Ministry of Education and Science of Ukraine
Sumy National Agrarian University
Faculty of Economics and Management
Management Department named after Professor L.I. Mykhailova

MODULE SYLLABUS

OK 25 Operational management

(compulsory)

Implemented in the "Management" Academic Program

Area of specialization 073 "Management"

at the first (bachelor's) level of higher education

Sumy - 2024

Author: _____ **Tkachenko V.V., PhD of Economics, Associate Professor**

Module syllabus agreed at the Management Department meeting	Minutes No 17 dated June 18 2024
	Head of department _____ (signature) **Alvina ORIEKHOVA** (surname,initials)

Approved by:

Guarantor of the Academic program _____ (signature) Nataliya STOYANETS (full name)

Dean of the faculty _____ (signature) Marharyta LYSHENKO (full name)

Syllabus review (attached) is provided by: _____ Lyudmyla Bezovska (full name)

_____ Tetyana Kharchenko (full name)

Representative of the Department of Education Quality assurance, licensing and accreditation _____ (signature) (Nadiia BARANIK) (full name)

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Syllabus review data:

The academic year in which changes are made	The Academic program attachment number with changes description	Changes revised and approved		
		Minutes No and date of the department meeting	Head of Department	Guarantor of the Academic program

1. MODULE OVERVIEW

<table>
<tr><td>1.</td><td>The name is OK</td><td colspan="8">Operational management</td></tr>
<tr><td>2.</td><td>Faculty/department</td><td colspan="8">Faculty of Economics and Management/Department of Management</td></tr>
<tr><td>3.</td><td>The status is OK</td><td colspan="8">Compulsory</td></tr>
<tr><td>4.</td><td>Program/Specialty (programs), the component of which is OK for</td><td colspan="8">Educational and professional program "Management" in specialty 073 "Management"</td></tr>
<tr><td>5.</td><td>Level of the National Qualifications Framework</td><td colspan="8">First (bachelor) level of higher education</td></tr>
<tr><td>6.</td><td>Semester and duration of study</td><td colspan="8">Full-time/part-time
7th semester, 15 weeks / 7th semester, 18 weeks</td></tr>
<tr><td>7.</td><td>Number of ECTS credits</td><td colspan="8">4/5</td></tr>
<tr><td rowspan="3">8.</td><td rowspan="3">The total number of hours and their distribution</td><td colspan="6">Contact work (class)</td><td colspan="2">Independent work</td></tr>
<tr><td colspan="2">Lectures</td><td colspan="2">Practical/seminar</td><td colspan="2">Laboratory</td><td colspan="2"></td></tr>
<tr><td>Full-time</td><td>Part-time</td><td>Full-time</td><td>Part-time</td><td>Full-time</td><td>Part-time</td><td>Full-time</td><td>Part-time</td></tr>
<tr><td></td><td></td><td>30</td><td></td><td>14</td><td></td><td></td><td></td><td>136</td><td></td></tr>
<tr><td>9.</td><td>Language of education</td><td colspan="8">State (Ukrainian)</td></tr>
<tr><td>10.</td><td>Teacher/Coordinator of the educational component</td><td colspan="8">Viktoriia Tkachenko, PhD of Economics, Associate Professor, Associate Professor of the Department of Management
Consultation hours are every Tuesday at 12:15 p.m., room 303 e</td></tr>
<tr><td>11.1</td><td>Contact Information</td><td colspan="8">viktoriyatk@gmail.com</td></tr>
<tr><td>11.</td><td>General description of the educational component</td><td colspan="8">"Operational management" is a discipline that is a mandatory component of the curriculum, a cycle of disciplines for the general training of management specialists. Graduates of higher education receive special knowledge in the field of management of the operational function of the organization and acquire the ability to make managerial decisions at all stages of the life cycle of its operational system. The course is aimed at forming future professionals with a modern level of competence in basic principles, modern concepts and practical methods of managing the main activities of enterprises, as well as the skills of developing an operational strategy, creating and using industry operational subsystems as a basis for ensuring the achievement of the organization's mission.</td></tr>
<tr><td>12.</td><td>The purpose of the educational component</td><td colspan="8">The goal is the formation of competence regarding the objective regularities and features of the management of the operational activities of organizations in the production and non-production spheres, as well as the mastering by the students of the principles and methods of rational organization, planning and control of the operation of the organization's operational system, acquiring the skills and abilities to perform technical and economic calculations, related to the justification of decisions regarding maintenance of the established mode of functioning and development of the operating system.</td></tr>
<tr><td>13.</td><td>Prerequisites for studying OK, connection with other educational components of OP</td><td colspan="8">The educational component is based on such courses as: Logistics, Innovation Management.</td></tr>
<tr><td>14.</td><td>Policy of academic</td><td colspan="8">Observance of academic integrity by students of higher education</td></tr>
</table>

	integrity	involves independent performance of educational tasks, tasks of current and final control, learning results. It is expected that students of higher education will adhere to the principles of academic integrity, being aware of the consequences of its violation, which is determined by the regulatory documents of the Sumy National Agrarian University, in particular the Code of Academic Integrity, the Regulations on the Prevention and Detection of Academic Plagiarism at the Sumy NAU (a full list of regulatory documents is posted on the university's websitehttps://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/). For violation of academic integrity, students of higher education may be held to the following academic responsibility, namely: - academic fraud (using the phone while writing papers) will lead to a resubmission of the work; − write-off - from the first warning to cancellation of work; - plagiarism will lead to the cancellation of the work
15.	Link to the course in the Moodle system	https://cdn.snau.edu.ua/moodle/course/view.php?id=1363

2. CORRELATION BETWEEN MODULE LEARNING OUTCOMES (MLOs) AND PROGRAM LEARNING OUTCOMES (PLOs)

MLOs: On successful completion of the module the learner will be able to:	**PLOs**				**How assessed**
	PLOs 5	**PLOs 7**	**PLOs 17**	**PLOs 19**	
MLOs 1. Formulate basic concepts and competently use the scientific apparatus and basic categories of operational management. Analyze the methodological and theoretical foundations of operational management. Conduct an analysis of the main stages of forming the organization's operational strategy and evaluate its effectiveness.	x		x		Current survey, discussion questions
MLOs 2. Understand the basic concepts of the organization's operating system and analyze its effectiveness. Formulate the principles of rational organization of the production process. To be able to organize the production process in time. Analyze the factors affecting the duration of the production cycle. Develop ways to shorten the production cycle. Analyze the efficiency of the company's operational activities.	x	x	x	x	Multiple choice test
MLOs 3. Use acquired skills in designing production systems and organizing operational processes in space and time. Determine the effectiveness of the management process. Know the composition of the main resources as input		x		x	Individual task

factors of operational activity.					
MLOs 4. Understand the concept of enterprise product quality. To have the tools for managing the quality of the company's products. To be able to use the acquired skills of determining the level of productivity of the organization. Apply methods of managing the productivity of the organization's operational activities.			x	x	Current survey, case studies

PLOs 5. Describe the content of the functional areas of the organization.

PLOs 7. Demonstrate organizational design skills.

PLOs 17. Conduct research individually and/or in a group under the guidance of a leader.

PLOs 19. Be able to use modern information technologies, blockchain technologies in the management of resources and databases to substantiate management decisions regarding the choice of innovative technologies in agricultural enterprises.

3. MODULE INDICATIVE CONTENT

Topic. List of issues to be considered within the topic	Distribution of hours				Learning resources
	Directed study			Self-directed study	
	Lectures	Practicals	Labs		
Topic 1. Theoretical base and main components of operational management 1. The current state of production and the evolution of the development of operational management. 2. The role and place of operational management in the management system.	2/-	2/-		5/-	Basic: 1, 2, 3, 4, 5 Additional: 9, 11, 13
Topic 2. Operational strategy as a basis for operating system design 1. The essence and stages of operational strategy development. 2. Formation of product production strategy. 3. Process strategy development. 4. Strategic decisions of operational management.	4/-	2/-		10/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 6, 9, 12, 13
Topic 3. Classification of the organization's operating systems 1.Classification approaches to operating systems. 2. Features of various types of operating systems.	2/-	2/-		10/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 8, 9, 12, 14

Topic 4. Operational activity: resources, processes and results 1. The concept and composition of the enterprise's operational activities. 2. Operational processes of the organization are the dynamic basis of functioning and operating system development. 3. Organization of the operational process in space: technological and subject areas of specialization. 4. The concept, structure and duration of the enterprise's operating cycle.	2/-	2/-		10/-	Basic: 1, 2, 3, 4, 5 Additional: 9, 10, 13
Topic 5. Management of the operating system design process 1. Operating system design: essence, goals and stages. 2. Design of products and processes of the operating system. 3. Types of design in operational management. 4. Features of product design and processes in the service sector. 5. The current level of development of operating systems.	2/-	2/-		10/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 9, 11, 12
Topic 6. Planning and organization of material stocks 7.1. The essence and purpose of stockpiling 7.2. The role, accounting and evaluation of material stocks	2/-	2/-		10/-	Basic: 1, 2, 3, 4, 5 Additional: 9, 11, 14
Topic 7. Basics of project management 1. The essence of the project approach to organization management. 2. Project planning. 3. Post-operative list of works. 4. Creation of work schedules. Project control.	2/-	2/-		10/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 8, 9, 12, 13
Topic 8. Management of the main operational activity 1. Aggregate planning: essence, tools, place in the organization's planning system. 2. System of operational management of operations. 3. Operating system bandwidth management.	2/-	-/-		10/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 8, 9, 12, 13

Topic 9. Quality management of products and services 1. The essence of quality management. 2. Product quality management systems. 3. Organization of technical quality control. 4. Quality indicators and their evaluation methods.	2/-	-/-		10/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 8, 9, 12, 13
Topic 10. Decision-making tools in operational management 1. Decision making process 2. Decision-making models. 3. Decision making theory.	2/-	-/-		10/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 8, 9, 12, 13
Topic 11. Just-in-time delivery system and logistics 1. Organization and implementation of the "Just in time" system. 2. Logistic solutions and processes of material support.	2/-	-/-		10/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 8, 9, 12, 13
Topic 12. Operational consulting 1. Concept of operational consulting. 2. The essence of management consulting. 3. Toolkit of operational consulting. 4. Process of operational consulting.	2/-	-/-		10/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 8, 9, 12, 13
Topic 13. Risks in operational management 1. Essence, content and types of risks. 2. Operational classification of risks. 3. Methods and techniques for assessing the degree of risk in the operating system. 4. Organization of risk management in the operating system.	2/-	-/-		10/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 8, 9, 12, 13
Topic 14. Operational performance management 1. Performance indicators of production and non-production systems. 2. Productivity of operational activity as a measure of the effectiveness of operational management.	2/-	-/-		11/-	Basic: 1, 2, 3, 4, 5, 6 Additional: 8, 9, 12, 13
In total	30/-	14/-		136/-	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Hours	Learning methods (self-directed study)	Hours
MLOs 1. Formulate basic concepts and competently use the scientific apparatus and basic categories of operational management. Analyze the methodological and theoretical foundations of operational management. Conduct an analysis of the main stages of forming the organization's operational strategy and evaluate its effectiveness.	Lectures-discussions, use of electronic learning tools (multimedia equipment), individual and group form of work, analysis of specific production situations, testing.	11/-	Independent work with the textbook, performance of individual tasks	34/-
MLOs 2. Understand the basic concepts of the organization's operating system and analyze its effectiveness. Formulate the principles of rational organization of the production process. To be able to organize the production process in time. Analyze the factors affecting the duration of the production cycle. Develop ways to shorten the production cycle. Analyze the efficiency of the company's operational activities.	Lectures-discussion, use of electronic learning tools (multimedia equipment), thematic discussion, individual and group form of work, analysis of specific production situations, testing.	11/-	Independent work with the textbook, performance of individual tasks	34/-
MLOs 3. Use acquired skills in designing production systems and organizing operational processes in space and time. Determine the effectiveness of the management process. Know the composition of the main resources as input factors of operational activity.	Lectures-discussion, use of electronic learning tools (multimedia equipment), thematic discussion, individual and group form of work, analysis of specific production situations, testing.	11/-	Independent work with the textbook, performance of individual tasks	34/-
MLOs 4. Understand the concept of enterprise product quality. To have the tools for managing the quality of the company's products. To be able to use the acquired skills of determining the level of productivity of the organization.	Lectures-discussions, use of electronic learning tools (multimedia equipment), individual and group form of work, analysis of	11/-	Independent work with the textbook, performance of individual tasks	34/-

Apply methods of managing the productivity of the organization's operational activities.	specific production situations, testing.			

5. ASSESSMENT

5.1. Summative assessment

5.1.1. Intended learning outcomes methods:

No	Summative assessment methods	Grades	Deadline
1.	Current survey, assessment of theoretical knowledge, solution of debatable issues	20 points/20%	During the 7th week
2.	Implementation of practical tasks, cases	20 points/20%	During the 14th week
3.	Multiple choice test	15 points / 15%	During the 9th week
4.	Independent work - performance of an individual task	15 points / 15%	During the 13th week
5.	The exam is a ticket assignment	30 points /30%	According to the approved schedule

5.1.1. Grading criteria

Summative assessment method	Unsatisfactory	Satisfactory	Good	Excellent
	<12 points	12-14 points	15-17 points	18-20 points
Current survey, assessment of theoretical knowledge, solution of debatable issues	Less than 60% of correct answers	60% - 74% correct answers	75% - 89% correct answers	90-100% of correct answers
Implementation of practical tasks, cases	<12 points	12-14 points	15-17 points	18-20 points
	Less than 60% of correct answers	60% - 74% correct answers	75% - 89% correct answers	90-100% of correct answers
Multiple choice test	<9 points	9-10 points	11-13 points	14-15 points
	Less than 60% of correct answers	60% - 74% correct answers	75% - 89% correct answers	90-100% of correct answers
Independent work - performance of an individual task	<9 points	9-10 points	11-13 points	14-15 points
	Task requirements not met	The topic is not fully disclosed, the structure of the work is not sustained or its individual components are missing.	All the requirements of the task are fulfilled, but the topic is not sufficiently disclosed, there are grammatical and editorial errors	All the requirements of the task were met, creativity, thoughtfulness was demonstrated, and an own solution to the problem was proposed
The exam is a ticket assignment	<18 points	18 - 22 points	23-26 points	27-30 points
	Task requirements not met	60% to 74% of the task was answered	Tasks are completed from 75% to 89%, some tasks are incomplete	The task was completed in full and in compliance with the requirements

5.2. Formative assessment:

To assess the current progress in learning and understand the directions for further improvement is provided

No	Formative Assessment elements	Date
1	Oral survey after studying each topic OK	weekly
2	Verbal feedback from the teacher on the written survey of the current control	During the 7th and 14th week
3	Verbal feedback from the teacher and students regarding completion of an individual task	During the 13th week
4	Monitoring of student activity (teacher assessment, student self-assessment)	monthly

5.3. Grading scale (final) - generally accepted for the university:

The sum of points for all types of educational activities	ECTS assessment	Score on a national scale (for the exam)
90 - 100	**A**	Excellent
82-89	**B**	Good
75-81	**C**	
69-74	**D**	Satisfactorily
60-68	**E**	
35-59	**FX**	Unsatisfactory with the possibility of reassembly
1-34	**F**	Unsatisfactory with mandatory re-study of the discipline

6. LEARNING RESOURCES

6.1. Key resources

6.1.1. Textbooks, manuals

1. Voronkova V.G., Belichenko A.G., Zhelyabin V.O., Kyrychenko I.G., Azhazha M.A. Operational management: study guide. Lviv: Magnolia 2006 Publishing House. 2020. 438 p.
2. Mykytenko N. V. Operational management. Practicum: teaching manual. Kyiv: KNTEU, 2019. 197 p.
3. Snitko E.O., Zavhorodnia E.E. Operational management: teaching method. manual. Starobilsk: Vidvo DZ "Taras Shevchenko LNU", 2021. 184 p. URL:http://dspace.luguniv.edu.ua/jspui/bitstream/123456789/8545/1/2021-2021.pdf
4. Starchenko G.V., Kalinko I.V., Kosach I.A. Operational management: training. manual Kyiv: Condor Publishing House, 2020. 264 p.
5. Sumets O. M. Design of operating systems: textbook. Kyiv: "KROK" University, 2021. 32 p.

6.1.2. Guidelines

6. Training course in the Moodle system:https://cdn.snau.edu.ua/moodle/course/view.php?id=1363
7. Tkachenko V.V. Operational Management. Lectures for students of 4 courses training direction 073 "Management" level "Bachelor" full time. Sumy: SNAU, 2020, 68 p.

6.1.3. Other sources

8. National Library named after V.I. Vernadskyi. URL:http://www.nbuv.gov.ua/
9. Library named after V.G. Korolenko. URL:http://korolenko.kharkov.com/
10. Electronic library. URL:http://lib.meta.ua/
11. Regulatory and legal base of Ukraine URL:http://zakon3.rada.gov.ua/
12. State Statistics Service of Ukraine URL:http://www.ukrstat.gov.ua/

6.2. Additional resources

13. Kotsantonis, S. and Serafeim G. (2020). Human capital and the future of work: implications for investors and ESG integration. *Journal of Financial Transformation*, 51, pp.115-130.
14. Linnenluecke, M.K. (2017). Resilience in business and management research: A review of influential publications and a research agenda. *International Journal of Management Reviews*, 19(1), pp.4-30.
15. Lins, K.V., Servaes, H. and Tamayo, A. (2017). Social capital, trust, and firm performance: The value of corporate social responsibility during the financial crisis. *The Journal of Finance*, 72(4), pp.1785-1824.
16. Serafeim G. (2020). Public Sentiment and the Price of Corporate Sustainability. Financial Analysts Journal 76(2): 26-46.
17. Tkachenko V.V. Operational strategy as an integral element of production management:materials I International science and practice conf.*"Economic Readings"*, dedicated to the 85th anniversary of Professor V.Y. Shiyan (February 19, 2021). Kharkiv, 2021.
18. Tkachenko V.V. Anti-crisis management plan as a means of minimizing enterprise risks: Materials of scientific-practical conference. teachers, graduate students and students of the Sumy NAU (April 26-29, 2022). Sumy: SNAU, 2022. P.197-198.
19. Tkachenko V.V. Management of changes in the operational activities of the enterprise: materials V International. science and practice conf. "Modern trends in the development of financial and innovation-investment processes in Ukraine" (March 2-3, 2023). Vinnytsia, 2023.

6.3. Software

20. Software Zoom is a platform for organizing video conferences.
21. Moodle distance learning system software.
22. Internet service for online testing and creation of quizzes Quizizz.com
23. Padlet.com online whiteboard

Modul syllabus review _____

Developed by the teacher of the Management Department Tkachenko V.V.

Parameter by which the work program (syllabus) of the educational component is evaluated by the guarantor or a member of the project team	**Yes**	**No**	**Comment**
Learning outcomes by educational component (MLOs) correspond to the EK			
Learning outcomes by educational component (MLOs) correspond to the provided PLOs (for compulsory)			
Learning outcomes in the educational component provide an opportunity to measure and assess the level of their achievement			

Member of the project group EP _____ _____ _____

(name) (surname) (signature)

The parameter by which the working program (syllabus) of the educational component is evaluated by the teacher of the relevant department	**Yes**	**No**	**Comment**
General information about the educational component is sufficient			
Learning outcomes by educational component (MLOs) correspond to the EK			
Learning outcomes by educational component (MLOs) provide an opportunity to measure and assess the level of their achievement			
Learning outcomes (MLOs) relate to the competencies of students, not the content of the discipline (contain knowledge, skills, abilities, not topics of the curriculum of the discipline)			
The content of the EK is formed in accordance with the structural and logical scheme			
Learning activity (teaching and learning methods) allows students to achieve expected learning outcomes (MLOs)			
The educational component involves learning through research that is appropriate and sufficient for the appropriate level of higher education			
The assessment strategy within the educational component is in line with the policy of the University / faculty			
The provided assessment methods allow to assess the degree of achievement of learning outcomes in the educational component			
The workload of students is adequate to the volume of the educational component			
Recommended learning resources are sufficient to achieve learning outcomes (MLOs)			
The literature is relevant			
The list of training resources contains the necessary software products to achieve MLOs			

Reviewer (lecturer of the department) _____ _____ _____

(name) (surname) (signature)