Global Operations Strategy  
OM - 7044 Section 001 - Summer Semester 2017  
Course duration: 8 May through 5 August 2017  
Blast Format Classes: Fri 15 July & Sat 16 July, 8am to 5:30pm, Lindner Hall Room 608  
Online content as listed in Tentative Course Schedule

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Office Hours: By appointment  
Telephone: 556-7132

COURSE OBJECTIVES AND DESCRIPTION:

This is an integrative course in Global Operations Strategy: this course deals with the structural changes that corporations have to make in facilities, locations, technologies, and organizational structure in order to be effective in a global competitive environment.

The course relies heavily on the case method of instruction. The cases essentially deal with:

- **Problems** encountered in managing operations
- Identification of the **constraints** on the system performance
- **Trade-offs** faced in operations decisions, and,
- **Opportunities** derived from effective operations management.

Above all, the cases place operations management decisions within the context of the larger questions of corporate strategy, policy and style. Tools and techniques, while given general importance, are not be emphasized in this course. In contrast, process understanding and managerial issues are the main focus.

This course is intended for students with a strong interest in understanding the role of operations management in global business strategy. Manufacturing and service industry contexts are explored. The strong managerial focus of this course (sizing up a situation, taking effective action, getting things done) make it valuable to all students with an interest in general management. It will be particularly relevant to those who see their career involving at least a stint in operations over the coming decade, or those who see themselves doing consulting in operations managements for global companies, or those who plan to work in global businesses where operations play an important role. We will explore a variety of strategic issues in operations and their connection with other functional and business strategies.

The course format is pragmatic and action-oriented. Participants are exposed to the state-of-the-art conceptual models and obtain hands-on experience in using these models to analyze some of the best cases that are available today. The academic basis of the course is in the fields of operations management, industrial organization economics and strategic management.

COURSE STANDARDS:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Assignment 1 (Individual)</td>
<td>20%</td>
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<tr>
<td>Assignment 2 (Individual)</td>
<td>20%</td>
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<tr>
<td>Presentation (Individual)</td>
<td>30%</td>
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<tr>
<td>Final Report (Individual)</td>
<td>30%</td>
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</table>

The major emphasis in this course is on case analysis and analyzing topics/themes. I expect that preparation for the classroom sessions will be of a consistently high quality. The classroom activity will include lectures, instructor-led discussions of specific topics, and case
discussions. Active participation in class and regular attendance is crucial – it is not acceptable to miss any portion of the Blast format class sessions.

Course participants are expected to have previously read and prepared the assigned material and should be ready to present their thoughts in class. Preparation should include slide presentations and written notes that identify the major themes in the material, list the salient points, and provide quick reference to critiques and questions. Students (individuals and teams) may be called on at random to brief the class on their assessment of issues, discuss their analysis of the case, debate issues, role-play managers in the case, act as outside consultants on the problems, or to participate in short written exercises related to the topics or the cases. Students are expected to be prepared for short written exercises in all class sessions.

The Blackboard web-site for this class is the primary means of communication – you are required to regularly check email messages at your address in Blackboard as well as regularly check Blackboard announcements. Any electronic file posted on Blackboard is assumed to be available for you to access – no hard copies of this material will be handed out in the classroom. If you experience Blackboard-related problems, please call 513-556-1602 for assistance. It is your responsibility to make sure that your email address on Blackboard can be used to communicate with you.

SELECT YOUR PRESENTATION TOPIC

When you complete reading this syllabus, review the items in the table “Recommended Course Material” on Pages 4 & 5 and prepare a Word file listing your top three choices (out of 14) in order of preference. Submit the Word file under “Assignments” on Blackboard before end of the day 11 May 2017. Preferences will be handled on a first-come-first-served basis – an attempt will be made to give you one of your top 3 preferences but you may be assigned a case/note that is not on your preference list. If you do not submit your preferences by the end of day on 11 May you will be assigned a case/note.

You can learn more about the company and the industry in which the company competes by simply doing a Google search by the company name that is in the title of the case. The only exceptions to this are the notes on the Global Health Supply Chain and Distributed Product Development – but in both these cases the titles give you a good indication of the contents of the note.

ASSIGNMENT 1

From “Introductory Readings” under “Course Documents” on Blackboard select and read the following and complete the assignment below.
-“China Makes the World Takes”
-“Mr. China comes to America”
-“InSourcing Boom 2012”

You applied for a job in a mid-sized (~$100 million revenue), privately-owned, Cincinnati-based company with global operations in 5 countries including India, China and Brazil. As you prepare for your preliminary interview with the CEO she calls you and says, “I have been doing some reading and get the impression that many US companies are “re-shoring”, “in-sourcing” or generally bringing back to the US operations that they had previously established in low-cost locations. Can you prepare a short brief on this topic: tell me why this is happening; identify and explain the factors I must consider in evaluating the decision to bring some of my company’s operations back to the US.
Use the 3 readings above and any other information based on your research in the public domain to prepare a brief for your CEO. Format: Page limit 3 pages, single spaced, 1 inch margins on all sides, must have a 1-page Executive Summary, may have unlimited appendices, graphs and exhibits. Executive Summary and appendices not counted in the 3-page limit. All appendices must be referred to in the body of the brief. All references to sources (the 3 readings or any other sources) must be cited in the reference section of the paper consistent with the APA style guide. A quick reference to APA style references is at https://owl.english.purdue.edu/media/pdf/20110928111055_949.pdf.

ASSIGNMENT 2
From “Introductory Readings” under “Course Documents” on Blackboard select and read the following and complete the assignment below.
- “Wharton’s Prof. Morris Cohen on Re-shoring”
-“What it takes to re-shore”
After your preliminary interview (see Assignment 1) the CEO calls you and says, “I enjoyed meeting you and learning your point of view about “re-shoring”. I went to a conference and a couple of professors seemed to suggest that this “re-shoring” or “in-sourcing” may be more complex than it seems. Can you prepare a short brief on this topic: tell me what challenges and obstacles I can expect in bringing some of my company’s operations back to the US.
Use the 2 readings above and any other information based on your research in the public domain to prepare a brief for your CEO. Format: Same as Assignment 1.

PRESENTATION
After the instructor assigns a topic to you (one of the 14 cases/notes listed in the table “Recommended Course Material”) you are required to prepare a 30-minute presentation based on the reading/case assigned to you. The first 20 minutes are dedicated to summarizing and communicating the contents of the case/note – you may assume that the audience has some knowledge of the material but has not read it in detail. If there is a central problem / issue in the case you are required to analyze it and make recommendations for action in within the initial 20 minutes of this presentation. If you are assigned a note or reading (not a case description of a company) your 20-minute presentation should communicate the details of the note. The last 10 minutes of your presentation are dedicated to identifying the contributions your case / note made to your understanding of global operations strategy. You are required to submit an Executive Summary of your presentation (no more than 2 pages) a week before the presentation (on 7 July 2017).

FINAL REPORT
From “Project-Related Readings” under “Course Documents” on Blackboard select and read the following:
-“Re-thinking Operations for a Two-Speed World”
And complete the assignment below.
After your second meeting with the CEO (see Assignment 1) she calls you and says, “Congratulations! You got the job! I am preparing for a Board Meeting next week and I would like you to prepare a report to the Board covering the operational implications of recent global trends that are generally referred to as “the emergence of two-speed global markets.”
Use the 1 reading above and any other information based on your research in the public domain to prepare a brief for the Board. Format: Same as Assignment 1 except Page Limit=4.
EVALUATION:
The final grade awarded will be based on the percentage of the total possible points awarded as follows:

- A = Greater than 94%
- A- = From 90 to 93.9%
- B+ = From 87 to 89.9%
- B = From 83 to 86.9%
- B- = From 80 to 82.9%
- C+ = From 77 to 79.9%
- C = From 70 to 76.9%

FEEDBACK:
A formal evaluation of the course will be requested at the end of the term. However, your comments, suggestions, and criticism are welcome at any time during the course - the earlier the better.

PREREQUISITES, DROPS & COURSE COMPLETION:
You are expected to have successfully completed all the courses that are listed in the college bulletin as prerequisites. If you do not meet these requirements you should drop the course immediately in order to add a substitute course. If you do not voluntarily drop, you may be administratively withdrawn from the course and you may be unable to add a substitute course.

You may drop this course with a "W" at any time before Day 2. No drop requests will be signed after this date.

If you do not complete all the graded activities listed in the section on Course Standards you will earn an Incomplete ("I") grade which will be held until 3 weeks after the end of Exam Week in the semester that you are registered for the course. If you have not completed all graded activities by the end of the 3-week period your “I” grade will automatically convert into a Fail grade ("F").

RECOMMENDED CASES, NOTES & ARTICLES:
The recommended course material is a course packet containing 14 cases and notes listed in the table below.

<table>
<thead>
<tr>
<th>Title</th>
<th>HBSP Product #</th>
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<tbody>
<tr>
<td>1. Invensis Technologies (P) Ltd: A Global BPO Service Provider</td>
<td>907E22</td>
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<tr>
<td>2. Putting it Together: How to Succeed in Distributed Product Development</td>
<td>MITS 52209</td>
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<tr>
<td>3. VF Brands: Global Supply Chain Strategy</td>
<td>610022</td>
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<td>4. Cumi India’s Global Strategy</td>
<td>IVEY 9B13M023</td>
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<tr>
<td>5. Coloplast: Ten Years of Global Operations</td>
<td>IVEY 9B12M070</td>
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<tr>
<td>7. Concept Note: The Global Health Supply Chain</td>
<td>GHDC01</td>
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<tr>
<td>8. Operations Strategy at Galanz</td>
<td>910D05</td>
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<tr>
<td>9. Citibank’s E-business strategy for Global Corporate Banking</td>
<td>HKU797</td>
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<tr>
<td>Case</td>
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<td>10. Esquel Group: Transforming into a vertically integrated,</td>
<td>GS48</td>
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<td>service-oriented, leading manufacturer of quality cotton apparel</td>
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<td>12. ECCO A/S – Global Value Chain Management</td>
<td>908M14</td>
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<tr>
<td>13. Grainger: Re-Engineering an International Supply Chain</td>
<td>W90C84</td>
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<tr>
<td>14. Home Essentials: Building a Global Service Business with</td>
<td>811078</td>
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<td>Local Operations</td>
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**NOTE:** This version of the Course Syllabus was prepared when there were a total of 12 students enrolled: if you purchase the coursepack immediately the instructor cannot assure you that all 14 items in the coursepack will be used; if you wait until the end of day on 11 May 2017 the size of this coursepack will be adjusted to match the exact number of students enrolled and you can be assured that every item you purchase will be used in class.

**IF YOU CHOOSE TO BUY THE COURSEPACK**

The recommended cases articles and notes articles can be purchased from Harvard Business School website by following the instructions in this section. This section explains how to get the Cases you need for Global Operations Strategy OM7044 – Summer 2017 on the Harvard Business Publishing for Educators web site. **Each item sold on this website is priced about $5. You have the option of getting hard copies of the material but there may be an extra charge.**

Course link: [http://cb.hbsp.harvard.edu/cbmp/access/64131277](http://cb.hbsp.harvard.edu/cbmp/access/64131277)

You need to register on the site to create a user name if you do not already have one.

Some course materials are PDF documents and you can open them with Adobe Reader. eLearning materials include a link you can use to gain access to them. Some course materials may not be available in digital format and these will be shipped to you.

You will have access to the course materials for 3 months.

After you register, you can get to the coursepack at any time by doing the following:
1. Visit hbsp.harvard.edu and log in.
2. Click My Coursepacks, and then click Global Operations Strategy-2016Summer2ndHalf

For technical assistance, please contact the Harvard Business Publishing Tech Help line at (800) 810-8858 (outside the U.S. and Canada, call 617-783-7700); or email techhelp@hbsp.harvard.edu. Their business hours are 8 am - 8 pm ET, Monday-Thursday, and 8 am - 7 pm ET on Friday.

**COURSE DETAILS:**

Professor: Rajan Kamath

Coursepack Name: Global Operations Strategy-2017 Summer Semester
Course Number: OM7044-001 Course Start Date: May 7, 2017
Course End Date: Aug 12, 2017 Reference Code: 64131277
IF YOU CHOOSE TO BUY INDIVIDUAL ITEMS FROM THE COURSEPACK
Go to the website: 
www.hbr.org/case-studies
and purchase individual items by inserting the appropriate HBSP Product # (right-hand column
in table above) and using the e-commerce shopping cart on the website. Each item sold on this
website is priced about $9.

REQUIRED READING:
(1) You are expected to read and analyze each casenote according to the Tentative Course
Schedule provided below.
(2) You are expected to read any other material assigned by the instructor

TENTATIVE COURSE SCHEDULE
This is a tentative course schedule because it represents the instructor’s best attempt to plan
the delivery of course content at the time the course was designed. This schedule could change
due to unforeseen developments related to inclement weather, illness or other unpredictable
events. In the rare case when schedule change becomes necessary, the instructor will make a
concerted effort to post Announcements on Blackboard accompanied by Blackboard-generated
email messages to course participants. It is the responsibility of each course participant to
monitor Blackboard-generated announcements and email messages related to this course.

IMPORTANT
You are required to maintain copies of all papers and assignments that are turned in for
evaluation. You are also responsible for maintaining copies of any work that is returned
during the quarter. You should keep these copies until the final grades are posted.

TENTATIVE COURSE SCHEDULE:

Week: 1
Date: 5/8/17 – 5/14/17
On-line (1 Hour)

Read: Course Syllabus plus other introductory readings under “Course Documents”

View: 4 Minute Introduction to Global Operations challenges
     -Presented: Trevor Stansbury, President, Supply Dynamics at Aviation 2014 Conference
     -From 6:07m to 10:22m at  https://www.youtube.com/watch?v=aBwgifqkuXY

Complete: Visiting Harvard website and getting recommended readings

Submit: By the end of day on Thursday 11 May, go to Blackboard and submit (under
“Assignments”) a Word file containing your top 3 preferences for the item (one of the 14 in the
Table “Recommended Course Material” on Page 4 of this Syllabus). Preferences will be handled
on a first-come-first-served basis – an attempt will be made to give you one of your top 3
preferences but you may be assigned a case/note that is not on your preference list. If you do
not submit your preferences by the end of day on 11 May you will be assigned a case/note.
Week: 2  Date: 5/15/17 – 5/21/17  Online (2 Hours)

Read: “China Makes the World Takes”, “Mr. China comes to America” “InSourcing Boom 2012” in “Course Documents” on Blackboard
View: BBC News on InSourcing (3 minutes)
https://www.youtube.com/watch?v=BbCyPET9DSY
Al Jazeera on Insourcing (3 minutes)
https://www.youtube.com/watch?v=zi_r9rzcGg
Kotter International on Insourcing (3 minutes)
https://www.youtube.com/watch?v=GUYsOgidHE
Complete: Research for Assignment 1. Plan and outline of your Assignment 1
Submit: -NA-

Week: 3  Date: 5/22/17 – 5/28/17  Online (2 Hours)

Read: “Wharton’s Prof. Morris Cohen on Re-shoring”, “What it takes to re-shore” in “Course Documents” on Blackboard
View: -NA-
Complete: Research for Assignment 2. Plan and outline for Assignment 2
Submit: -NA-

Week: 4  Date: 5/29/17 – 6/4/17  Online (3 Hours)

Read: “Re-thinking Operations for a Two-Speed World”
View: -NA-
Submit: Assignment 1 by end of the day 4 June 2017

Weeks: 5 to 9  Date: 6/5/17 – 7/9/17

Read: Selected items from “Recommended Course Material” including the case/note assigned to you
View: -NA-
Complete: Planning & design for Executive Summary of Presentation. Planning for Presentation Planning & design for Final Report
Submit: Assignment 2 by end of the day 11 June 2017
Executive Summary of Presentation by end of the day 7 July 2017

Submit: Presentation by end of the day 13 July 2017
Week: 10  Date: 7/10/17 – 7/16/17

Friday 7/14/17 (Room 214 Lindner Hall)  In Class (8 Hours)
This session is delivered in Blast Format: 8am to 5:30 pm with a 1-hour break for lunch
Introduction
Each of 12 presentations is followed by Q&A session and interactive discussion

Saturday 7/15/17 (Room 214 Lindner Hall)  In Class (8 hours)
This session is delivered in Blast Format: 8am to 5:30 pm with a 1-hour break for lunch
Introduction
Each presentation on different facets of Two-Speed Global Operations is followed by Q&A
session and interactive discussion

Week: 11 to end of semester  Date: 7/17/17 – 8/5/17

Read: Review all material covered so far and refine the design of Final Project
View: NA
Complete: Final Project
Submit: Final Project by end of the day 30 July 2017