

Elective Course 2: Operations Strategies

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	O4PE535	Course Duration:	30 Hours

Course Objectives:

- To provide comprehensive knowledge of strategic frameworks and practices in operations management.
- To equip students with practical skills for aligning operational strategies with business objectives.
- To develop analytical capabilities to optimize operations performance, efficiency, and competitive advantage.
- To foster understanding of process improvement, resource allocation, and risk management in operations.
- To cultivate strategic insights into contemporary operational challenges and innovations.

Course Outcomes:

- CO1: Remember / Recall fundamental principles of operations strategy and competitive advantage
- CO2: Understand frameworks for formulating and implementing operations strategies
- CO3: Apply operations strategy tools in real-world business scenarios
- CO4: Analyse the impact of strategic decisions on operational performance
- CO5: Critically evaluate operations strategies for various industries
- CO6: Create new relevant strategies in evolving business environment

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Foundations of Operations Strategy Definition & Scope of Operations Strategy, Competitive Priorities in Operations, Role of Operations in Corporate Strategy, Strategic Alignment & Value Chain Analysis (Suggested Case Study: Amul's	CO1, CO2	3

	Value Chain Excellence)		
2	Capacity Strategy & Long-Term Planning Capacity Planning: Long-Term & Short-Term, Economies of Scale & Scope, Process Design & Continuous Improvement Process Choice & Layout Strategies, (Suggested Case Study: Reliance Jio's Telecom Expansion Strategy)	CO2, CO3, CO4	3
3	Process Design & Continuous Improvement Lean Systems & Continuous Improvement (Suggested Case Study: Toyota Kirloskar's Lean Manufacturing in India); Manufacturing & Service Strategies Make-to-Stock vs. Make-to-Order, Agile & Flexible Manufacturing (Suggested Case Study: Tata Steel's Agile Manufacturing Approach)	CO3, CO4	3
4	Customer Value Models, its components, concept, and strategy, Technology & Innovation in Operations Strategy Role of Technology in Operations Strategy, Industry 4.0 & Smart Manufacturing (Suggested Case Study: L&T's Digital Transformation in Manufacturing)	CO3, CO4	3
5	Risk & Resilience in Operations Managing Disruptions in Operations Risk & Resilience in Operations Risk Mitigation Frameworks (Suggested Case Study: Tata Motors' Risk Management during Supply Chain Disruptions)	CO4, CO5	3

6	Sustainable Operations Strategy Green Supply Chains, Circular Economy in Operations (Suggested Case Study: ITC's Sustainability Initiatives) Value Strategies and Value Operations	CO4, CO5	3
7	Performance & Productivity Metrics in Operations Balanced Scorecard & Productivity KPIs, Overall Equipment Effectiveness (OEE) (Suggested Case Study: Infosys' Balanced Scorecard Approach) Value Chain in Global Operations, Framework for Operations Measurement	CO4, CO5	3
8	Industry-Specific Operations Strategies Strategies in Retail, Healthcare, and Manufacturing industries Case Studies from Leading Companies (Suggested Case Study: Apollo Hospitals' Healthcare Operations Strategy.) Behavioural & Cultural Aspects of Operations Strategy Change Management in Operations	CO3, CO4	3
9	Behavioural & Cultural Aspects of Operations Strategy Organizational Culture & Strategy (Suggested Case Study: Hindustan Unilever's Change Management Strategy.) Global Operations Strategy Offshoring & Nearshoring Strategies, Global Sourcing & Expansion (Suggested Case Study: Mahindra's Global Sourcing Strategy)	CO3, CO4, CO5	3
10	Implementing Operations Strategy Performance Metrics & KPIs, Balanced Scorecard & Strategy Execution (Suggested Case Study: Hindustan Unilever's Execution of Operations	CO4, CO5	3

	Strategy)		
	Project & Case Studies		

Textbooks:

1. "Productivity Techniques" by Uday Salunkhe & Gondhalekar
2. "Production & Operations Management" by K. Aswathappa & Shridhara Bhat
3. "Smart Manufacturing & Industry 4.0" by Vikram Sharma

Reference Books:

1. "Operations Strategy & Business Performance" by *Rajesh Kumar*
2. "Global Supply Chain Strategies" by *P. Gopalakrishnan*
3. "Organizational Behavior & Performance" by *Udai Pareek*
4. "Retail Operations Management" by *Pradhan*
5. "Service Operations Management" by *Johnston & Clark*
6. Operations, Strategy and Technology: Pursuing competitive Edge: Robert Hayes, Gary Pisano, David Upton and Steven C (Wiely)
7. Operations Strategy: Nigel Slack and Micheal Lewis (Prentice Hall)
8. Operations Strategy and management: Jan A. Van Mieghe
9. Operations Strategy by David Wilters published by Palgrave Macmillan.

