

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT4104
Subject Title	Operations Strategy
Credit Value	3
Level	4
Normal Duration	1-semester
Pre-requisite	LGT2106 Principles of Operations Management
Role and Purposes	This subject is designed to help students examine how business processes and operations can be used as competitive weapons for organisational success (Outcomes 8 and 10).
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <p>Grasp the concepts, frameworks, discussions and issues in operations strategy and apply them in a real-world environment.</p> <ol style="list-style-type: none"> Debate, assess and select various operations strategic alternatives effectively under different business situations. Students will also be able to argue and propose logically and convincingly on the use of various operations strategies. Possess analytical and communication skills, critical thinking and integrative ability in a student-centred learning environment. Studying this subject will also enable develop students' entrepreneurship, leadership and innovativeness in solving management problems.
Subject Synopsis/ Indicative Syllabus	<p>Introduction to Operations Strategy Concept and basic elements of operations strategy. Fit between operations and business strategies. Competitive priorities and tradeoffs: cost, quality, delivery, flexibility. Strategic choices.</p> <p>Capacity Strategy Capacity sizing, timing, location and flexibility.</p> <p>Demand and revenue management Customer segmentation. Product Design. Capacity Reservation and Overbooking.</p> <p>Competing on Quality Defining quality. Measuring quality. Sources of quality. Japanese quality management. Strategic quality management.</p> <p>Supply Chain Strategy Strategic alliances. Strategic Sourcing. Retailer-supplier partnership.</p>

Teaching/Learning Methodology	Lectures are provided as an introduction to the debate of strategic alternatives in the manufacturing and operations arena. Seminars provide the environment and means for student-centred learning, basically in the form of case analyses and participation in class discussions, designed to foster critical thinking and sound judgement, under strategic business imperatives.																																																												
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1" data-bbox="536 472 1481 1010"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>1. Homework</td> <td>40%</td> <td></td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2. Project Assignment</td> <td>10%</td> <td></td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>3. Quiz and Test</td> <td>40%</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4. Participation</td> <td>10%</td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="6"></td> </tr> </tbody> </table> <p data-bbox="536 1032 1481 1160">Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: The assessments are mainly based on case studies and project assignments. However, a test is needed to ensure a basic understanding of the key topics of students.</p>							Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c				1. Homework	40%		✓	✓				2. Project Assignment	10%		✓	✓				3. Quiz and Test	40%	✓						4. Participation	10%		✓					Total	100 %						
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Student Study Effort Expected	Class contact:																																																												
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	<ul style="list-style-type: none"> ▪ Self Study 						87 Hrs.																																																						
	Total student study effort						126 Hrs.																																																						
Reading List and References	<p data-bbox="536 1610 863 1637"><u>Recommended Textbooks</u></p> <p data-bbox="536 1659 1406 1722">Van Mieghem, J. A (2008) <i>Operations Strategy: Principles and Practice</i>, Dynamic Ideas</p> <p data-bbox="536 1744 1430 1807">Beckman, S.L. (2008), <i>Operations Strategy: Competing in the 21st Century</i>, McGraw Hill.</p> <p data-bbox="536 1830 1406 1856">Garvin, D.A. (1992), <i>Operations Strategy: Text and Cases</i>, Prentice-Hall.</p> <p data-bbox="536 1879 1414 1942">Hayes, R.H., Pisano, G.P., and Upton, D.M. (1996), <i>Strategic Operations: Competing Through Capabilities</i>, Free Press.</p> <p data-bbox="536 1964 1358 1991">Hill, T. (1995), <i>Manufacturing Strategy: Text and Cases</i>, MacMillan.</p> <p data-bbox="536 2013 1477 2103">Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E. (2000), <i>Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies</i>, McGraw-Hill.</p>																																																												

References

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- Garvin, D.A., Competing on the Eight Dimensions of Quality, *Harvard Business Review*, pp. 104-108, November-December 1987.
- Hayes, R.H. and Schmenner, R.W., How Should You Organize Manufacturing? *Harvard Business Review*, pp. 107-108, January-February 1978.
- Judson, A.S., Productivity Strategy and Business Strategy: Two Sides of the Same Coin, *Interfaces*, pp. 103-115, January-February 1984.
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- Skinner, W., Manufacturing - Missing Link in Corporate Strategy, *Harvard Business Review*, pp. 136-145, May-June 1969.
- Skinner, W., What Matters to Manufacturing, *Harvard Business Review*, p. 16, January-February 1988.
- Swamidass, P.M., Manufacturing Strategy: Its Assessment and Practice, *Journal of Operations Management*, pp. 471-484, August 1986.
- Wheelwright, S.C., Reflecting Corporate Strategy in Manufacturing Decisions, *Business Horizons*, pp. 57-66, February 1978.
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