

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES
OF UKRAINE
FACULTY OF AGRARIAN MANAGEMENT
PRODUCTION AND INVESTMENT MANAGEMENT DEPARTMENT**

«APPROVED»

Dean of the Faculty of Agrarian Management

_____ A.D. Ostapchuk
« ____ » _____ 2021

CONSIDERED AND APPROVED
at the meeting of the production and
investment management department

Minutes No. of " " in2021
Head of Department
_____ L.V. Shynkaruk

WORKING PROGRAM OF THE EDUCATIONAL DISCIPLINE

Operational Management (with English Teaching)

(title of the educational discipline)

Specialty	073 «Management»
Specialisation	Management of Foreign Activities
Compliers:	PhD Alekseieva K.
Faculty	Agrarian management

1. DESCRIPTION OF THE DISCIPLINE

“OPERATIONAL MANAGEMENT”

Branch of knowledge, specialty, educational level		
Branch of knowledge	07 «Management and administration»	
Specialty	073 «Management»	
Specialization	Management of Foreign Activities	
Educational level	Bachelor	
Characteristics of the educational discipline		
Type		
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 day and external department		
	Day department	external form of
Year of preparation	3	-
Semester	5	-
Lectures	30 hours.	-.
Practical classes	30 hours	-
Labor classes	- hours	-
Independent work	90 hours	-
Individual tasks	- hours	-
Number of weekly hours for full-time study form: classroom - independent work of the student –	2 hours 2 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 enterprises;
- apply in practice the acquired knowledge to increase efficiency of operational performance management.

Interdisciplinary connections. The Operational Management course is related to cycle of disciplines of general economic and professional training of the bachelor and is based on previously acquired by students knowledge, practical skills in disciplines: "Fundamentals of economic theory", "Macroeconomics", "Microeconomics", "Business Economics", "Marketing", "Statistics", "Management", "Theory of Organization".

3. The program of the discipline

CONTENT MODULE 1

OPERATING SYSTEM OF THE ORGANIZATION AND OPERATIONAL MANAGEMENT

Topic 1. Operational management as a kind of functional management

The essence, scope and organization of production activities of people. Relationship functions of the organization with management. The concept of operational management and evolution of its development. Goals and objectives, content, areas and objects of operational management. Operational management as a kind of functional management. The process of implementing operational management. The purpose and objectives of the operational manager. Areas of decision making and functions of the operational manager. Functions of operational management: planning, forecasting, organization, motivation, control. Methods of operational management: organizational, administrative, economic, socio-psychological. Development and use effective methods in production and operational management. Principled provisions of modern operational management.

Topic 2. Operational strategy

General characteristics of the content of the operating strategy of the enterprise. Operating room strategy in modern literature. The essence of operational strategy. Operational priorities. Main competitive priorities. Working framework of operational strategy in production. Operating room structure strategies: from customer needs to order fulfillment. Key operating opportunities. The process of implementing the strategy. Formation of product production strategy. Production capacity solutions. Vertical integration. Strategies that determine the dynamics of production technology. Making strategic decisions on the scale of production of traditional and new products. System of strategic measures for the use of production personnel. Production quality management. Solutions for the development of production infrastructure. Relationships with suppliers and other cooperation partners. Distribution of ready products. Production management. Features of the service sector that affect operational strategy. The role of operations in ensuring competitiveness on corporate level in the field of service. Development of process strategy. Types of process strategies.

Topic 3. Operational system of the organization: structural and process characteristics

System approach in operating system management. Basic principles of system approach in operating system management. Operational system as element of the organizational system. Operational system as a special class of system. Production enterprise as a complex dynamic system. Production structure systems. Operational system as an object of management. Operational system as a unity interconnected subsystems. Characteristics of the processing subsystem. The structure and functions of the support subsystem: technical preparation of production; technical production service; resource provision. Planning subsystem and control of the organization. Hierarchy of the production system of the enterprise. The influence of the external environment on construction and operation of the system. Characteristic features of operating rooms (production) systems. Typical structures of information transfer in operational systems depending on the type and construction. A set of functional tasks that are solved.

Typology of operating systems. Characteristic features of the organization of production systems on the basis of the established uniform characteristics of types of production. Classification of operating systems on various grounds. Two-dimensional approach to classification of operating systems (matrix "product-process"). Characteristic features project-type operating systems. Small series operating system production. Mass production operating system. Operating system with continuous process. Requirements that modern operating systems must meet.

Topic 4. Production process

The concept of operating activities of the enterprise. The essence of the operational function. The main types of conversion. The composition of fixed resources as inputs to the operating room activities. Operational system model in the general structure of industrial enterprises. Resources as controlled factors of production. The concepts that used to measure resources: "bottleneck" ("insufficient resource"), "Surplus resource", "resource of limited power".

Operational (production) process of the organization as the basis of functioning and operational system development. Technological operation. Stages of the production process. Classification of production processes. Types of production process depending on the method of organizations. Basic principles of organization of production processes: differentiation, concentration and integration, specialization, proportionality, parallelism, directness, continuity, rhythm, automaticity, flexibility. Organization of the production process in space and time. Differentiation of production process at the enterprise. Production structure of the enterprise. Forms of organization of production: group (technological), subject and flow. Formation of production units of the enterprise. Organizational and technical level of production. Methods of calculation. The main ways to increase the organizational and technical level of production.

Topic 5. Organization of basic production. Types of production

Operational planning systems. The essence of planning. Objects of planning decisions. The main tasks of internal planning. The main types of plans. Basic principles of planning. Tactical planning. Day-to-day planning. Short-term plans. Operational plans. Short-term and operational plans in the current planning. Options of production level planning. Contents of operational production management. Tasks of the subsystem operational production management. Operational and calendar planning. Centralized operational control and operational regulation of production. General requirements for the operational management system. Types of operational production management systems. The general model of process of operational production management. Characteristic features of the main species of operational management systems. Preliminary calculation of the production cycle.

Operational production accounting. The essence, features and decision-making procedure in production management. Solutions in the field of production management. Needs for acceptance solutions. Stages of the decision-making process in production management. Modeling as a tool for justification and management decisions. Types of models and their use. The essence and necessity of modeling The content of the model relative to problems. Types of basic models: algebraic, statistical, linear programming, queue theories, inventory management, simulation models, payment matrix. Essence of prognostication. Forecasting the development of the enterprise. Basic principles prognostication. Classification of forecasting methods.

CONTENT MODULE 2

CURRENT OPERATIONAL MANAGEMENT SYSTEMS

Topic 6. Production strategy and competitiveness of the enterprise

Economic strategy of the organization and the need for its development. The most significant features of the organization's strategy. Stages by which testing is carried out. The process of strategic planning. Formation of a strategic plan. Management survey. Stages of strategic planning. Models of choosing options for economic strategy of the organization. The Boston Matrix consulting group (BCG). Porter's competitive strategy model. Determination of Porter analysis components. The essence of the production strategy. Strategy and tactics in operating room management system. Production strategy. Criteria for implementing the strategic plan. Storage operational management strategies and tactics.

Topic 7. Planning and design of the operational process at the enterprise

Project management. Prerequisites for designing the operating system. Interrelated aspects of design of production systems: production, structural and organizational, aspects of efficiency. Methods of designing the operating system of production enterprises. Characteristics of the general condition of the operating system at the enterprise. Operating triangle. Methods of designing the operating system of a manufacturing enterprise. The main stages of the operating system design process. The main stages of the process of product design. Factors to consider when designing services. Designing the process of production or provision of services. The tools that are most widely used in process planning. The essence of the project approach to organizational management. Project as a sequence of interrelated operations. The main features of the project. Classification of projects. Project approach. Project management. Project management rules. Project planning. Postoperative list of works. The structure of the project. Qualitative development of the project work structure. The main characteristics, features, benefits and shortcomings of a separate project. project. Classical matrix organizational form of structures, its advantages and disadvantages. Project estimate.

Topic 8. Management of material resources

The main motives for the creation of inventories. Classification of stocks of enterprises. The main functions performed by stocks: protection of prices from inflation; cost management through the use of discount; accumulation. "Extracting" and "pushing" operational management systems. System of operational and calendar planning. On-Time Production System. Systems "just in time": positive and negative features. Inventory management systems and their main types. The essence of inventory management. Inventory management system. System parameters of inventory management.

Topic 9. Product quality management

The problem of product quality at the present stage. A brief overview of the origin and quality management development. Concepts, meanings and factors of quality assurance goods. Political, social, economic, scientific, technical and organizational aspects of the quality problem. Property groups and quality indicators. Most common criteria that characterize the concept of quality. Factors that influence on product quality: technical, organizational, economic and subjective. Basic approaches to quality management. Content of quality management. Storage quality management functions. Functional scheme of product quality management ("Quality loop"). Development of quality policy. Goals in the field of

quality. Planning of quality as a component of quality management. Quality control. The concept of quality system. Quality assurance system. Quality management. Organizational and methodological foundations of modern quality management systems. Standards of quality. Basic principles of the concept of total quality management (TQM). Fundamental principles on which TQM is based. Use of TQM in education and science, health, restaurant service.

Topic 10. Operational performance management

Operating performance as a measure of operating efficiency management. Productivity of the enterprise. The purpose of performance management at enterprises. Productivity in the broadest sense. General approach to definition of productivity. Internal performance. The role of external productivity. Components of regulating the productivity of the production system. Measurement of productivity. Groups of performance meters. Types of meters of productivity: partial-factor, multifactor and aggregate-factor. Basic problems with performance measurement. Performance indicators of operating systems. Indicators, which evaluate the effectiveness of the operating system: efficiency, economy, quality, profitability (profitability), productivity, quality, working life and introduction of innovations. Relationship between evaluation indicators of efficiency of the production system. Modeling the process of operating system performance management. Operating system management by performance criteria. Objective assessment of productivity (function of the control process). Components of the management process. A typical model of the performance management process. Ways to increase operating system performance. Productivity cycle. Improving the performance of communication systems.

3. PROGRAM AND STRUCTURE OF THE DISCIPLINE

“Operational Management”

Titles of content modules	Weeks	Quantity of hours							
		Day department				Day 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	12	4	2	6	-	-	-	-
Topic 2. Operational strategy	2,3	12	2	2	8	-	-	-	-
Topic 3. Operational system of the organization: structural and process characteristics	3,4	12	2	2	8	-	-	-	-
Topic 4. Production process	4,5	12	2	2	8	-	-	-	-
Topic 5. Organization of basic production. Types of production	5,6	12	2	4	6	-	-	-	-
TOTAL FOR MODULE 1	6	60	12	12	36	-	-	-	-
CONTENT MODULE 2									
CURRENT OPERATIONAL MANAGEMENT SYSTEMS									
Topic 6. Production strategy and competitiveness of the enterprise	7,8	12	4	2	6	-	-	-	-
Topic 7. Planning and design of the operational process at the enterprise.	8,9	12	2	2	8	-	-	-	-
Topic 8. Management of material resources	9,10	12	2	2	8	-	-	-	-

Topic 9. Product quality management	10,11	12	2	2	8	-	-	-	-
Topic 10. Operational performance management	11,12	12	2	4	6				
TOTAL FOR MODULE 2		60	12	12	36	-	-	-	-
FINALCREDIT									
OVERALL TOTAL		120	15	15	72	-	-	-	-

5. TOPICS OF PRACTICAL CLASSES (SEMINARS)

№	Topic	Hours
1	Topic 1. Operational management as a kind of functional management	2
2	Topic 2. Operational strategy	2
3	Topic 3 Operational system of the organization: structural and process characteristics	2
4	Topic 4. Production process	2
5	Topic 5. Organization of basic production. Types of production	4
6	Topic 6. Production strategy and competitiveness of the enterprise	2
7	Topic 7. Planning and design of the operational process at the enterprise	2
8	Topic 8. Management of material resources	2
9	Topic 9. Product quality management	2
	Topic 10. Operational performance management	4
Total:		24

6. 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.

7. TASKS FOR FINAL CONTROL

Example of a ticket for the exam

National Unavery of Life and Environmental Sciences of Ukraine			
EL «Master»	Faculty of Agrarian Management Production and Investment Management Department 2020 – 2021 ed. year	EXAMINING TICKET 1 from the discipline "Operational management" (English language discipline)	Approved Head of department (signature) Shynkaruk L.V. <hr style="width: 50%; margin: 0 auto;"/> 2020 y.
<i>Exam question (10 grades maximum)</i>			
1. External environment and operational process			
2. The essence of operational management			

Test

8. 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.

9. 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 can not 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

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

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

General rating mark in discipline

Given Mark (National System)	Rating in discipline, points
Excellent	90-100
Good	82-89
	75-81
Satisfactory	66-74
	60-65

Not-Satisfactory		35-59
		01-34

10. METHODOICAL 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.

11. Recommended Literature

Basic

1. Іванова В. Й. Операційний менеджмент у системі управління організацією навчальної дисципліни «Операційний менеджмент» : [навчальний посібник]. Ч. 2 / Іванова В. Й., Тімонін О. М., Ларіна К. В. – Х. : Вид-во ХНЕУ, 2011. – 160 с.
2. Іванова В. Й. Практикум з операційного менеджменту : [навчальний посібник] / В. Й. Іванова. – Х. : ВД «ІНЖЕК», 2005. – 72 с.
3. Курочкин А. С. Операционный менеджмент : [учебное пособие] / А. С. Курочкин. – К. : МАУП, 2000. – 144 с.
4. Мескон М. Х. Основы менеджмента / Мескон М. Х., Альберт М., Хедоури Ф. ; пер. с англ. под общ. ред. Л. И. Евенко. – 3-е изд. – М. : Дело, 2000. – 704 с.
5. Минцберг Г. Стратегический процесс. Концепции, проблемы, решения / Минцберг Г., Куинн Дж., Гошал С. ; пер. с англ. под ред. Ю. Н. Каптуревского – СПб. : Питер, 2001. – 567 с.
6. Чейз Р. Производственный и операционный менеджмент / Чейз Р., Эквилайн Н., Якобс Р. ; пер. с англ. О. И. Медведь, А. И. Мороза, О. Л. Белявского ; под ред. Н. А. Коржа. – 8-изд. – М. : Изд. дом «Вильямс», 2004. – 704 с.
7. Белінський П. І. Менеджмент виробництва та операцій : [підручник] / П. І. Белінський. – К. : Центр навчальної літератури, 2005. – 624 с.
8. Гэлловэй Л. Операционный менеджмент / Л. Гэлловэй. – СПб. : Питер, 2001. – 320 с.
9. Горьовий В. П. Операційний менеджмент / В. П. Горьовий, М. М. Аксентюк. – К. : Аграр Медіа. – 2011. – 179 с.
10. Горьовий В. П. Організація і перспективи розвитку виробництва у сільськогосподарських підприємствах / В. П. Горьовий, В. К. Збарський, Срібнюк М. С. – К. : ННЦ ІАЕ УААН. – 2008. – 136 с.
11. Омеляненко Т. В. Операційний менеджмент: [навч.-метод. посіб. для самоств. вивч. дисц.] / Т. В. Омеляненко, Н. В. Задорожна. – К. : КНЕУ, 2003. – 236 с.
12. Планування діяльності підприємства : [навч. посібник] / За заг. ред. Є. Москалюка. – К. : КНЕУ, 2005. – 384 с.

Additional:

1. Ансофф И. Стратегический менеджмент. Классическое издание / И. Ансофф ; пер. с англ. под ред. А. Н. Петрова. – СПб. : Питер, 2009. – 344 с.

2. Василенко В. О. Виробничий (операційний) менеджмент : [навчальний посібник] / В. О. Василенко, Т. І. Ткаченко – К. : ЦУЛ, 2003. – 532 с.
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7. Фатхутдинов Р. А. Конкурентоспособность организации в условиях кризиса: экономика, маркетинг, менеджмент / Р. А. Фатхутдинов. – М. : Издательско-книготорговый центр «Маркетинг», 2002. – 892 с.
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SYLLABUS OF DISCIPLINE
"Operational Management"

The Higher Education Level - Bachelor

Specialty 073 Management

Educational Program

Year of Studying _3_____, Term __1____

Form of Studying __Full-time__ (full-time, part-time)

Quantity of Credits ECTS_4

Language of training __English (українська, англійська, німецька)

Lecturer

Contacts of lecturer

(e-mail)

Page of the Course in

eLearn

Kateryna A. Alekseieva_____

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<https://elearn.nubip.edu.ua/course/view.php?id=3815>

DESCRIPTION OF THE COURSE

The educational component "**Operational Management**" is mandatory (general training cycle).

As a result of studying the educational component, applicants for higher education will master the following competencies:

Integral: Ability to solve complex specialized problems and practical problems in the management of foreign economic activity or in the learning process, which involves the use of certain theories and methods of relevant science and is characterized by complexity and uncertainty of conditions;

General competencies:

- Ability to identify and solve problems, generate new ideas.
- Ability to formulate a set of alternatives and justify decisions
- Ensure effective management in the agricultural sector;

Special (professional, subject) competencies:

- Ability for self-development, lifelong learning and effective self-management
- Ability to create and organize effective communications in the management process;
- Skills of formation and demonstration of leadership qualities;
- Ability to develop and manage projects, show initiative and entrepreneurship;

STRUCTURE OF THE COURSE

Topic	Hours (lectures/ practical classes)	Results of studying	Tasks	Grades
1 Term				
CONTENT MODULE 1 OPERATIONAL SYSTEM OF THE ORGANIZATION AND OPERATIONAL MANAGEMENT				
Topic 1. Operational management as a kind of functional management	2/4	To know the essence of the concept of operational management	Execution and delivery of practical, independent work	PW – 15 grades IW – 8 grades
Topic 2. Operational strategy	2/4	To determine the operational strategy	Execution and delivery of practical, independent work	PW – 15 grades IW – 8 grades
Topic 3. Operational system of the organization: structural and process characteristics	2/4	To define the operational system of the organization: structural and process characteristics	Execution and delivery of practical, independent work	PW – 15 grades IW – 9 grades
Topic 4. Production process	2/4	To analyze production process	Execution and delivery of practical, independent work	PW – 15 grades IW – 10 grades
CONTENT MODULE 2 CURRENT OPERATIONAL ANAGEMENT SYSTEMS				
Topic 5. Organization of basic production. Types of production	2/4	To understand the the process of Organization of basic production. .	Execution and delivery of practical, independent work	PW – 15 grades IW – 10 grades
Topic 6. Production strategy and competitiveness of the enterprise	2/4	To form Production strategy	Execution and delivery of practical, independent work	PW – 15 grades IW – 10 grades
Topic 7. Planning and design of the operational process at the enterprise	2/4	To carry out planning of the operational process	Execution and delivery of practical, independent work	PW – 15 grades IW – 10 grades
Total for the term				70
Exam				30
Total for the course				100

POLICY OF EVALUATION

<i>Deadline and academic depths policy</i>	Works that are submitted in violation of deadlines without good reason are evaluated at a lower score (-5 points). Relocation of modules occurs for good reasons (eg hospital)
<i>Academic Righteousness Policy</i>	Write-offs during modular tests and exams are prohibited. Articles, abstracts, abstracts must have correct textual references to the literature used
<i>Attendance policy</i>	Attendance is optional. Training can take place independently, individually, with consulting if necessary

STUDENT EVALUATION SCALE

Rating of the applicant of higher education, points	The assessment is national for the results of examinations	
	exams	credits
90-100	excellent	credited
74-89	good	
60-73	satisfactory	
0-59	unsatisfactory	not credited