

Strategies for Manufacturing and Services (SMS)

Credits	Three (3)
Faculty Name	Arun Kumar Paul; <i>arun@ximb.ac.in</i>

Program	Executive MBA FT
Academic Year & Term	2019-2020; Term 4

1. Course Objective:

This course addresses the strategic and operational aspects of designing, deploying and managing both manufacturing system and service systems. In addition to discussing the design and control of manufacturing and service operations, other specific issues pertaining to these sectors related to implementation and deployment are also addressed.

This course primarily builds on the knowledge of core OM course, and through a balanced mix of theoretical inputs (concepts, frameworks and analytical tools) with case discussions, intends to equip the students for their role in developing and deploying operations strategy thereby creating and delivering value to customers so that the organization can gain sustainable competitive advantage.

2. Learning Outcome:

The students opting for this course are expected to be familiar with basic OM concepts such as capacity management, process analysis, facilities location and layout, inventory management, basics of project management etc. This course will develop and refine those learning, and after completing this course the students should be able to -

- Describe the difference between operations strategy content and operations strategy process.
- Develop an appreciation for the nature and breadth of operational decisions that can be part of a manufacturing or service organization's strategy and the necessary integration and alignment.
- Understand and apply certain strategic / operational models for service management.
- Explain some of the more important steps in the process of operations strategy formulation involving the total value chain of the organization.

3. Required Text Books and Reading Material:

- **Operations Strategy by Nigel Slack and Michael Lewis, Pearson; (Text Book)**
- Operations Strategy – Competing in the 21st Century by Sara L. Beckman and Donald B. Rosenfield, McGraw-Hill;
- Strategic Operations Management by Steve Brown et al, Elsevier.
- **Service Management – Operations, Strategy, Information Technology – Fitzsimmons & Fitzsimmons, Pearson. (Text Book)**
- Services marketing, operation and management - Jauhari & Dutta, Oxford.
- **SELECTED READING MATERIALS / JOURNAL ARTICLES WILL BE PROVIDED DURING THE COURSE**

4. Tentative Session Plan:

Session Number	Topics/Activities	Reading and Cases
1,2	Concepts of operations strategy and its linkages across business	
3,4	Approaches to operations strategy and performance measures	Case: Chandler Home Products – European Rationalization

5,6	Capacity strategy	
7	Vertical integration and outsourcing	
8	Supply network strategy – Global value chain excellence & sustainability	
9	Process technology strategy	
10	Facilities location and globalization	
11	Operations improvement strategy – Lean approach	
12	Product and service development	
13	Technology implications in operations strategy	
14-16	Service strategy; New service development – service blue printing; Technology in services; Service quality	The DEA model to measure service productivity Case: 100 Yen Sushi House Case: amazon.com
17-19	The psychology of waiting - queuing models; Location, Layout issues in service environment	
20	Group work / presentation on selected cases, Final ‘wrap up’ of the course	
Quiz, End-term – based on agreed schedule / academic calendar		

5. Evaluation:

- Attendance & Class participation – 10%
- Quiz-1 – 15%
- Quiz-2 - 20%
- End-term - 40%
- Group Work / Presentation - 15%

6. Academic Integrity: To follow *Manual of Policies*