ПРИВАТНИЙ ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД-ІНСТИТУТ
"УКРАЇНСЬКО-АМЕРИКАНСЬКИЙ УНІВЕРСИТЕТ КОНКОРДІЯ"
(УАУК)

PRIVATE HIGHER EDUCATIONAL ESTABLISHMENT-INSTITUTE
"UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY"
(UACU)

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OPERATIONAL MANAGEMENT
Syllabus
ПП 2.2
MGMT-431
Specialty: 073 Management
Educational program "Business Administration in Management and International Business"

Quarter/Year: Spring / 2026 ECTS Credits: 6

Instructor: Bielova Olena, PhD, Associate Professor US Credits: 3

Contact information: olena.belova@uacu.edu.ua

Prerequisites:

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-mai 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. Attention! Official and only language used for assessment activities is English. Official and only languages used for communication within the University are Ukrainian and English.

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.

Students are responsible for following the schedule, attending classes, completing assignments on time and to the required standards, and maintaining academic integrity. These responsibilities are not open for discussion with instructors or the dean's office.

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 consultations 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,
C	

	methods, techniques and tools provided by the program, but with some inaccuracies
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 – 400 points incl. (Midterm and Final exam are 70% of overall evaluation, where Midterm – 30% and Final – 40%)
Test / Assignment / Project – 75 points (several times during the course)
Consultations – 45 points
Midterm exam – 120 points
Final exam – 160 points

Student Workload
It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of working on lecture materials (including consultations) and 7 academic hours of personal work. Personal work includes tasks completing.
Please pay attention that 1 academic hour equals to 40 minutes.

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. 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. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).

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.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final the unsatisfactory grade ("0") is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.

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

Lecture	Topic	Form of activity	Grades
	CONSULTATIONS	**Attendance**	**45 points**
1-8	**TOPIC 1** ***THEORETICAL ASPECTS OF OPERATIONAL MANAGEMENT***	***►Practical assignment 1***	**5 points**
	TOPIC 2 ***HISTORICAL DEVELOPMENT OF OPERATIONAL MANAGEMENT***	***►Practical assignment 2***	**5 points**
	TOPIC 3 ***OPERATIONAL MANAGEMENT ENVIRONMENT***	***►Practical assignment 3***	**5 points**
	TOPIC 4 ***OPERATIONS STRATEGY IN OPERATIONAL MANAGEMENT***	***►Practical assignment 4***	**5 points**
	TOPIC 5 ***STRATEGIC ROLE OF TECHNOLOGY IN OPERATIONAL MANAGEMENT***	***►Practical assignment 5***	**5 points**
	TOPIC 6 ***PRODUCT DESIGN IN OPERATIONAL MANAGEMENT***	***►Practical assignment 6***	**5 points**
	TOPIC 7 ***SUPPLY CHAIN IN OPERATIONAL MANAGEMENT***	***►Practical assignment 7***	**5 points**
	TOPIC 8 ***THE ROLE OF PURCHASING IN OPERATIONAL MANAGEMENT***	***►Practical assignment 8***	**5 points**
	MID-TERM	***►TESTS + TASKS***	**120 points**
9-15	**TOPIC 9** ***DEFINING QUALITY IN OPERATIONAL MANAGEMENT***	***►Practical assignment 9***	**5 points**
	TOPIC 10 ***THE EVOLUTION OF TOTAL QUALITY MANAGEMENT IN OPERATIONAL MANAGEMENT***	***►Practical assignment 10***	**5 points**

	TOPIC 11 ***STATISTICAL QUALITY CONTROL IN OPERATIONAL MANAGEMENT***	***►Practical assignment 11***	**5 points**
	TOPIC 12 ***THE PHILOSOPHY OF JIT IN OPERATIONAL MANAGEMENT***	***►Practical assignment 12***	**5 points**
	TOPIC 13 ***PRINCIPLES OF FORECASTING IN OPERATIONAL MANAGEMENT***	***►Practical assignment 13***	**5 points**
	TOPIC 14 ***RESOURCE PLANNING IN OPERATIONAL MANAGEMENT***	***►Practical assignment 14***	**5 points**
	TOPIC 15 ***SCHEDULING OPERATIONS IN OPERATIONAL MANAGEMENT***	***►Practical assignment 15***	**5 points**
	FINAL-TERM	***► TESTS + TASKS***	**160 points**

Recommended Materials

Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2020). Operations and Supply Chain Management (15th ed.). McGraw-Hill.

Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2021). Operations Management: Processes and Supply Chains (13th ed.). Pearson.

Stevenson, W. J. (2020). Operations Management (14th ed.). McGraw-Hill.

Slack, N., Brandon-Jones, A., & Johnston, R. (2020). Operations Management (9th ed.). Pearson.

Heizer, J., Render, B., & Munson, C. (2022). Principles of Operations Management: Sustainability and Supply Chain Management (11th ed.). Pearson.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

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

Ketokivi, M., & Schroeder, R. G. (2004). Strategic, structural contingency and institutional explanations in the adoption of innovative manufacturing practices. Journal of Operations Management, 22(1), 63–89. https://doi.org/10.1016/j.jom.2003.12.002

Sousa, R., & Voss, C. A. (2008). Contingency research in operations management practices. Journal of Operations Management, 26(6), 697–713. https://doi.org/10.1016/j.jom.2008.06.001

Boyer, K. K., & Lewis, M. W. (2002). Competitive priorities: Investigating the need for trade-offs in operations strategy. Production and Operations Management, 11(1), 9–20. https://doi.org/10.1111/j.1937-5956.2002.tb00181.x

Frohlich, M. T., & Westbrook, R. (2001). Arcs of integration: An international study of supply chain strategies. Journal of Operations Management, 19(2), 185–200. https://doi.org/10.1016/S0272-6963(00)00055-3

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

Протокол засідання кафедр № 1 від 27.01.2026 року

Проректор з навчально-методичної роботи Л.І.Кондратенко

Завідувач кафедри А.Г.Цибуляк

Викладач О.І.Бєлова