



Operational Management

Syllabus

ВІІІ 2.4

MGMT-431

Quarter/Year: Spring/2023

ECTS Credits: 6

Instructor: Bielova Olena, PhD, Associate Professor

US Credits: 3

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Course Description

This course is to provide students with the understanding of operations management through practical and theoretical work. Operations management concepts are not confined to one department. Rather, they are far-reaching, affecting every functional aspect of the organization. Whether studying accounting, finance, human resources, information technology, management, marketing, or purchasing, students need to understand the critical impact operations management has on any business.

Course Outcomes

PH1. Know personal rights and responsibilities as a member of society, be aware of the values of civil society, the rule of law, human and civil rights and freedoms in Ukraine.

PH3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

PH4. Demonstrate skills to identify problems and justify management decisions.

PH6. Identify skills of search, collection and analysis of information, calculation of indicators to justify management decisions.

PH8. Apply management methods to ensure the effectiveness of the organization.

PH9. Demonstrate skills of interaction, leadership, teamwork.

PH10. Have the skills to justify effective tools to motivate the staff of the organization.

PH12. Assess the legal, social and economic consequences of the organization.

PH14. Identify the causes of stress, adapt yourself and the members of the team to the stressful situation, finding ways to neutralize it.

PH15. Demonstrate the ability to act socially responsibly and socially consciously on the basis of ethical considerations (motives), respect for diversity and interculturalism.

PH16. Demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

PH17. Perform research individually and/or in a group under the guidance of a leader.

Competencies

IK1. Ability to solve complex specialized tasks and practical problems, which are characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.

3K4. Ability to apply knowledge in practical situations.

3K5. Knowledge and understanding of the subject area and understanding of professional activity.

3K11. Ability to adapt and act in a new situation.

3K12. Ability to generate new ideas (creativity).

CK5. Ability to manage the organization and its departments through the implementation of management functions.

CK9. Ability to work in a team and establish interpersonal interaction in solving professional problems.

CK10. Ability to evaluate the work performed, ensure their quality and motivate the staff of the organization.

CK15. Ability to form and demonstrate leadership qualities and behavioral skills.

Internationality: The international aspect of the discipline includes study of the features of international methods that influence operational management and their practical use in modern enterprises.

Communications

For individual issues, students should contact the professor **ONLY** by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

Note! Only emails sent from the student's corporate email address will be answered.

Student Responsibilities

Time Commitment

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation

between procrastination and low grades. Students must be committed to completing tasks on time.

Technical Aspects

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

Grading Policy

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is 60%.

Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

Course-level Grading guidelines:

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
60% - 69%	E	3 (Acceptable)
35% - 59%	FX	Not acceptable, possible repetition of course

Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional

	literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 375 points incl. (Midterm and Final exam are 60% of overall evaluation, where Midterm – 20% and Final – 40%)

- Test / Assignment / Project – 150 points (several times during the course)
- Midterm exam – 75 points
- Final exam – 150 points

Assignment Format

- All work should be shown in time. If the student misses the deadline – the task is failed.
- Midterm covered topics from previous lectures (weeks 1-4). It included multiple choice questions and cases (essays) and took about 1 hour.
- The Final exam covered all course material and included multiple choice questions and cases (essays). It lasts for 1 hour. Admission to the Final exam is possible only if all the tasks of the curriculum are covered.

Academic dishonesty

- Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Any violation of this principle constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another’s work as one’s own in an academic exercise such as an examination, a computer program, or written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination.
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. Fabrication – altering or transmitting, without authorization, academic information or records.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean’s office) and on UACU’s computer/laptop or online on the student’s computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer. Submission or retaking of any assessment activities after deadlines are forbidden.

Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

**** NO MAKE –UP QUIZZES AND EXAMS ****

Schedule

Date / time	Topic	Form of activity	Grades	Deadline
From 10:00 a.m. on April 1 to 8:00 p.m. on April 19	TOPIC 1 <i>THEORETICAL ASPECTS OF OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 1</i>	10 points	April 19
	TOPIC 2 <i>HISTORICAL DEVELOPMENT OF OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 2</i>	10 points	April 19
	TOPIC 3 <i>OPERATIONAL MANAGEMENT ENVIRONMENT</i>	► <i>Practical assignment 3</i>	10 points	April 19
	TOPIC 4 <i>OPERATIONS STRATEGY IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 4</i>	10 points	April 19
	TOPIC 5 <i>STRATEGIC ROLE OF TECHNOLOGY IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 5</i>	10 points	April 19
	TOPIC 6 <i>PRODUCT DESIGN IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 6</i>	10 points	April 19
	TOPIC 7 <i>SUPPLY CHAIN IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 7</i>	10 points	April 19
	TOPIC 8 <i>THE ROLE OF PURCHASING IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 8</i>	10 points	April 19
from 10:00 a.m. on April 18 to 8:00 p.m. on April 19	MID-TERM	► <i>TESTS + TASKS</i>	75 points	April 19
From 10:00 a.m. on April 20 to 8:00 p.m. on May 10	TOPIC 9 <i>DEFINING QUALITY IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 9</i>	10 points	May 10
	TOPIC 10 <i>THE EVOLUTION OF TOTAL QUALITY MANAGEMENT IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 10</i>	10 points	May 10
	TOPIC 11 <i>STATISTICAL QUALITY CONTROL IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 11</i>	10 points	May 10
	TOPIC 12 <i>THE PHILOSOPHY OF JIT IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 12</i>	10 points	May 10
	TOPIC 13 <i>PRINCIPLES OF FORECASTING IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 13</i>	10 points	May 10
	TOPIC 14 <i>RESOURCE PLANNING IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 14</i>	10 points	May 10
	TOPIC 15 <i>SCHEDULING OPERATIONS IN OPERATIONAL MANAGEMENT</i>	► <i>Practical assignment 15</i>	10 points	May 10
from 10:00 a.m. on May 9 to 8:00 p.m. on May 10	FINAL-TERM	► <i>TESTS + TASKS</i>	150 points	May 10

Recommended Materials

- Arnold, J.R. Tony, Stephen N. Chapman, and Lloyd M. Clive. Introduction to Materials Management, Sixth Edition. Upper Saddle River, N.J.: Pearson Education Limited, 2008.
- Blackstone, John H. Jr., Capacity Management. Cincinnati, Ohio: South-Western, 1989.
- Alexander, A., Blome, C., Schleper, M.C. and Roscoe, S. (2022), "“Managing the “new normal”: the future of operations and supply chain management in unprecedented times”", International Journal of Operations & Production Management, Vol. 42 No. 8, pp. 1061-1076. <https://doi.org/10.1108/IJOPM-06-2022-0367>
- Cox, James F., III, John H. Blackstone, and Michael S. Spencer, eds. APICS Dictionary, Twelfth Edition. Falls Church, Va.: American Production and Inventory Control Society, Inc., 2005.
- Sauer, P.C., Silva, M.E. and Schleper, M.C. (2022), "Supply chains' sustainability trajectories and resilience: a learning perspective in turbulent environments", International Journal of Operations & Production Management, Vol. 42 No. 8, pp. 1109-1145. <https://doi.org/10.1108/IJOPM-12-2021-0759>
- Asokan, D.R., Huq, F.A., Smith, C.M. and Stevenson, M. (2022), "Socially responsible operations in the Industry 4.0 era: post-COVID-19 technology adoption and perspectives on future research", International Journal of Operations & Production Management, Vol. 42 No. 13, pp. 185-217. <https://doi.org/10.1108/IJOPM-01-2022-0069>
- Gessner, Robert A. Master Production Schedule Planning. New York: John Wiley & Sons, 1986.
- Narasimhan, Sim, Dennis W. McLeavey, and Peter Billington. Production Planning and Inventory Control, Second Edition. Englewood Cliffs, N.J.: Prentice-Hall, 1995.
- Plossl, George W. Production and Inventory Control: Principles and Techniques, Second Edition. Englewood Cliffs, N.J.: PrenticeHall, 1985.
- Slack, Nigel, Stuart Chambers, and Robert Johnston. Operations Management, Third Edition. Upper Saddle River, N.J.: Pearson Education Limited, 2001.
- Vollmann, Thomas E., William L. Berry, D. Clay Whybark, and F. Robert Jacobs. Manufacturing Planning and Control Systems, Fifth Edition. Burr Ridge, Ill.: McGraw-Hill/Irwin, 2005.
- Christer Karlsson, Researching Operations Management, 2009 Taylor & Francis, Inc.

** The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 1 від 24.01.2023 року
Проректор з навчально-методичної
роботи



Л.І.Кондратенко

Завідувач кафедри



Л.В.Жарова

Викладач



О.І.Белова