

## Subject overview

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This subject examines the structural and strategic change processes occurring within “virtual” (or “boundaryless”) business organizations. Topics include value and supply chains; market structures; customer value expectations; and the value chain components of relationship management, knowledge management and technology management.

## Learning Outcomes

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The specific subject objectives are to understand:

- the state-of-the-art strategic thinking as it applies to ‘value’ creation for commercial or noncommercial enterprises operating within one country or competing in a global marketplace, both for manufacturing and service industry;
- the interdependence between operations, logistics, supply chain management and demand chain management with other functions within the enterprise, such as marketing, finance and HR management participate in creating ‘value’ for the enterprise’s various stakeholders;
- the nature of ‘value’ in strategic relationships and competitiveness across different industries and its impact on the design and management of world competitive operational enterprises; and
- how to assess the strategic implications and ramifications of changes in the nature of global competition and how ‘value’ impacts the activities of individual enterprises, how ‘value’ is generated as new service offerings emanate as a result of organizations operating under collaborative arrangements, with innovation and creativity leading to knowledge and information consolidation and diffusion across organizations.

## Assessment overview

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| • Syndicate Group Presentation, summary, and presentation slide pack | 25% of total assessment |
| • Individual research assignment                                     | 15% of total assessment |
| • Peer assessment of Syndicate Group Presentations                   | 10% of total assessment |
| • Examination (2-hour, closed text book)                             | 50% of total assessment |

## Subject modules

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- Value as a Strategic Business Concept
- Marketing Logistics & Operations Strategy Alignment – Strategic Effectiveness and Operational Efficiency
- New Economy – New Business Models – Virtual and Vertical Integration
- Value: a new economy and new issues for creating value – corporate and customer perspectives
- The supply chain and the demand chain
- Value Chain = Demand Chain + Supply Chain
- Processes and Capabilities
- Value Chain – Components
- Value Chain – Performance Planning and Management
- Implementing and Configuring Value Chain
- Innovation and Collaboration – Value Networks
- Services Value Networks – Are they same or different?
- Leadership – its role in 21st Century Strategic Operations

## Required readings

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- Walters, D. (2002). *Operations strategy*. Basingstoke, UK: Palgrave Macmillan

## Questions?

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If you have questions about any of the subject summaries, please contact us.