APPLIES TO ACADEMIC YEAR 2014/2015

MBA 2396 Operational Management

Programme
Master of Business Administration - China

Responsible for the course
Li Hongyu

Department
Department of Leadership and Organizational Behaviour

Term
According to study plan

ECTS Credits
4

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.

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

The operations environments are frequently characterized by an ever increasing pressure to improve the operations processes and corresponding improved out put 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 requests 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, impact on society and on the respective business results of financial as well as 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.

The delivery of products and services must meet all specified and expected quality standards and requirements set by the customer, which require thorough understanding of the importance and impact of 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.

Prerequisites
Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral knowledge of the English language. Please confirm our Student regulations.

Compulsory reading
Books:
Eliyahu M. Goldratt. The Goal
Krajewski, Ritzman, and Malhotra. 2010. Operations Management: Processes and Value Chains. 9th Edition. Pearson
Reid, Robert D. and Nada R. Sanders. 2010. Operations management : an integrated approach. 4th ed. John Wiley

Recommended reading
Books:
Silver, Edward A., David F. Pyke and Rein Peterson. 1998. Inventory management and production planning and scheduling. 3rd ed. Wiley

Course outline
Identification 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

Module schedule
Day 1: Identification, mapping and design of operations processes
Day 2: Business value identification and performance management
Day 3: Materials and configuration management
Day 4: Total Quality Management and quality control including benchmarking.

Computer-based tools

Learning process and workload
The course is conducted as a teaching module, where students have classes all day for four subsequent days, a total of 32 hours.

Examination
The students are evaluated through an individual written assignment, accounting for 4 ECTS credits.

Examination code(s)
MBA 23961 - individual written assignment; accounts for 100% to pass the program MBA 2396; 4 credits.
The course is part of a full MBA and all evaluations must be passed in order to obtain a certificate for the degree.

Examination support materials
All aids permitted.

Re-sit examination
At the next ordinary exam.

Additional information