San José State University  
College of Business  
School of Global Innovation and Leadership  

Syllabus  
BUS 5 145: Global Operations Strategy

Instructor: Gurmeet Naroola  
Location: BBC 324  
Phone: 408-924-1608 (o) 408 931 0944 (c)  
Email: Gurmeet.Naroola@sjsu.edu  
Section 01  
Class: 27174  
Class Hours: 1:30:00 - 2:45:00 (TR)  
Office Hours: Tuesday 3-5

Course Description  
We live in a global world where the velocity of change in business is immense. The need for an agile operations organization and strategy to continually support product launches/scale without a glitch can make or break an organization. You don’t get a second chance in operations execution.

Global operations can be a dauntingly complex with higher risks and a greater proportion of ‘unknowns’ and the COO could stay awake at nights. Companies face decisions from the get-go on where to manufacture? where to source? From whom do we procure? Where to set up the distribution centers and customer service organizations? Whom to partner with? Should we go global from day one or organically? And how to get it right the first time. These questions all point to the need for a robust Global Operations Strategy and the answers to these questions are detrimental to the success of the organization.

In this course we will learn to successfully develop and implementation a global operations strategy as a competitive advantage to ensure Customer Delight, Profitability and Cost reduction. We will review different operation models, methodologies and the integration the operations strategy with business and corporate strategies. We will use case studies from Amazon, Apple, Tesla, Sanmina etc. to examine operations organization design, best practices, cultures, processes and scorecards required for execution.

We will guest speakers from leading global corporations who will share their experiences on operational excellence through technology and innovation, various operations growth strategies

This course will give students a first hand look at global operations strategic decisions made to achieve the firm’s goals. It will provide the nuts and bolts for global operations and company’s strategy for the operations. In this course we share the secrets to keep the COO sleep at night.
Course Materials

Reference Reading:

- Various case studies/articles/video/readings to be handed out in class.
- Students should read current business periodical(s) so that they can relate/apply the global operations strategy (GOS) principles learned in class to events in today's business firms. Publications covering GOS issues include HBR, The Wall Street Journal, The Economist.
- Case studies of Dell, Amazon, Apple, Tesla etc.
- Suggested reading:
  - Execution by Larry Bossidy,
  - The Quest for Globalization by Dr. Gupta
  - In the Company of Giants by Raphel Ortiz
  - Break-out Nations by Ruchir Sharma
  - The Entrepreneurial Connection by Gurmeet Naroola
  - Balanced Scorecard by Kaplan
  - Culture and competition by Dr. Anna Lee
  - Influence by Robert Cialdini

Course Goals and Student Learning Objectives

This course deals with the concepts, approaches and techniques used to manage global manufacturing and service operations effectively. After completing this course, students should be able to:

1. Develop an understanding of the state of the art of strategic management thinking as it applies to firms with global operations.
2. Employ systematic procedures for analyzing the behavior of global operations system.
3. Develop a capacity for analyzing GOS problems on a functional, business, and company-wide basis.
4. Develop an awareness of the organizational structures, cultures, business models, scorecards used in global operations and the SWOT of those structures.
5. Understand the key criteria utilized in multinational location site selection, global scale facilities configurations, and global sourcing networks development.
6. Apply and interpret quantitative operations methods.
7. Examine political, economic, geographic, and cultural forces that shape a global competitive context in business operations.
8. Analyze global operations, identify capabilities, and develop plans for competing.
9. Assess how companies innovate and compete in global markets and develop and implement a global operations strategy.
Grading Criteria

Class Assignments and Presentations I, II, AND III 50%
Class Participation 50%
There will be no make-up or extra credit options.

A- 90-93.3%  A 93.4-96.6%  A+ 96.7-100%
B- 80-83.3%  B 83.4-86.6%  B+ 86.7-89.9%
C- 70-73.3%  C 73.4-76.6%  C+ 76.7-79.9%
D- 60-63.3%  D 63.4-66.6%  D+ 66.7-69.9%  F <60%

Reporting Assignments
Each student is expected to submit five (5) reports on recent articles/news items (from sources identified earlier in Course Materials section) that appeared within two weeks of the class in which its report is turned in. The article report should coincide with the topic to be discussed during a specific class in which its report is turned in. Student can submit no more than one report each class meeting. Each report must be no more than two typed pages (single- or double-spaced) and contain two parts: in Part A, summarize the article and outline the key issues raised in the article. In Part B, provide your analysis/opinion of the article (in your own words). Attach a cover page to the front of each article report, which includes the following information: Your name, last 4 digits of SSN, course #, section #, assignment #, semester, and date. Also, make sure that all pages in the assignment are stapled together (neatness counts).

Examinations
There will be three exams in this course Exams I, II, and III while the first two will be given in class on the dates indicated in the course outline, the last will be a take home exam E. These exams will be closed books/closed notes and will usually consist of case analyses and/or short-answer discussion questions covering text reading, and class discussions/handouts. For each exam, bring a blue book to write down your answers. Cheating will not be tolerated and will result in a zero being given for that exam.

All students are advised to take exam(s) on scheduled days and times as no makeup exams will be given. No excuses will be accepted for missing exam(s) at the scheduled day/time or coming late to class—a score of zero will be assigned to the student for that exam.

Class Participation
Active participation in class discussion is critical to the learning experience. As a result, it is
encouraged and valued in this course. It is the responsibility of each student to be prepared to contribute to the class discussion by reading the material ahead of time. Class attendance will be taken regularly and, from time to time, students will be called upon to answer questions and to voice their opinions regarding a specific issue being addressed in class.

In addition to covering theoretical materials in class lectures, case studies will be discussed to provide both real-world applications of the lecture materials and an opportunity to develop student skills of solving GOS problems as a business manager or consultant. The class discussion of these case studies will be led by student teams (with 2 to 3 students per team). Each case discussion team is expected to formally prepare and present one case study (case study assignment will be done in class). This involves a write-up of each case study (2 typed, single- or double-spaced pages - outline form is acceptable) as well as to lead the class discussion.

**Office Hours**

Students are encouraged to make use of these office hours if experiencing problems in the course, to check their course grade to-date, and/or discuss course content. Appointments may be scheduled for other mutually convenient times by email. Course performance will not be communicated or discussed via email.

**Term Project**

The term project is aimed to enhance students' understanding of GOS-related issues. The term project is to be done in teams of 3 to 4 students each and will be graded on topic originality, depth of effort, comprehension of the situation, and the quality of analysis. For the term project, both a written report and an oral presentation to the class are required—further details will be provided in class. Each student team is expected to meet with the instructor outside class at least twice-first time to clarify expectations regarding the term project, and the second time to show an outline of their project report and/or presentation and receive any feedback the instructor may have.

Students may choose to do an applied term project on any operational issue of a particular multinational corporation. This option is particular suited, when one of the students in the team is an employee of such an organization. In such a case, end results from the term project include, but not limited to, analyzing the performance of the IOM activities of a company, participating in group discussion with company employees on selected IOM topics, writing a report that profiles IOM activities of that company, lessons learned, and managerial implications. Alternatively, students may decide to work on a term project using existing research sources (library, internet, etc.).

Some potential term project topics include:

1. Analysis of operational challenges that an organization faces in an international context;
2. Analysis of various GOS strategies: global procurement, global logistics, international outsourcing, managing global supply chains, impact of IT on global operations, etc.;
3. Analysis of GOS best practices; and
4. Analysis of current and/or future IOM trends in a given industry (e.g. music, automobile, computers, semiconductor, apparel, entertainment, publishing, healthcare, insurance, banking, pharmaceutical, high technology, food, biotechnology, winery, grocery, etc.).
## DETAILED COURSE OUTLINE (subject to change)

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic Coverage</th>
<th>Reading Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wk.1</td>
<td>Course Overview, expectations, handouts, assignments and student introductions</td>
<td>Course outline, reference material, books and reading assignment</td>
</tr>
<tr>
<td>Wk.2</td>
<td>What are Global, Operations and Strategy?</td>
<td>Instructor Business Strategy handout. Quest for</td>
</tr>
<tr>
<td>Wk.3</td>
<td>Operations Eco-System and Business models (4Ms &amp; QCD matric). Operations Life-cycle</td>
<td>Instructor handout on Business Models and NPI</td>
</tr>
<tr>
<td>Wk.4</td>
<td>Study the operations organizational designs of Amazon, Apple, Sanmina etc.</td>
<td>McKinsey case study and Deming 14 Principles</td>
</tr>
<tr>
<td>Wk.5</td>
<td>Discuss cultures of Asia Pac, Germany, Silicon Valley etc.</td>
<td>Instructor handout on Global Cultures</td>
</tr>
<tr>
<td>Wk.6</td>
<td>Implementing and Managing operational change through Operations processes, Metrics and IT systems for Scale</td>
<td>Instructor handout</td>
</tr>
<tr>
<td>Wk.7</td>
<td>Supply-chain (Forecast, Demand, Procurement, Logistics, MRP) best Practices</td>
<td>Instructor handout</td>
</tr>
<tr>
<td>Wk.8</td>
<td>Manufacturing Best Practices</td>
<td>Instructor handout on Mfg. best practices</td>
</tr>
<tr>
<td>Wk.9</td>
<td>Quality Best Practices</td>
<td>Instructor handout on Quality. Best practices</td>
</tr>
<tr>
<td>Wk.10</td>
<td>Class to develop IT Best Practices</td>
<td>Class Assignment</td>
</tr>
<tr>
<td>Wk.11</td>
<td>Review Global Economic and Operational metrics for Emerging nations for growth Review and discuss operations M&amp;A, Greenfield, JV for growth</td>
<td>Presentation based on “Breakout Nations</td>
</tr>
<tr>
<td>Wk.12</td>
<td>Case studies of Sanmina, Amazon, Dell and Apple for OE. Operational Excellence through innovation</td>
<td>Amazon case study &amp; Video</td>
</tr>
<tr>
<td>Wk.13</td>
<td>Correlations of manufacturing and operations in the formulation and implementation of business and corporate strategy within</td>
<td>Instructor Handout</td>
</tr>
<tr>
<td>Wk.14</td>
<td>Identify and develop Operational Innovations</td>
<td>Deep Change - HBR</td>
</tr>
<tr>
<td>Wk.15</td>
<td>Build Global Operations Scorecard strategy for Customer Sat, Profitability and Cost</td>
<td>Balanced Scorecard</td>
</tr>
<tr>
<td>Wk.16</td>
<td>Build Operations as a Competitive advantage</td>
<td>Class Assignment</td>
</tr>
<tr>
<td>Exam Wk.</td>
<td>Networking, sharing best practices, SJSU group formation</td>
<td></td>
</tr>
</tbody>
</table>
*Double-check final exam dates/times in the Schedule of Classes booklet.
Read this syllabus carefully as answers to most of your course-related queries can be found in it. If you have questions or need clarification, contact me. This syllabus is subject to change without notice.