

GUJARAT TECHNOLOGICAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

Year – 2 (Semester – III) (W.E.F. Academic Year 2018-19)

Specialization: Production and Operations Management

Subject Name: Strategic Operations Management (SOM)

Subject Code: 3539272

1. Learning Outcome:

- Acquaintance with basics of Strategic Operations management and implementation.
- Understanding the contemporary and cutting edge developments in Strategic Operations Management.

2. Course Duration: The course duration is of **36 sessions of 75 minutes** each.

3. Course Content:

Module No.	Modules / Sub-Modules	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction:</p> <ul style="list-style-type: none">• Importance and Linkage with Corporate strategy• Strategies and values, Competing through operations• Operation strategy in global economy- Strategic alliances and production sharing, fluctuations of international financial conditions and international companies.• Changing nature of world business.• Quality, Customer service and cost challenges and social responsibility• Current Perspective-Strategic fit <p>Methodology for Developing Operations Strategy:</p> <ul style="list-style-type: none">• Value as business concept – strategic issues in manufacturing – Value Chain Concept Focus• Core competence and distinctive capabilities – stake holders & strategy	9	17
II	Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets –	9	17

	Order Winners, Order Qualifiers. Lean systems- Eliminating waste. Operation Strategy Implementation: Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process.		
III	Change management and Sustainability Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing Strategic Resource Management: Importance, issues involved – organizational issues operational approaches to improving, delivery system, controlling operations – key performance Indicators, PQCDSM (Productivity, Quality, Cost, Delivery Time, Safety, Morale)	9	18
IV	Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making. Introduction to Business Process Engineering and Benchmarking. Types of Benchmarking Case Studies and Presentations	9	18
V	Practical Project based on the above topics	---	(30 Marks CEC)

4. Teaching Methods: Following pedagogical tools will be used for teaching the course:

- a.) Case discussions
- b.) Discussion on issues and techniques
- c.) Projects/Assignments/Quiz/Class Participation etc.

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test / Presentation on specific topic etc.	(Internal Assessment- 50 Marks)
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Samson and Singh	Operations Management – An Integrated Approach	Cambridge	Latest Edition
2	Chase, Jacobs, Aquilano and Agarwal,	Operations Management for Competitive Advantage	Tata McGraw Hill	Latest Edition
3	Norman Gaither, Greg Frazier,	Operations Management	Cengage Learning	Latest Edition
4	Robert H. Lowson	Strategic Operations Management: The New Competitive Advantage	Routledge	Latest
5	Steve Brown, Richard Lamming, John Bessant, Peter Jones	Strategic Operations Management	Routledge	Latest
6	Chibaya Mbuya John	Strategic Operations Management	LAP Lambert Academic Publishing	First Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers etc.

Strategic Operations Management and Operations Strategy Journals and Articles published in India and internationally may be referred