

OPERATIONS MANAGEMENT

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

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

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, ,	Lectures, seminars, group work, case

		reflection, , exam	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

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

Type of assignment	%
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<i>Group Components 50%</i>	
Group presentation on OM topic	25
Group project simulation	25
<i>Individual Components 50%</i>	
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)

a. 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.

b. 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).

c. 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).

d. 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 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.

RETAKE POLICY

The retake exam will assess knowledge of the entire course's content and be worth 40% of students' final grade. Groupwork can't be retaken.

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

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*

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*

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