



STRATEGY & OPERATIONS

Module 1: Brian McCann – David K Wilson Chair

Fundamentals of Business Strategy

Demonstrate an understanding of the elements and purpose of strategy by analyzing both the external and internal context of the firm using a set of recommended analytical frameworks, and recognize how one can apply these analyses to guide strategic decision-making

Introduction to Strategy

- What is Strategy
- Economic Profit
- The Value-Price-Cost (VPC) Framework
- Elements of Strategy, Part 1: Arena and Vehicles
- Elements of Strategy, part 2: Staging, Differentiators and Economic Logic
- Transition – Two Perspectives on Economic Profit

External Analysis: Analyzing the Macro and Industry Environments

- Introduction to External Analysis
- Political, Economic, Social and Technological (PEST) Framework
- Introduction to Industry Analysis
- Porter's Five Forces Analysis, Part 1: Threat of Entry
- Porter's Five Forces Analysis, Part 2: Buyer and Supplier Power
- Porter's Five Forces Analysis, Part 3: Substitutes and Rivalry

Internal Analysis: Analyzing the Firm's Resources and Capabilities

- Introduction to Internal Analysis
- Resources, Capabilities and Temporary Competitive Advantage
- Resources, Capabilities and Sustainable Competitive Advantage
- The Value Chain
- Generic Strategies

Module 2: Eric Johnson, Dean Owen Graduate School of Management

Strategy Execution

Plan and implement a business strategy by characterizing and ranking the four key operations objectives, and identifying and monitoring success metrics.

Operations Strategy: Fundamentals

- Welcome to Strategy Execution
- Introduction and Understanding How Functional Strategies Align with Corporate Strategy
- The Mission Statement
- Operations Objectives
- Winners vs. Qualifiers
- McDonald's Mini Case
- Operations Levers

Measuring Success

- Introduction to Metric Pitfalls
- Good and Bad Metrics / Metric Theory
- Interview with Gary A. Garfield, Bridgestone Americas
- Interview with Scott E. Becker, Nissan North America

Module 3: Nancy Hyer – Associate Dean of Curriculum and Learning

Project Excellence

Recognize the role of projects in supporting organizational strategy; identify characteristics of successful projects; ask critical front-end questions to ensure a project gets off to the best possible start; create a project work breakdown structure, uncertainty assessment, network diagram, Gantt chart schedule, and communication plan; and identify elements of an effective project closure

Introduction to Projects and Project Selection

- Introduction to the Project Process
- Why Care About Projects
- Project Success Factors
- Project Selection

Project Initiation and Planning (Part 1)

- Front-end Questions

- Triple Constraint
- Project Charter
- Work Breakdown Structure (WBS)
- Avoiding White Space Risk in Creating a WBS
- Team-Based WBS Mind Mapping
- How to Create a WBS Mind Map with a Team

Project Planning (Part 2)

- Project Risks and Uncertainties
- Categorizing Risk
- Anticipating Uncertainties / Project Risk Assessment
- Project Scheduling
- When is the Schedule Developed
- Estimating Time
- The Network Diagram
- Gantt Chart
- Team-Based Scheduling
- The Communication Plan

Project Delivery and Closure

- Project Delivery
- Project Closure
- Project Learning

Module 4: Mumin Kurtulus – Associate Professor of Operations Management

Operations Management

Analyze and improve manufacturing and service processes by visualizing any business as a process, and analyzing processes using specific methodologies and tools as demonstrated in real world case scenarios.

Process View of the Firm

- Process View of the Firm
- Process Flow Diagrams
- Real World Example: Pizza Shop Process Flow

Process Analysis and Improvement

- Process Terminology
- Meli's Bakes Case: Introduction
- Meli's Bakes Case: Case Overview

- Meli's Bakes Case: Throughput Time
- Meli's Bakes Case: Capacity
- Meli's Bakes Case: Gantt Chart
- Meli's Bakes Case: Pricing
- Meli's Bakes Case: Delivery Time Estimation
- Meli's Bakes Case: Mixer Capacity
- Meli's Bakes Case: Resource Planning
- Meli's Bakes Case: Increasing Capacity
- Meli's Bakes Case: Process Analysis

Capacity Management in Services

- Queueing Introduction
- Relationship Between Utilization and Wait
- Application of Concepts: Call Center
- Psychology of Waiting

Certificate in Business Strategy

Receive a Certificate from Vanderbilt University by completing all 4 courses – Strategic Leadership, Finance & Accounting, Strategic Innovation and Strategy & Operations