Course Syllabus

**MASTER COURSE:** Mestrado Profissional em Gestão Internacional (MPGI)

**COURSE:** Global Operations Management

**PROFESSOR:** Priscila Laczynski de Souza Miguel

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Class Meetings: Monday 7:00 – 9:50PM

Office Hours: Monday/ Wednesday/ Thursday by appointment

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**PROGRAM**

**COURSE DESCRIPTION**

In this course, we discuss operations function in global context. Operations function is one of the three primary functions of any organization, along with marketing and finance. The course will present concepts, tools, and strategies used to design and manage operations in global contexts.

**COURSE OBJECTIVES**

Operations management is becoming one important area for companies to gain competitive advantage. Factors as globalization, increased competition, growing product variety, shortening products and services life cycle, increased outsourcing, and advances in information technology are transforming operations management into a challenging task.

During the course, we will primarily focus on how to enhance operations capabilities that enable the firm to achieve sustaining competitive advantage vis-à-vis its global competitors.

The course goes through ideas and techniques related to the design, planning, control and improvement of operations, and the intent is to give the student the opportunity to:

- become familiar with the language of international operations and supply chain management;
- strengthen critical thinking;
- visualize the role of operations and supply chain management in the overall strategy based on a strategic view of operations and supply chain design;
## COURSE CONTENT

This course examines current issues related to managing operations in a global context. A central theme of this class is to learn on key issues within operations, especially on the logistic and supply chain subjects, the relevance in a firm’s ability to remain competitive in a global economy. In this course we will explore cases, theoretical and practical readings, and interactive simulations exercises. The key issues covered in this course are:

1. Operations strategy and firm’s competitive advantage: Operations strategy – firm’s capabilities and value creation; Global operations management. Global Strategy and Global SCM.
2. Global value chains against global supply chain.
3. Global Sourcing and outsourcing
4. A global perspective in operations management: Make or buy decision; Role of manufacturing in global supply chains, coordination issues and offshoring and reshoring.
5. Global Supply Chain Infrastructure
6. Logistics in Global Context
7. Risk and sustainability in Global Supply Chains

## METHODOLOGY

The course is developed based on presentations, case discussions, readings and discussion of articles. There will be assignments, some to be worked in groups to be formed in the beginning of the course.

## PERFORMANCE EVALUATION

**In-class discussions (30%)**: The course is based on papers and cases discussions, to be completed individually and in group. A pre-reading of contents for each class is required. The student will be required to read, discuss and provide analyses for cases on a variety of global OM topics.

**Case/Article presentation (30 %)**: Teams of 5 students will prepare and present either a theoretical or practical seminar during of the semester. At the first class, a seminar will be assigned by the instructor. The proposed themes are:

- Global value chains governance
- Offshoring and reshoring
- Logistics infrastructure and emergent countries
- Environmental and safety issues in global SCM.

**Exam (40%)**: There will be one exam at the end of the course. Details of the exam will be provided as we approach the respective exam date.

## REQUIRED MATERIALS

There is no text book for this course, but a course pack containing suggested reading, articles and cases.
Lecture notes for this course will be posted on blackboard web site. You need to download the notes and bring it to every class session.

Suggested books:


**CASES**


**SUGGESTED READINGS**


Bosche et al. Solving the reshoring dilemma *Supply Chain Management Review*, Jan/Feb 2014


FERDOWS, K. Making the most of foreign factories *Harvard Business Review*, March-April 1997


GARCIA-HERRERO, A. The next emerging giants take flight. *IR Expert Insight*,2011


PEREZ-ALEMAN, P., SANDILANDS M. Building value at the top and the bottom of the global supply chain: MNC-NGO Partnerships. California Management Review VOL. 51, NO. 1 FALL 2008 CMR.BERKELEY.EDU

Shih, W.C. What it takes to reshore manufacturing successfully Sloan Management Review Fall 2014


TRENT, R.J.; MONCZA, R.M. Achieving Excellence in Global Sourcing, MIT Sloan Management Review, Fall, 2005


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<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Additional Readings</th>
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<tr>
<td></td>
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<td>Competitive priorities</td>
<td>Demeter (2014)</td>
<td>Incoterms Guide</td>
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<td>Global trade</td>
<td>Ferro Industries (HBR Case)</td>
<td>Prasad &amp; Babbar (2000)</td>
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<td>Legal Considerations and Contracts</td>
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<td>Trent &amp; Moncza (2005)</td>
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<td>Transportation</td>
<td>Connecting to compete – Trade</td>
<td>Craig &amp; Ellram (1998)</td>
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<td>Reverse logistics</td>
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<td>Creazza, Dallari &amp; Melancini (2010)</td>
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<td>5</td>
<td>08/31</td>
<td>Emergent Markets; Infrastructure and Country Competitiveness</td>
<td>Khanna &amp; Palepu (2013)</td>
<td>Transportation and Logistics 2030 vol 2 and 3</td>
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<td>Centralized and decentralized operations</td>
<td>Bunge Limited (HBR case)</td>
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<td>Role of operations</td>
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<td>7</td>
<td>09/08</td>
<td>Offshoring and reshoring</td>
<td>Ellram; Tate &amp; Petersen (2013)</td>
<td>Stringfellow, Teagarden &amp; Nie (2008)</td>
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<td></td>
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<td>Larsen (2013)</td>
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<td>Andersen &amp; Skjoett-Larsen (2009)</td>
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<td>Mollenkopf et al (2010)</td>
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<td>8</td>
<td>09/21</td>
<td>Additional key points: Risk and Safety in Global Operations – Visit to GS1 Laboratory</td>
<td>Bovet (2005)</td>
<td>Transportation and Logistics 2030 vol 4</td>
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