

# BA771 Operations Strategy

*Fall 2012*

*(Version: August 28, 2012)*

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## Course Objectives

Operations strategy is concerned with the firm's decision making for resources, processes, and capabilities to optimize value creation. In this course, we learn foundational theories and expository cases in operations strategy. Covering diverse research disciplines, this course has an interdisciplinary perspective to understand essential principles in operations strategy. Based on theories and cases in operations strategy, students are expected to write a research paper of high quality, sufficient to be publishable in the related fields.

## Course Materials

Scott, W. R. and G. F. Davis (2007). *Organizations and Organizing: Rational, Natural, and Open System Perspective*. Pearson Education.

Beckman, S. L. and D. B. Rosenfield (2008). *Operations Strategy*. McGraw Hill.

Sterman, J. D. (2000). *Business Dynamics: Systems Thinking and Modeling for a Complex World*. McGraw Hill.

## Performance Evaluation

The following breakdown is a tentative guideline and subject to change as the course proceeds:

Individual assignments and class participation	20%
Research paper	30%
Group or team assignments	20%
Exams	30%

CLASS SCHEDULE  
(Subject to change as the course proceeds)

WEEK	Organizing	Operations	Dynamics	CLASS OBJECTIVES
1	1~3			<b>Organizational Theories and Principles</b> - Organizations as systems - Integrating perspectives - Firm's strategy, structure, and performance <b>Theories of Operations Strategy</b> - Fundamentals of operations strategy - Resources, processes, and capabilities - Integrating value chain activities <b>Operations System Dynamics</b> - Fundamentals of cause-and-effect analysis - Modeling methodology for operations strategy
2	4~6			
3	7~9			
4	10~12			
5	13, 14	1	1~3	
6		2, 3	4, 5	
7				
8		4, 5	6, 7	
9		6, 7	8, 9	
10		8, 9	10, 11	
11		10, 11	12~14	
12			15~18	
13			19~22	
14	To write and present research paper			<b>Building Research Capability</b> - Research paper and exam
15	To pass comprehensive exams			
16				

**Course requirements:**

- ✓ You must read the assigned reading materials and prepare for participating in class discussion.
- ✓ Every week 2~4 students must prepare for presenting the course readings. The required number of students each week is as follows:

	Number of Students Required		
WEEK	Organizing	Operations	Dynamics
1	3		
2	3		
3	3		
4	3		
5	1	1	2
6		2	2
7			
8		2	2
9		2	2
10		2	2
11		2	2
12			4
13			4
14	TBA		
15			
16			

- ✓ Every student must sign up for presentation at least 5 times during the semester. The students in charge of each week's required readings must prepare summary presentation files (usually in PPT format) and e-mail them to the TA at least one week prior to the class.
- ✓ Each week there will be a test on the subjects covered that week.
- ✓ As a course requirement, you will write a research paper, which is of high quality sufficient enough to be publishable in relevant journals. The research paper should utilize and be based on the theories we learn in this course.