



SYLLABUS

BUS MGT /7259

Operations & Technology Strategy
Summer 2021 – Online

COURSE OVERVIEW

Instructor

Instructor: Dr. Jurriaan de Jong

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Office hours: by appointment: [Schedule through MS Bookings](#)

Course description

Often called “the missing link” in corporate strategy, the strategic management of operations in order to provide a superior product or service is viewed by many “world class” organizations as a means of building a lasting competitive edge. This course examines how a well-defined operations strategy can lead to a set of coherent decisions regarding operations which will lead to improved financial and market performance. Strategy is examined in terms of structural, longer-term decisions, and infrastructural, shorter-term decisions. The operations strategy of an organization is analyzed in tandem with the marketing, financial, human resource, and information systems strategies of the organization.

Case studies and a simulation are used to illustrate the strategies and resulting decisions made by world-class organizations in both the manufacturing and service sectors. In addition to developing a basic strategic framework that can be used to analyze a broad variety of organizations, we will also focus on specific topics of critical importance. Case studies will be used to examine process design/analysis, technology management/E-commerce, and capacity/inventory issues

Course learning outcomes

By the end of this course, students should successfully be able to:

- Understand the importance of an operations & technology strategy that is consistent with business strategy
- Develop appropriate operations & technology strategies
- Understand economic and technological factors at the heart of the digital revolution
- Examine operations & technology strategies in Hi-Tech, Global, On Line retail, and healthcare environments
- Work as a team to develop and execute an operations & supply chain strategy in an environment that encompasses all major supply chain elements, including suppliers, manufacturers, distributors, retailers, and end-users

HOW THIS COURSE WORKS

Mode of delivery: This course is 100% online. Some of the material will be delivered through videos posted on Carmen, while other material will be delivered through live ZOOM sessions. Zoom sessions for lectures and optional office hours are scheduled through CARMEN.

In addition, students will work asynchronously in small groups on multiple LINKS simulation assignments, which will be submitted prior to dates/times specified on CARMEN.

Credit hours and work expectations: This is a **1.5-credit-hour course**. According to [Ohio State policy](#), students should expect “around an average of 1.5 hours per week of time spent on direct instruction (instructor content and Carmen activities, for example) in addition to 3 hours of homework (reading and assignment preparation, for example)”. The above numbers are for a full semester, therefore, since this is a half semester course, numbers should be expected to be roughly double (~3 hours in class, ~6 hours of homework per week).

Attendance and participation requirements: The following is a summary of everyone's expected attendance and participation:

- **Attending and Participating in live sessions:**

Because our meetings are few, attendance is critical. Missing class requires permission of the instructor and a countermeasure to assure that learning lost is not lost forever. In short, business-related absences are not excused. Students should make arrangements now to avoid time conflicts.

You are expected to attend all live sessions. The value of the class discussions is directly related to the amount of quality student participation:

- Display evidence of careful preparation of the pre-assigned reading
- Discuss with clarity and conciseness in your comments and recommendations

- Be willing to take the risk of being wrong—all of our best lessons involve putting our ego at risk!
- **Participating in small group LINKS simulation assignments:**
Each team is expected to designate a team leader who will be responsible for scheduling small group meetings. Each member is expected to attend and participate the small group meetings

COURSE MATERIALS AND TECHNOLOGIES

Case packet

REQUIRED

- The cases we will analyze and discuss throughout the course should be purchased through the Harvard Business School Press (Direct link <https://hbsp.harvard.edu/import/825728>). The cost for the case packet is \$24.95. Please familiarize yourself with the copyright obligations with this material.

Other fees or requirements

- Students will sign up for a LINKS user account (\$XXX). Details will be provided at the start of the course. The LINKS Supply Chain and Service Management Simulation is a sophisticated, team-based, competitive simulation. The LINKS Supply Chain and Service Management Simulation includes the full range of traditional supply chain management decisions plus service management decisions. It encompasses all major supply chain elements: suppliers, manufacturers, distributors, retailers, and end-users. The LINKS assignment will be discussed and teams will be formed early in the semester. The simulation consists of 6 rounds. Each team is responsible for a presentation at the end of the course.

Course technology

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24/7.

- **Self-Service and Chat support:** <http://ocio.osu.edu/selfservice>
- **Phone:** 614-688-HELP (4357)

- **Email:** 8help@osu.edu
- **TDD:** 614-688-8743

BASELINE TECHNICAL SKILLS FOR ONLINE COURSES

- Basic computer and web-browsing skills
- Navigating Carmen: for questions about specific functionality, see the [Canvas Student Guide](#).

REQUIRED TECHNOLOGY SKILLS SPECIFIC TO THIS COURSE

- [CarmenZoom virtual meetings](#)

REQUIRED EQUIPMENT

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Webcam: built-in or external webcam, fully installed and tested
- Microphone: built-in laptop or tablet mic or external microphone
- Other: a mobile device (smartphone or tablet) or landline to use for BuckeyePass authentication

CARMEN ACCESS

You will need to use [BuckeyePass](#) multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:

- Register multiple devices in case something happens to your primary device. Visit the [BuckeyePass - Adding a Device](#) help article for step-by-step instructions.
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click “Enter a Passcode” and then click the “Text me new codes” button that appears. This will text you ten passcodes good for 365 days that can each be used once.
- Download the [Duo Mobile application](#) to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357 (HELP) and the IT support staff will work out a solution with you.

GRADING AND FACULTY RESPONSE

How your grade is calculated

ASSIGNMENT CATEGORY	POINTS
Case write-ups (4 @ 9pts each)	36
In-class case assignments (4 @ 6pts each) (team based)	24
LINKS simulation performance (team based)	15
LINKS final report (team-based)	20
LINKS strategy audit (team based)	5
Total	100

See course schedule below and CARMEN for due dates.

Grades are given on a scale from A to E. Grades are based on class participation and assignments.

Course Assignments:

Case Write-up

The Case Write-up should be done individually, not as a team. This is a ~one-page write-up, which summarizes, in bullet form:

1. Problems identified
2. Recommendations
3. Brief supporting arguments for the recommendations made
4. Tools and techniques that can be utilized for analysis

Additional case-specific instructions will be provided on CARMEN, in the assignment section.

In-class case assignments

Cases will be discussed in class and in small teams, using Zoom breakout rooms. Team Case assignments, posted at the start of the discussion, are due on CARMEN at the end of each class.

LINKS simulation Assignment

The LINKS simulation is a team-based assignment. The LINKS assignment will be discussed and teams will be formed early in the semester. The LINKS Simulation is a sophisticated, team-based, competitive simulation. LINKS firms manage procurement, manufacturing, and forecasting for their firms during a four-round simulation exercise. Traditional financial statements and operating reports provide an information-rich environment for analysis and decision making. Performance assessment is via a balanced-scorecard of financial and operating metrics, with performance judged relative to within-industry competitors.

Each team is responsible for a mid-simulation strategy audit and a final report.

Late assignments

Late submissions will not be accepted. Please refer to Carmen for due dates.

Faculty feedback and response time

I am providing the following list to give you an idea of my intended availability throughout the course. (Remember that you can call **614-688-HELP** at any time if you have a technical problem.)

- **Grading and feedback:** For large weekly assignments, you can generally expect feedback within **7 days**.
- **Email:** I will reply to emails within **24 hours on days when class is in session at the university**.

OTHER COURSE POLICIES

Academic integrity policy

POLICIES FOR THIS ONLINE COURSE

- Material submitted for course grade credit must be your own work. The University Academic Misconduct Committee for investigates suspected violations. Academic misconduct is a serious threat to the integrity and value of the Fisher College degree. Such behavior is intolerable.

OHIO STATE'S ACADEMIC INTEGRITY POLICY

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's [Code of Student Conduct](#), and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's *Code of Student Conduct* and this syllabus may constitute "Academic Misconduct."

The Ohio State University's *Code of Student Conduct* (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's *Code of Student Conduct* is never considered an excuse for academic misconduct, so I recommend that you review the *Code of Student Conduct* and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's *Code of Student Conduct* (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Other sources of information on academic misconduct (integrity) to which you can refer include:

- The Committee on Academic Misconduct web pages ([COAM Home](#))
- *Ten Suggestions for Preserving Academic Integrity* ([Ten Suggestions](#))
- *Eight Cardinal Rules of Academic Integrity* (www.northwestern.edu/uacc/8cards.htm)

Copyright disclaimer

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

Statement on Title IX

Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories (e.g., race). If you or someone you know has been sexually harassed or assaulted, you may find the appropriate resources at <http://titleix.osu.edu> or by contacting the Ohio State Title IX Coordinator, Kellie Brennan, at titleix@osu.edu

Your mental health

A recent American College Health Survey found stress, sleep problems, anxiety, depression, interpersonal concerns, death of a significant other, and alcohol use among the top ten health impediments to academic performance. Students experiencing personal problems or situational crises during the quarter are encouraged to contact Ohio State University Counseling and Consultation Service (614-292-5766; www.ccs.osu.edu) for assistance, support and advocacy. This service is free and confidential.

ACCESSIBILITY ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

Requesting accommodations

If you would like to request academic accommodations based on the impact of a disability qualified under the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of

1973, contact your instructor privately as soon as possible to discuss your specific needs. Discussions are confidential.

In addition to contacting the instructor, please contact the Student Life Disability Services at [614-292-3307](tel:614-292-3307) or ods@osu.edu to register for services and/or to coordinate any accommodations you might need in your courses at The Ohio State University.

Go to <http://ods.osu.edu> for more information.

Accessibility of course technology

This online course requires use of Carmen (Ohio State's learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.

- [Carmen \(Canvas\) accessibility](#)
- Streaming audio and video
- Synchronous course tools

COURSE SCHEDULE

Wk	Date	Topic/ In-class activities	Outside of class activities	Case
1	5/13	Operations Strategy Principles & Framework	<ul style="list-style-type: none"> • Read article • Reflect on your own company's/ organization's Ops Strategy 	Operations Strategy (Iansiti, Serels)
2	5/20	LINKS Simulation Introduction	<ul style="list-style-type: none"> • Read LINKS manual • LINKS Quiz • LINKS tutorial #1 • LINKS forecaster simulation 	
	5/24		LINKS 1 st Decision round	
3	5/27	Understanding economic and technological factors at the heart of the digital revolution	Submit case write up	GE and the Industrial Internet
	5/31		LINKS 2nd Decision round	
4	6/3	Supply chain capabilities needed to compete in a fast-past high-tech industry	Submit case write up	Apple Inc.: Managing a Global Supply Chain
	6/7		LINKS 3rd Decision round	
5	6/10	Private LINKS presidential Reviews	LINKS Strategy Audit	-
	6/14		LINKS 4th Decision round	
6	6/17	Applying existing innovation and ops strategy theories to new markets;	Submit case write up	AmazonFresh: Rekindling the Online Grocery Market
	6/21		LINKS 5th Decision round	
7	6/24	Big data analytics and a new strategy in response to the ACA	Submit case write up	Carolinas HealthCare System: Consumer Analytics
	6/28		LINKS 6th Decision round	
8	7/1	LINKS Debriefing	Prepare LINKS Final report	