SYLABUS

OBJECTIVES

- To explore the main themes in strategic and competitive management in operations setting and management.
- To study cases of competitive operations strategies
- To discuss competitive strategies’ future trends in the operations context.

JUSTIFICATION

Creating an operational system that has strategic intent and delivers operational results and value is a challenge for any organization.

To investigate, do research and formulate sustainable and feasible operations strategies are the main subjects of operation strategy, which demand to search and evaluate operational alternatives for their implementation, and management. These activities mean to develop and align available resources into capabilities in order to achieve strategic results and to fit internal processes to the customer and other stakeholders’ demands.

Moreover, competitive results may depend on:
1. how resources are configured and how much are allocated;
2. how they are included in processes to aggregate value to products and services;
3. and, even more, on how resources are applied and managed in the operation.

Nowadays, instead of very slowly changing strategies, the challenge is dynamic, due to continuous, often disruptive changes in competition and organization, deeply interwoven with changes in products, processes, supply chains, technologies, environmental constraints, and business models. This requires the formulation, selection, and management of projects strategically chosen for competitiveness and organizational sustainability. One key to make this happen is project portfolio management.

CONTENT

1. Dynamic overview of operations strategy and competitive advantage.
2. New paradigmes and effectiveness areas in operations strategy.
3. Technology in competitive battles: capabilities, innovation and operations.
4. Project portfolio managment and operations dynamic – the classic view and alternatives.
7. Operational strategic alternatives: shared services, outsourcing, franchising, partnerships and alliances.

TEACHING METHODS

Tasks:

1. For each class:
   - To read the scheduled texts and contribute to their discussion.
   - To prepare seminars and the class discussion on your assigned texts.

2. Discipline’s scientific paper.
   - An English written academic paper for an international scientific event.
   - Titles, abstracts and content shall be discussed during classes.
   - Abstracts should be submitted to suitable scientific events.
   - In the last class, a work-in-progress presentation shall be made to receive final feedback.
     After this there will be about a month tp deliver the final papers.
   - After the end of the discipline, the paper shall be forwarded to a scientific event.

ASSESSMENT

Article based on the discipline’s research themes (60%)
Class seminars (20%)
Overall involvement in class activities (20%)

CORE BIBLIOGRAPHY


COMPLEMENTARY BIBLIOGRAPHY - BOOKS


**COMPLEMENTARY BIBLIOGRAPHY – ARTICLES AND BOOK CHAPTERS**


37. GEROLAMO, Mateus Cecílio; CARPINETTI, Luiz César Ribeiro; FLESCHUTZ, Timo; SELIGER, Günther (2008). *Clusters e redes de cooperação de pequenas e médias


46. JACOBS, Mark (2007). Product Complexity: A Definition and Impacts on Operations. Eli Broad Graduate School of Management, Michigan State University, RESEARCH ISSUES, Decision Line, p. 6-12, October.


