APPLIES TO ACADEMIC YEAR 2013/2014

GRA 8132 Operational Management - RE-SIT EXAMINATION

Programme
Executive MBA with concentration in Logistics

Responsible for the course
Jon Lereim

Department
Department of Leadership and Organizational Behaviour

Term
According to study plan

ECTS Credits
6

Language of instruction
English

Introduction
The focus of this module is on how to design, plan, implement and manage the operations processes in industries and service organizations for maintaining and improving production processes with respect to cost effectiveness and sustained competitive advantage.

The operations environments are frequently characterized by an ever increasing pressure to improve the operations processes and corresponding improved output results with respect to production rate, capacity, regularity and reliability, cost effectiveness, competitiveness, quality and customer satisfaction. These harsh requirements lead to the demand for excellent leadership and management of operations and production. It requires a management attitude and understanding that are founded on cross-functional competencies with the desire to achieve operational and commercial performance related to customer satisfaction, employee satisfaction, and impact on society and on the respective business results of a financial as well as a non-financial nature. Deriving appropriate key performance indicators associated with corresponding strategy maps is a part of this effort.

Furthermore, the students shall be capable of assessing alternative investments for operations improvements, whether that is through investing in new operations facilities and equipment, or through extension and upgrading of existing production facilities.

Cost effective operations and lean manufacturing are relying on smooth and smart materials management and supply chain management. These processes must be fully integrated in the business operations processes for the company of consideration.

In this context the demand for standardization is critical, both on component standardization as well as on system standardization. The challenges are to meet both the demand for further standardization and at the same time meet the individual request for customization. These topics are particularly important in the global business world, with numerous suppliers and sub suppliers.

Commercial Management of operations is to hunt ever more cost effective solutions and operations. It must combine the understanding of lean manufacturing with business excellence. That means not only focusing on cost cuts, but as much on cost efficiency and effectiveness and on product attractiveness and competitiveness in the respective markets. It request innovation combined with efficiency and effectiveness. That may be achieved in a business system model reflecting effectiveness and degree of standardization combined with innovation and agility.

The delivery of products and services must meet all specified and expected quality standards and requirements set by the customer, which require a thorough understanding of the importance and impact of a Total Quality Management approach in operations and for continuous improvements. In this context the students shall learn about how to benchmark and what are relevant parameters for benchmarking and for continuous improvements.

Learning outcome
Students shall learn how to develop and manage operations environments and facilities for industries and service companies.

The associated learning goals include the following:
- Master production planning & operations aligned with overall corporate business strategies
- Master production control & optimized capacity utilization
- Master non-conformance and continuous improvements
- Master tools for cost effectiveness and efficiency improvement
- Know how operations management contribute to desired business excellence

Prerequisites
Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral

knowledge of the English language.

Compulsory reading
Books:
Andrew Greasley. 2009. Operations Management. 2nd Edition. Wiley

Other:
Hand out of lectures will be provided during the execution of the module.

Recommended reading

Course outline
Major topics to be covered include:

- Identification, mapping and planning of production processes
- Creating business value processes in operations
- Operations investment planning and upgrading processes
- CRM processes, identification, design and implementation
- Identification and design of operational key performance indicators
- Performance management and control
- Materials management
- Configuration management of the operations facilities
- Value reporting
- Benchmarking
- Quality improvement processes
- Statistical quality control and process control
- Total quality management and business excellence
- Lean Management and manufacturing
- Business Excellence & Agility

Computer-based tools
None

Learning process and workload
The course is designed with 4 full days and will be performed as a combination of lectures and group work on cases

Examination
The students are evaluated through a written assignment in groups, accounting for 6 ECTS credits.

Written assignment submission date: 3-4 working days after the last session.

Examination code(s)
GRA 81321 - written assignment; accounts for 100 % to pass the program GRA 8132, 6 ECTS credits

The course is a part of a full Executive MBA and all evaluations must be passed to obtain a certificate for the degree

Examination support materials

Re-sit examination
Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must me re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

Additional information