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

Syllabus  
BUS 5 145: Global Operations Strategy  

Instructor: Gurmeet Naroola  
Location: Boccardo Business Center 004  
Phone: 408-924-1608 (o) 408 931 0944 (c)  
Fax:  
Email: Gurmeet.Naroola@sjsu.edu  
Section 01  
Class: 27788  
Class Hours: Tuesday 6-8.45 pm  
Office Hours: TuWed 5:00PM – 6:00PM  
Class Location: BBC220  

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: Operations Strategy: Competing in the 21st Century (Sara Beckman)

- Book, Various case studies/articles/video/readings to be handed out in class by the Instructor.
- 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, GenZe, SunPower etc.
- Suggested reading:
  - In the Company of Giants by Raphel Ortiz
  - Break-out Nations & Rise and fall of nations by Ruchir Sharma
  - The Entrepreneurial Connection & ISO 9000 by Gurmeet Naroola
  - Getting China and India Right by Dr. Gupta
  - 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.
Grades:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Points</th>
<th>% of Grade</th>
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<tbody>
<tr>
<td>Class/Homework Assignments &amp; Presentations</td>
<td>30</td>
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<tr>
<td>Book Presentation or Special Assignment</td>
<td>10</td>
<td>30.00%</td>
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<tr>
<td>Mid Term</td>
<td>20</td>
<td>30.00%</td>
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<tr>
<td>Final Exam</td>
<td>40</td>
<td>40.00%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100.00%</strong></td>
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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%

Class Assignments:

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 Interaction and 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
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
5. 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.).
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<thead>
<tr>
<th>Date</th>
<th>Topic Coverage</th>
<th>Reading Assignments</th>
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</thead>
<tbody>
<tr>
<td>Wk.1</td>
<td>The Operations ECO-Systems (4Ms &amp; QCD)</td>
<td>Course outline, reference material, books and reading assignment</td>
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<tr>
<td></td>
<td>Profitability and Customer Satisfaction</td>
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<tr>
<td>Wk.3</td>
<td>Introduction to Operations Life-cycle management.</td>
<td>Instructor handout on Business Models and NPI</td>
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<tr>
<td>Wk.4</td>
<td>Study the operations organizational designs of Amazon, Apple, Sanmina etc. Creation of Culture in a Company utilizing Deming 14 points of Management</td>
<td>McKinsey case study and Deming 14 Principles</td>
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<tr>
<td>Wk.5</td>
<td>Introduction to Quality Functional Deployment &amp; New Product Introduction</td>
<td>HBR QFD Case study</td>
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<td>Wk.6</td>
<td>Global Operations Cultures: Discuss cultures of Asia Pac, Germany, Silicon Valley etc.</td>
<td>Instructor handout</td>
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<tr>
<td>Wk.7</td>
<td>Supply-chain (Forecast, Demand, Procurement, Logistics, MRP) best Practices</td>
<td>Instructor handout</td>
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<tr>
<td>Wk.8</td>
<td>Manufacturing Best Practices</td>
<td>Instructor handout on Mfg. best practices</td>
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<td>Wk.9</td>
<td>Quality Best Practices</td>
<td>Instructor handout on Quality. Best practices</td>
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<tr>
<td>Wk.10</td>
<td>Class to develop IT Best Practices</td>
<td>Class Assignment</td>
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<tr>
<td>Wk.11</td>
<td>Finance best practices Review Global Economic and Operational metrics for Emerging nations for growth Review and discuss operations M&amp;A,</td>
<td>Presentation based on “Breakout Nations</td>
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<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>
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<td>Wk.13</td>
<td>Operations training Strategy and systems Peoplesoft case study</td>
<td>Instructor Handout</td>
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<td>Wk.14</td>
<td>Identify and develop Operational Innovations</td>
<td>Deep Change - HBR</td>
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<tr>
<td>Wk: 15</td>
<td>Build Global Operations Scorecard strategy for Customer Sat, Profitability and Cost</td>
<td>Balanced Scorecard</td>
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<tr>
<td>Wk.16</td>
<td>Build Operations as a Competitive advantage</td>
<td>Class Assignment</td>
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<tr>
<td>Exam Wk.</td>
<td>Networking, sharing best practices, SJSU group formation</td>
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*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.