

University of Notre Dame
Syllabus of MGT 70720 INTERNATIONAL OPERATIONS, Spring 2006

Instructor: Dr. Jerry C. Wei (pronounced as Way)

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Class hours: T, R 10:00-11:50am, Jan 17 - March 2, 2006

Office Hours: T, R 3-5pm or by appointment

Course Description:

This MBA elective course studies what it takes for a company to attain excellence in process and value chain management in a global economy. Through case analyses and other channels of learning, this course has the following study **objectives**: (1) Broadening knowledge and awareness about operational excellence in world-class companies; (2) Addressing issues of building and managing a global supply chain; and (3) Enhancing analytical and communication skills through case presentation and class discussion.

Upon completion of this course, students should be able to:

- Understand the approaches and issues of applying Lean Thinking in various situations (firm size, nationality, position in value chain);
- Recognize the interactions between product and service design and other activities in the value chain;
- Develop an effective strategy for outsourcing in the era of e-commerce;
- Identify the roles and select the right locations for international operations;
- Understand key process changes during acquisitions and joint ventures;
- Analyze risks in demand, supply, currency exchange, and "distance".

Required Materials:

- [1] Womack & Jones, Lean Thinking, Revised version 2003, Free Press.
- [2] A packet of 8 cases (purchased from www.XanEdu.com, about \$35). The professor will provide Case#4 Woolsworth RFID.
- [3] (free) Selected handouts and downloadable articles at AFS course folder within the **I-drive**.

Grading: Course grades will be based on the following items and weights:

Midterm exam (2/9/2006)	25%
Final exam (3/2/2006)	25%
Case Presentation	15%
Case Report	15%
Class Participation & Quizzes	20%

1. **Class participation** grade consists of (a) class attendance and (b) an individual's contributions to class discussions and case discussion, i.e., the quality of comments, questions, insights, creative solution approaches, etc. The Professor will try his best to assess and record class participation on a regular basis. The scheme he uses is -3 for "no show and no tell", -1 for "excused absence", and 0-5 for participation quality. As an MBA student, you are expected to prepare the materials according to the syllabus outline so that you will be ready to participate in class discussions.

2. **Group Case Study**: Several cases will be discussed throughout the semester. Each student is required to sign up for **2 cases**. Each case group is

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responsible for making a presentation to the class (30 minutes of case analysis and 15 min. for entertaining questions). The presentation will be evaluated jointly by the class (80% weight) and the Professor (20% weight). The Professor will give questions that need to be addressed in the case well in advance. The written report (maximum **10 pages**, font-12, double-spaced) of the case analysis is due in class and will be graded by the Professor. The content of the report should present your analyses, critiques, and suggestions. It should avoid repetition of the case description, such as a review of company background. In addition, you need to provide an Analysis Outline Handout that highlights your major points to your classmates.

After each case presentation, the professor will also distribute a **Confidential Peer Evaluation** sheet to each team member to report his/her assessment of the contributions from the teammates. If there are strong evidences showing that a person contributes significantly below average within the team, his/her grade related to the Case will be deducted.

3. **Late penalty:** Case reports are due at the beginning of the class period unless specified otherwise.

Tentative Course Outline

Session, Date (Tue/thuR)

Topics

Unit 1: Lean Thinking in Manufacturing, Design, and Distribution

1)1/17 T Syllabus and Overview of the course, the Lean Concepts

Readings: Chapter Intro. & Chap. 6 (Lantech Co.) in Womack & Jones

2)1/19 R Lean Tactics in manufacturing and services

Readings: (1) Womack Ch. 9 (Porsche Co.) (2) "The Lean Service Machine" HBR 2003 (download)

3)1/24 T Reading: "Strategic Sourcing" Gottfredson et al. HBR Feb. 2005;

Case (1) Dore-Dore (a French apparel producer) (9-692-028)

4) 1/26 R Readings: (1) "Using supplier networks to learn faster" Dyer & Hatch, Sp. 2004 Sloan Mgt. Review. (2) "Inventory-driven costs" HBR 2005.

Case (2) Product Development at Dell Computer (9-699-010)

Unit 2: Product Design and Supplier Management

5) 1/31 T Reading: "The triple-A supply chain," H. Lee, HBR Oct. 2004

Case (3) Excel plc-SCM at Hans Mart (German retailer) 9-605-080

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6) 2/2 R Readings: "Radio Frequency ID technology: the next revolution in SCM," B Srivastava, Nov 2004 BH.

Case (4) "(British retailer) Woolworths 'Chips' away at inventory shrinkage through RFID initiative," Tuck School Case 6-0020 (June 2004)(**Prof. Wei will provide this case to the class**)

7) 2/7 T Speaker of Lean Operations (details TBA).

Reading: "The manager's guide to supply chain mgt." Stuart & McCutcheon, 4/2000 Business Horizons, BH044.

8)2/9 R **Midterm Exam**

Unit 3: Global Outsourcing and Distribution

9)2/14 T Readings: (1) "Strategies for competing in a changed China" Williamson & Zeng, Summer 2004 Sloan M.R.; (2)Ferdows, Lewis, and Machuca, "Rapid-fire fulfillment," HBR 2004.

Case (5) Liz Claiborne China (9-301-098)

10)2/16 R Readings: (1) "Seven rules of international distribution" D Arnold, HBR R00603; (2) "It's the distribution, Stupid" Thomas & Wilkinson, BH2005

Case (6) Henleys' distribution channels in China (HKU245)

11) 2/21 T (1) "Getting Offshoring Right" Aron & Singh, Dec 2005 HBR; (2) Currency Exchange Rate risks (handout)

Case (7) Aspen Technology (9-296-027)

Unit 4: Managing Acquisitions & Joint Ventures (Mfg. perspective)

12) 2/23 R Readings: (1) "When to ally and when to acquire" Dyer, Kale, and Singh, July 2004, HBR, R0407H. (2) "How Fleet Bank fought employee flight" Nalbantian & Szostak, 4/2004, HBR R0404H.

Case (8) Cisco: Acquisition Integration for Mfg. (A) 9-600-015

13) 2/28 T Readings: (1) "Regional strategies for global leadership" P Ghemawat HBR Dec 2005; (2) Womack book Chap. 11 and 15 "Action Plan";

Case (9) Nissan Motor Co. 2002 (9-303-042)

14) 3/2 R **Final Exam**