OPERATIONS MANAGEMENT

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| Course code | *MNG152* |
| Compulsory in the programmes | *Industrial Technology Management* |
| Level of studies | *Undergraduate* |
| Number of credits and | *6 ECTS (48 contact hours + 6 consultation hours, 106 individual work hours)* |
| Course coordinator (title and name) | *Dr.* *Juan Ocampo* |
| Prerequisites | *-* |
| Language of instruction | *English* |

**THE AIM OF THE COURSE:**

The aim of this course is to familiarise students with the principal operational issues that managers confront, and provide students with language, concepts, and tools to deal with these issues in order to gain competitive advantage through operations. Also, this course aims to develop skills for modelling and analysis for performance improvement of business processes.

**MAPPING OF COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES (See Annex), ASSESMENT AND TEACHING METHODS**

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| Course level learning outcomes (objectives) | Degree level learning objectives (Number of LO) | Assessment methods | Teaching methods |
| CLO1. Ability to operate the main concepts, laws, and techniques of business process management | BLO 1.1 | Assessment of Groupwork assignments, , reflection, exam | Lectures, seminars, group work, case studies, guest speakers, simulation |
| CLO2. Ability to apply these concepts, laws and techniques in business process modelling | BLO 1.2 | Assessment of Groupwork assignments, , reflection, exam | Lectures, seminars, group work, case studies, guest speakers, simulation |
| CLO3. Ability to analyse the process models, and control process drivers to improve performance of any business process | BLO 1.2. BLO 3.2 | Assessment of Groupwork assignments, , reflection, , exam | Lectures, seminars, group work, case studies, guest speakers, simulation |
| CLO4. Ability to see an organization as a system of interrelated processes | BLO1.2 | Assessment of Groupwork assignments, , reflection, , exam | Lectures, seminars, group work, case studies, guest speakers, simulation |
| CLO5. Able to prepare reports and present their findings | BLO 4.1, BLO 4.2 | Groupwork Presentation | Lectures, seminars, group work, case studies, guest speakers, simulation |

**ACADEMIC HONESTY AND INTEGRITY**

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting

**COURSE OUTLINE**

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| **Topic** | **In-class hours** | **Readings** |
| **Introduction & Housekeeping.**  Organizational topics, expectation management, agreements, current understandings, experiences | 4 |  |
| **S1: Operations Management, Organizations & Leadership** | 8 | Guest 1: OM at Laecoere (Aerospace)  Guest 2: OM & Innovation at Marel (food processing) |
| **S2: Process & Product Planning** | 8 | Guest 1: Optimizing OM as Consultant |
| **S3: Inventory Management** | 8 | Guest 1: OM & Planning at Zalando |
| **S4: Supply Chain Management**  Risk Management, the role of sustainability | 8 | Guest 1: The role of IT in OM at Mattel  Guest 2: OM with SaaS products |
| **S5: Operations Excellence, Philosophies and Methods**  Lean Management, Six Sigma, Agile Methods | 8 | Guest 1: OM & Planning at AUDI AG  Guest 2: OM & Quality at Continental AG |
| **Final group presentations** | 4 |  |
|  | **Total: 48 hours** |  |
| CONSULTATIONS | 6 |  |
| FINAL EXAM | 2 |  |

**FINAL GRADE COMPOSITION**

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| **Type of assignment** | **%** |
| *Group Components 50%* |  |
| Group presentation on OM topic | 25 |
| Group project simulation | 25 |
| *Individual Components 50%* |  |
| Personal reflection based on guest lecture | 10 |
| Final exam | 40 |
| **Total:** | **100** |

**DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT**

*(Provide short descriptions and grading criteria of each assignment)*

* + 1. Group presentation on OM topic

Groups will select a topic from a list of curated topics by the lecturer. They will present the topic as a complement to the lecturer´s input. These topics are normally tools and methods used in the development of solutions within an OM context. The list of topics will be announced on the first session. The date of presentation will come assigned directly with the topic and cannot be changed. The day of the first session, the topics will be available for selection and will be available on a “first-come-first-served” basis. Failing to present means failing this part of the portfolio examination. The groups will have a maximum of 20 minutes for their presentation, plus 10 minutes for discussion with the entire group and lecturer. The students must submit a .ppt file with their presentation latest by March 1st at noon (EET). The submission will be done through the university´s learning platform and will be available by the start of the first session. All basic academic standards are expected in the presentation.

* + 1. Personal reflection based on guest lecture

During the block of lectures, different guest speakers will be invited to share their experiences on OM in a specific industry and context. Based on one of these guest lectures, students will select one and write a reflection on the topic presented. The structure recommended is: contextualization and significance for the industry and organizations, connection with research, pros vs cons, own opinion, critical reflection, conclusion and future outline. Basic academic standards are expected (not limited to only APA citation, a minimum of 10 sources, between 3 and 5 references per page). The extent of this reflection may be between 1800 and 2000 words (not including references). The paper will be submitted via learning platform and can be submitted at any time up to March 15th at noon (EET).

* + 1. Group project simulation

This element of the portfolio examination consists on a problem-case that will be presented to the students during the block week. The different elements and constraints will be detailed during the block week and the students are responsible to develop scenario solutions for the problem as part of a simulation of OM. The solution will be submitted by each group latest by March 22nd 9am (EET) and the presentation of the solution will be done on March 22nd 9am (EET) online. The sequence of the presentations will be decided by the lecturer. The .ppt file submitted for the final presentations may not exceed 15 slides (back up slides are encouraged but do not count for the final presentation).

* + 1. Final examination

The final examination consists of a written test that will be taken at university. No external aids, materials, presentations, books or any kind of support is allowed during the exams. Basic calculators are allowed. The exam will have a length of one hour.

**General rules and agreements**

* + Slides and assignments will be uploaded to the e-learning system right after the lecture. All submissions must be made through learning platform aligning to deadlines. Failing a deadline is failing that portfolio activity.
  + Final exam is without any external aid. Calculators are allowed.
  + Guest lecturers sequence may change on short notice depending on availability of guests.
  + At online sessions, students will have their camera on.
  + Once groups are made and topics are selected on first session, no changes will be accepted later on.
  + The literature listed here does not constitute an exhaustive reading list.
  + When using electronic resources you must be critical. Many recognized, refereed journals are now available online and these are an invaluable resource. At the other end of the scale is a vast array of material posted by people who know little if anything about the topic on which they have chosen to write. So it is crucial that you remember that anyone can post anything.
  + Finally, remember that the key in preparing for presentations and assignments is that you should be able to make a worthwhile contribution to the topic of debate. Whichever working practice you adopt, it is expected that you you get a differentiated view on the topic!
  + For preparing your assignments please find additional literature in line with the required scope and number. This list here is just a start, you need to dig deeper.
  + You are encouraged to take notes in class, but no recording of any kind is allowed.

**REQUIRED READINGS**

Bamford, D., Forrester, P., & Reid, I. (2023). *Essential guide to operations management: concepts and case notes.* Chicago : Taylor & Francis.

Kleindorfer, P., Singhal, K., & Van Wassenhove, L. (2009). Sustainable Operations Management. *Production and Operations Management*, 482-492.

Schiavone, F., & Sprenger, S. (2017). Operations management and digital technologies. *Production Planning & Control, 28:16*, 1281-1283.

Slack, N., Chambers, S., & Johnston, R. (2010). *Operations Management.* Pearson Education.

**ADDITIONAL READINGS**

**ANNEX**

**DEGREE LEVEL LEARNING OBJECTIVES**

**Learning objectives for the Bachelor of Business Management**

*Programmes:*

*International Business and Communication,*

*Business Management and Marketing,*

*Finance,*

*Industrial Technology Management,*

*Entrepreneurship and Innovation*

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| **Learning Goals** | **Learning Objectives** |
| Students will be critical thinkers | BLO1.1. Students will be able to understand core concepts and methods in the business disciplines |
| BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions |
| Students will be socially responsible in their related discipline | BLO2.1. Students will be knowledgeable about ethics and social responsibility |
| Students will be technology agile | BLO3.1. Students will demonstrate proficiency in common business software packages |
| BLO3.2. Students will be able to make decisions using appropriate IT tools |
| Students will be effective communicators | BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations |
| BLO4.2. Students will be able to convey their ideas effectively through an oral presentation |
| BLO4.3. Students will be able to convey their ideas effectively in a written paper |

**Learning objectives for the Bachelor of Social Science**

*Programmes:*

*Economics and Data Analytics,*

*Economics and Politics*

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| **Learning Goals** | **Learning Objectives** |
| Students will be critical thinkers | ELO1.1. Students will be able to understand core concepts and methods in the key economics disciplines |
| ELO1.2. Students will be able to identify underlying assumptions and logical consistency of causal statements |
| Students will have skills to employ economic thought for the common good | ELO2.1.Students will have a keen sense of ethical criteria for practical problem-solving |
| Students will be technology agile | ELO3.1. Students will demonstrate proficiency in common business software packages |
| ELO3.2. Students will be able to make decisions using appropriate IT tools |
| Students will be effective communicators | ELO4.1.Students will be able to communicate reasonably in different settings according to target audience tasks and situations |
| ELO4.2.Students will be able to convey their ideas effectively through an oral presentation |
| ELO4.3. Students will be able to convey their ideas effectively in a written paper |