student is responsible for completing the Case Summary Survey and handing it in (hardcopy) at the start of the class session for that case study. The surveys will be posted on Blackboard at least a day before the class they’re due and are to be completed individually (no collusion).
## COURSE SCHEDULE

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<th>SESSION</th>
<th>TOPIC &amp; READINGS</th>
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| 1) T 1/9 | Operations Strategy – Intro & Overview  
Read: “Reflecting Corporate Strategy in Mfg. Decisions” (Wheelwright)* |
| 2) H 1/11 | Operations Strategy – Intro & Overview (cont.)  
How to Prepare Case Studies  
Read: “Order Winners & Order Qualifiers” (Hill)* |
| 3) T 1/16 | Operations Strategy – Intro & Overview (cont.) |
| 4) H 1/18 | Operations Strategy – Intro & Overview (cont.) |
| 5) T 1/23 | Group Case Prep: Indalex |
| 6) H 1/25 | PRACTICE Case Study: Indalex* |
| 7) T 1/30 | Supply Chains and Networks  
Read: "What is the Right Supply Chain for Your Product?" (Fisher) |
| 8) H 2/1 | Supply Chains and Networks (cont.) |
| 9) T 2/6 | PRACTICE Research Case: Amazon.com |
| 10) H 2/8 | Vertical Integration as an Operational Option  
Read: “When and When Not to Vertically Integrate” (Stuckey & White) |
| 11) T 2/13 | Group Case Prep: Sensormatic |
| 12) H 2/15 | Case Study: Sensormatic |
| 13) T 2/20 | Operations and Innovation  
Read: “Beyond World-Class: The New Manufacturing Strategy” (Hayes & Pisano) |
| 14) H 2/22 | Operations and Innovation (cont.) |
| 15) T 2/27 | Research Case: Tesla |
| 16) H 3/1 | Operational Sustainability  
Read: Look on Blackboard for article(s)* |
| 17) T 3/6 | Group Case Prep: Sustainability at Ikea Group |
| 18) H 3/8 | Case Study: Sustainability at Ikea Group |
| 19) T 3/13 | NO CLASS – Spring Break |
| 20) H 3/15 | NO CLASS – Spring Break |
| 21) T 3/20 | Operational Scalability  
Read: “Scalability: The Paradox of Human Resources…” (Hallowell)* |
| 22) H 3/22 | NO CLASS |
| 23) T 3/27 | Operational Scalability (cont.) |
| 24) H 3/29 | Research Case: To Be Announced Later |
| 25) T 4/3 | Strategy in Service Operations  
Read: “Lessons in the Service Sector” (Heskett)  
*Beefing Up Operations in Service Firms” (Chase & Hayes)* |
| 26) H 4/5 | Group Case Prep: Shouldice Hospital |
| 27) T 4/10 | Case Study: Shouldice Hospital |
| 28) H 4/12 | Technology-Enabled Service Operations  
Read: Look on Blackboard for article(s)* |
| 29) T 4/17 | Technology-Enabled Service Operations (cont.) |
| 30) H 4/19 | Research Case: To Be Announced Later |

*Look on Blackboard for these items.*
Notes:
1. Coming to every class is important and absenteeism can affect your grade. Please let me know in advance if you plan to miss a class. If you do miss a class, it is your responsibility to listen to the podcast and find out from classmates what material was covered and what additional assignments, if any, were made.
2. The course relies on email and Blackboard for a significant amount of communication and distribution of materials, so make sure to check your email and the course website at least a few times a week.
3. Many assignments will be done as a team and will require being worked on outside of class.
4. There will be no make-up dates for team presentations.
5. Any changes to this syllabus, due dates, course requirements or grading requirements will be made as far in advance as possible.
6. If you arrive late to class and a team is already presenting, please wait in the hallway until they conclude their presentation before entering the classroom.

MY TEAMMATES

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Academic Integrity Policy
As with all Lindner College of Business efforts, in this course you will be held to the highest ethical standards, critical to building character. Ensuring your integrity is vital and ultimately is your responsibility. To help ensure the alignments of incentives, the Lindner College of Business has implemented a “Two Strikes Policy” regarding Academic Integrity that supplements the UC Student Code of Conduct (see: http://www.uc.edu/conduct/Code_of_Conduct.html).
• All academic programs at the Lindner College of Business use this “Two Strikes Policy”
• All cases of academic misconduct (e.g., copying another student’s assignments, cheating, plagiarism and failure to adequately cite or reference, falsification, etc.) are subject to being formally reported by faculty.
• Students will be afforded due process for allegations as outlined in the policy.
• If a student is found guilty of academic misconduct in two instances, the student may be dismissed from the Lindner College of Business.