



Course Syllabus

Course Code	Course Title	ECTS Credits
IMGT-488	Operations Management	6
Prerequisites	Department	Semester
MATH-220, MGT-281 preferred	Management and MIS	Fall, Spring
Type of Course	Field	Language of Instruction
Required	Management	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Harry Kogetsidis	3 rd or 4 th
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- introduce students to the nature of operations and the basic concepts of operations management
- introduce students to a range of important processes, which can be used to support the management of operations
- introduce students to the concept of transforming organisational resources into products
- help students understand the nature of the external environment and its effect on the organisation
- help students understand the systemic nature of organisations
- help students appreciate the importance of human resources in organisations
- help students appreciate the importance of team work in organisations and to become effective team players
- develop students' analytical skills
- develop students' critical thinking
- develop students' interpersonal skills and offer them the opportunity to actively engage in debates on management issues

Learning Outcomes:

After completion of the course students are expected to be able to:

1. recognise the importance of operations and the role of operations management

2. compare and contrast the different types of organisational resources and discuss their contribution in the transformation process
3. view organisations as complex social systems
4. compare and contrast the divergent and often conflicting interests of the various stakeholders
5. distinguish between the need for effectiveness and the need for efficiency in organisations
6. compare and critique different operations management approaches and demonstrate how these can help organisations to meet their goals
7. formulate appropriate forecasting models to produce customer demand predictions and compare their level of accuracy
8. investigate good operations management practices in contemporary organisations
9. carry out independent research using a variety of resources
10. participate in debates on controversial issues related to operations management and form and defend a position.

Course Content:

Introduction to operations management (The nature and function of operations. Converting resources into goods and services. Transforming vs transformed resources. Effectiveness and efficiency of operations. The role of technology in operations. Contemporary operations management).

Operations strategy (Strategy and operations. Organisation stakeholders. Performance objectives. Approaches to operations strategy).

Process design (The role of process design in organisations. Types of processes for manufacturing and services).

Product design (The role of product design in organisations. The stages of the product design process. Idea generation and innovation. Turning a concept into a successful product or method of operation).

Job design (The role of job design in organisations. Formal specifications vs informal expectations in relation to job design. Behavioural vs physical aspects of job design. Employee motivation, employee performance and product quality. Job design models. Job rotation, job enlargement and job enrichment. Employee empowerment).

Capacity management (Demand and capacity. Measuring demand. Measuring capacity. Design, effective and actual capacity. Capacity strategies to respond to fluctuations in customer demand).

Demand forecasting (Fluctuations in customer demand. Predicting customer demand using time series forecasting methods. Simple exponential smoothing. Holt's exponential smoothing. Measuring forecast accuracy).

Project management (Projects and activities. Project duration and cost. Network analysis. Techniques for reducing the expected duration of a project. Trade-offs between time and cost. Project crashing).

Performance management (Measuring performance. Quantifiable vs non-quantifiable measures of performance. The basic steps of performance management. Taking action to improve performance. Breakthrough vs continuous improvement).

Learning Activities and Teaching Methods:

Lectures, group work, case studies, solving problems in class, guest speakers, homework and background reading.

Assessment Methods:

Tests, homework activities, student projects, mid-term examination, final examination.

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Operations Management (8 th ed.)	Nigel Slack, Alistair Brandon-Jones and Robert Johnston	Pearson	2016	9781292098715
Operations Management (12 th ed.)	William Stevenson	McGraw-Hill	2014	9780078024108
Operations Management (3 rd ed.)	Andrew Greasley	Wiley	2013	9781119978541
Operations Management (3 rd ed.)	Andrew Greasley	Wiley	2013	9781118606896 (ebook)