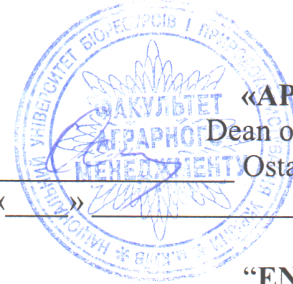


NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES
OF UKRAINE

Department Production and Investment Management



«APPROVED»

Dean of the faculty

Ostapchuk A.D.

« _____ » 2022

“ENDORSED”

by department's meeting

Record № 9 dated on "27.04" 2022

Head of the department

M.M. Dielini

”REVIEWED ”

Guarantor of the academic program

V.V. Lutsiak

Work program of the academic discipline
Operational Management

Specialty	<u>073 «Management»</u>
Academic program	<u>Management</u>
Faculty of	<u>Agrarian management</u>
Developer:	<u>Alekseieva K., PhD (Public Administration), As. Professor</u>

Kyiv – 2022

1. Academic discipline description

“Operational Management”

Branch of knowledge, specialty, educational program, educational level		
Academic degree	Bachelor	
Specialty	073 «Management»	
Academic Program	Management	
Characteristics of the academic discipline		
Kind	Mandatory	
Total quantity of hours	150	
Quantity of ECTS credits	<u>5</u>	
Number of content modules	<u>2</u>	
Course project (work)	+	
Form of control	Exam	
Indices for full-time and part-time forms of study		
	Full-time study	Part-time study
Year of preparation	3	-
Semester	5,6	-
Lectures	15 hours -5 sem, 15 hours – 6 sem	-
Practical classes	30 hours – 5 sem, 30 hours – 6 sem	-
Labor classes	-	-
Independent work	60 hours	-
Individual tasks	- hours	-
Number of weekly hours for full-time study form: classroom - independent work of the student –	3 hours	

2. The purpose and objectives of the discipline

For effective management of business entities theoretical training and acquisition of practical skills in operational management is crucial. Operational management is one of the basic functions of any enterprise.

The aim of the course is to master a set of knowledge about production and its organization, operating systems and their operation; formation in the future managers' ability to develop operational strategy, create and use industry operating systems as a basis for ensuring the achievement of the organization's mission.

Tasks:

- to study of theoretical and methodological bases, categorical apparatus operational management;
 - to master the basic features, principles and methods of operations, operating systems of various types;
 - to gain knowledge on the development of operational strategy of the enterprise;
 - to possess skills to justify the decision to create an operating room systems, support of the proper mode of its functioning;
 - to study the basics of quality management and assurance product competitiveness;
- As a result of studying the discipline the student must

know

- goals, principles, functions and methods of operational management; essence and
- stages of operational strategy development; features and properties of the operating room
- enterprise systems as an object of management;
- basics of operating activities enterprises;
- management of the current operation of the operating system;
- operational performance management.

be able to

- justify decisions to create an operating system,
- support proper mode of its functioning;
- develop an operational strategy of enterprise;
- apply in practice the acquired knowledge to increase efficiency of operational performance management.

Acquisition of competencies:

General competencies:

3K 5 Knowledge and understanding of the subject area and understanding of professional activity.

Special (professional, subject) competencies:

CK 4. Ability to identify functional areas of the organization and connections between them.

CK 5. Ability to manage the organization and its departments through the implementation of management functions,

CK 6. Ability to act socially responsibly and consciously.

CK 12. Ability to analyze and structure problems organizations, to form sound decisions

3. Program and structure of the discipline

“Operational Management”

Titles of content modules	Weeks	Quantity of hours							
		Day department				Distant department			
		total	including			total	including		
			l	p	ind.		l	p	ind.
1	2	3	4	5	6	7	8	9	10
CONTENT MODULE 1 OPERATIONAL SYSTEM OF THE ORGANIZATION AND OPERATIONAL MANAGEMENT									
Topic 1. Operational management as a kind of functional management	1, 2	15	3	6	6	-	-	-	-
Topic 2. Operational strategy	2,3	15	3	6	6	-	-	-	-
Topic 3. Operational system of the organization: structural and process characteristics	3,4	15	3	6	6	-	-	-	-
Topic 4. Production process	4,5	15	3	6	6	-	-	-	-
Topic 5. Organization of basic production. Types of production	5,6	15	3	6	6	-	-	-	-
TOTAL FOR MODULE 1		75	15	30	30	-	-	-	-
CONTENT MODULE 2 CURRENT OPERATIONAL MANAGEMENT SYSTEMS									
Topic 6. Production strategy and competitiveness of the enterprise	7,8	15	3	6	6	-	-	-	-
Topic 7. Planning and design of the operational process at the enterprise.	8,9	15	3	6	6	-	-	-	-

Topic 8. Management of material resources	9,10	15	3	6	6	-	-	-	-
Topic 9. Product quality management	10,11	15	3	6	6	-	-	-	-
Topic 10. Operational performance management	11,12	15	3	6	6				
TOTAL FOR MODULE 2		75	15	30	30	-	-	-	-
FINALCREDIT									
OVERALL TOTAL		150	30	60	60	-	-	-	-

4. Topics of practical classes

№	Topic	Hours
1	Topic 1. Operational management as a kind of functional management	6
2	Topic 2. Operational strategy	6
3	Topic 3 Operational system of the organization: structural and process characteristics	6
4	Topic 4. Production process	6
5	Topic 5. Organization of basic production. Types of production	6
6	Topic 6. Production strategy and competitiveness of the enterprise	6
7	Topic 7. Planning and design of the operational process at the enterprise	6
8	Topic 8. Management of material resources	6
9	Topic 9. Product quality management	6
10	Topic 10. Operational performance management	6
Total:		60

5. Test questions, sets of tests to determine the level of knowledge acquisition by students

1. What is the use of discounted cash flow techniques?
2. Why money is supposed to have a time value?

3. What economic figures are considered to neglect the time value of money?
4. What figures are considered to be valid figures of merit?
5. What projects are acceptable: with positive or negative NPV?
6. Why is NPV important for decision-making?
7. What is IRR?
8. Why IRR is considered to the discount rate that makes the investment NPV equal to zero?
9. What is considered under the mutually exclusive alternatives?
10. What is capital rationing?
11. What do you mean under “ranking options”?
12. Be ready to create the capital budgeting decision tree.

6. TASKS FOR FINAL CONTROL

Example of a ticket for the exam

National University of Life and Environmental Sciences of Ukraine			
EL «Bachelor»	Faculty of Agrarian Management Production and Investment Management Department 2022 – 2023 ed. year	EXAMINING TICKET 1 from the discipline "Operational management" (English language discipline)	Approved Head of department
			(signature) Dielini M.M. _____ 2022 y.
<i>Exam question (10 grades maximum)</i>			
1. External environment and operational process			
2. The essence of operational management			

Test

7. Methods of studying

To activate the process of teaching students in the study of discipline, the following educational technologies and tools are used:

-The lectures clear with clearly structured material; the students focus on problematic issues; Specific examples of practical application of the obtained knowledge are given; turn to the foreign experience of solving certain problems; Students are encouraged to critically perceive new material instead of passive note-taking; visual materials, diagrams, tables, models, graphs are used; the technical means of teaching are used: a multimedia projector, slides, etc
 ;

-At practical lessons are introduced various educational technologies: discussion of problems, discussions; solution of situational exercises; solution of problem issues; brain storm; case methods; presentations; analysis of a specific situation; work in small groups; role playing and business games; banks of visual accompaniment; written control of knowledge; Individual and group polls; cross-checking of tasks with the following argumentation of the submitted evaluation, etc.

Obligatory elements for activating students' educational work are the clear control of attending classes by students, encouraging learning activity, and fair differentiation of grades.

8. Forms of control

Modules and rating system of organization of education and control of knowledge in discipline was developed to accelerate auditorium and self-educational work within intersession period through concretization of the amount of educational materials, its differentiation according to complexity and importance, to stimulate systematic work of students during the semester, to raise the level of their practical work.

Sharing the discipline on modules and their general content

Educational discipline is studied by masters of the Faculty of Agrarian Management during the semester.

Discipline is divided on 2 modules, which comprise lectures' material, practical work in proper theme. The level of students' knowledge and understanding of proper modules will be estimated according to results of students' participation in seminars, performing of practical works as well as control works. The final control is a pretest.

Semester calculated rating is 100 points. According to recommended correlation the rating in educational work is 70 points, in attestation – 30 points.

Participation in seminars, performing each practical work can be estimated differentially according to the level of their complexity. Penalties will be used for missed lectures, practical work and seminars.

Determination of students' rating and estimation of his knowledge

The main mark for the semester can be calculated according to general rating $R_{\text{ДИС}}$, which comprise the sum of educational rating (R_{HP}) and attestation (pretest) ($R_{\text{ЗАЛ}}$). The system of penalties ($R_{\text{ИТП}}$) can be used during determination of the educational students' rating, in particular for each missed lectures or practical work or seminar – minus 2,1 points (up to 5 % from R_{HP}). The student can receive additional amount of points ($R_{\text{ДР}}$) for performance of unplanned work (production of educational books etc): general amount of points cannot exceed 10,0 (10% from maximal amount of points for the discipline).

If the students' rating below then 35 points (50% from R_{HP}), he is not allowed to do attestation and obliged to maintain his rating until the beginning of exam or pretest session. Students, who have received 35,7 – 59,0 points during the semester (51% from R_{HP} - 59%

from $R_{\text{дис}}$), allowed to pass pretest. Other students will receive note “passed” into the proper cell of exam and pretest book. Pretest can be recognized as “passed” if student has received on the pretest such amount of points, which in total with R_{HP} will be at list 60,0 (60% from $R_{\text{дис}}$).

The procedure of implementation

Module and rating system of education and control of education and control of students’ knowledge will be implemented into the educational process.

Before beginning of the studying of the discipline students have to be familiarize with mentioned Provision, quantitative indicators of each work estimation and discipline at all, terms of control of knowledge of separate modules. Lecturer should inform students concerning their rating regularly during the semester.

Results of knowledge control should be noted in the proper sheet.

Rating estimation of modules

Term of education, weeks	Number of modules	Duration of educational process, hours	Credits ECTS	Rating mark of module, points		
				min	max	fact
1-8	1	36	1	60	100	1
9-16	2	54	1,5	60	100	1,5
Total 16	2	90	2,5	60	100	2,5

$$R_{\text{дис}} = R_{\text{HP}} = 0,3R_{\text{ат}}$$

$$R_{\text{HP}} = (0,7 (R_{13\text{м}} \times 1 + R_{23\text{м}} \times 1)) : 2 + R_{\text{др}} - R_{\text{штр}}$$

General rating mark in discipline

Given Mark (National System)	Mark (ECTS)	Rating in discipline, points
Excellent	A	90-100
Good	B	82-89
	C	75-81

Satisfactory	D	66-74
	E	60-65
Not-Satisfactory	FX	35-59
	F	01-34

9. Methodical providing

This work program of academic discipline, a summary of lectures, plans of seminars and practical classes, tasks for independent work, express control, tasks for final control.

10. Recommended Literature

Basic

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