Chapter Outline

# Chapter 2: Operations and Supply Chain Strategies

***See pages: 28-58.***

Operations Profile: Pfizer’s Revamped Supply Chain Strategy Saves the Company Millions

 Levels of Strategic Planning

 Corporate Strategy

 Business-Unit Strategies

 Functional Strategies

 Formulating and Evaluating Operations Strategies

 Critical Elements of an Operations Strategy

 Maintaining the Fit Among Critical Elements

 Strategic Structural and Infrastructural Decisions

 Evaluating the Performance of an Operations Strategy

 Formulating and Evaluating Strategies for Service Organizations

 Strategic Positioning

 Formulating the Service Operations Strategy

 Tactical Execution

 Continuous Service Improvement

 Measuring Productivity as Part of Strategic Planning

 Types of Productivity Measures and Their Uses

 Factors Affecting Productivity

 Steps to Improving Productivity

 Measuring Productivity in the Service Sector

Operations Profile: Lessons Learned: Bigger Ships, More Cargo, Bigger Headaches!

 Strategies for Supply Chains

 Formulating Supply Chain Strategies

 Evaluating the Performance of a Supply Chain Strategy

 Global Strategies

 Integrating Operations and Supply Chain Strategies

 Risk Management Strategies

 Sustainability Issues

 Chapter Summary

 Key Terms

 Discussion and Review Questions

 Solved Problems

 Problems

 Case Study 2.1: Supply Chain Strategies and Disaster Planning

 Video Case

 Critical Thinking Exercises