



INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR  
PROGRAMME NAME: POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)  
OPERATIONS MANAGEMENT – I (OM501)  
CREDIT: 2 Credits  
SESSION DURATION: 60 Minutes

**TERM: II**  
**Academic Year: 2019-20**  
**Batch: PGDM (2019-21)**

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**Office hours:** 9:30 a.m. - 5.30 p.m.

**Course Introduction:** Operations management (OM) helps to understand the role of OM in an organization and to develop abilities to structure and solve problems related to the task. The course will empower students with skills to address important aspects of business operations including capacity, productivity, quality, and supply chain. Students will understand how operations in an organization are configured and factors that can potentially drive the complexity of managing such operations.

**Learning Outcomes:**

- LO1:** To make participant comprehensively understand the concept of operations management.
- LO2:** To generate capability to integrate operations management with strategic decision making in an organization.
- LO3:** To generate skill in participant to apply concept and tools of operations management in field situation.
- LO4:** To make participant analyze process in an organization.

**Pre-requisites for the course**

1. Basic knowledge of mathematics and management fundamentals.

**Course Pedagogy:**

Pedagogy would be a combination of lectures, case studies and problem-solving. Lecture classes shall be discussion based and students are expected to read the relevant chapters from the **book and any other reading material provided before** they come to the class. Case studies will be discussed which will help in understanding Operations Management in actual work situations. The course will be taught as per the session plan is given in this document. *Students are expected to participate in the class discussions.*

**Evaluation Criteria:**

Evaluation Component	Learning outcome	Percentage
End term exam	1, 2, 3, 4	40
Mid-term exam	1, 2, 3, 4	30
Assignment and Class assessment	2, 3, 4	15
Field based Survey/Study	2, 3, 4	15

**Reading****Reference Books (RB)**

1. Chase R B, Shankar Ravi, Aquilano N J and Jacobs F R, "Operations and Supply Management", Tata McGraw Hill Education Limited, 12<sup>th</sup> edition.
2. Heizer, Jay; Render, Barry and Rajashekhar, Jagdeesh, 'Operations Management', Pearson publication, 9th Edition.

**Academic integrity:**

We are committed to upholding the highest standards of academic integrity and honesty. Plagiarism is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. You may refer the already available content just for your reference and to get the basic ideas. Only 20% of such content is acceptable, above that comes under the definition of Plagiarism which is unacceptable in IMI and will be treated seriously. All such cases will be referred to the appropriate body of the Institute for suitable disciplinary action.

**Session Plan**

Session No.	Topic	Learning Outcome	Reading RB: reference book
1	Introduction to Operations Management Definition and scope <ul style="list-style-type: none"> <li>• Operations Management as a system</li> </ul>	1	Chapter 1 and 2 from RB 1; Chapter 1 from RB 2
2	Product Vs. Services systems <ul style="list-style-type: none"> <li>• Components of Operations strategy</li> </ul>	1, 2	Chapter 1 from RB2
3	Product design and development <ul style="list-style-type: none"> <li>• Product lifecycle</li> <li>• Product development process</li> <li>• Concurrent engineering</li> </ul>	2, 3	Chapter 5 from RB 2 and Case from page 204 and page 205 from RB2

Session No.	Topic	Learning Outcome	Reading RB: reference book
4	Product design and development (Contd.) <ul style="list-style-type: none"> <li>Reliability</li> <li>Designing for Manufacturability</li> <li>Value engineering</li> <li>Case study discussion on <b>Ikea Design and Pricing.</b></li> </ul>	2, 3	Chapter 4 From Reference 1 Case: Page number 136 in RB 1 and chapter 8 from RB 2
5	<ul style="list-style-type: none"> <li>Case study discussion</li> <li>Introduction to facility location</li> </ul>	2, 3	<i>Case: McDonalds Corporation from Chapter 8 from RB 2.</i>
6	Facility location <ul style="list-style-type: none"> <li>Factors affecting location decisions</li> <li>Techniques for deciding on facility location: Weighted Score Model, Load distance method, Center of gravity method, Break-even analysis</li> </ul>	1	Chapter 11 From RB 1 And Chapter 8 from RB 2.
7	Facility layout <ul style="list-style-type: none"> <li>Types of facility layouts: Process layout, Product layout, Cellular layout, Project layout</li> </ul>	1, 2	Chapter 7 from RB 1 and Chapter 9 from RB 2
8	Facility layout – Product Layout Design of layouts <ul style="list-style-type: none"> <li>Assembly Line Balancing</li> </ul>	2, 3	Chapter 7A of Reference 1 and <i>Case: Assembly Line Balancing: Helgeson-Bernie Rank Positional Weight (RPW) Technique</i>
9	Capacity Planning <ul style="list-style-type: none"> <li>Importance of capacity decisions</li> <li>Types of capacities</li> </ul>	2, 3	Chapter 5 From Reference 1.
10	<ul style="list-style-type: none"> <li>Determining capacity requirements</li> <li>Measuring capacity</li> </ul>	2, 3	Chapter 7 from RB
11	<ul style="list-style-type: none"> <li>Economies of scale and Learning Curve</li> <li>Case on Strategic Capacity Management in Indian railways</li> </ul>	2, 3	Chapter 5A from RB1 and chapter 10 from RB2
12	Process Analysis and Process Flow Charting Introduction	2, 3	Chapter 6 of RB 1 and Chapter 7 from RB 2
13	Process Analysis and Process Flow Charting(contd.) <ul style="list-style-type: none"> <li>Measurement of Performance</li> <li>Process throughput time Reduction</li> </ul>	2, 3, 4	Chapter 6 of RB 1 and Chapter 7 from RB 2

<b>Session No.</b>	<b>Topic</b>	<b>Learning Outcome</b>	<b>Reading RB: reference book</b>
14	Process Analysis and Process Flow Charting(contd.) <ul style="list-style-type: none"> <li>• Time function Mapping</li> <li>• Value Stream Mapping</li> </ul>	2, 3, 4	Chapter 7 of RB 2.
15	Service Blue Printing	2, 3, 4	Chapter 7 of RB 2.
16	The Introduction and importance of project management	2, 3, 4	Chapter 3 of Reference 1
17	Project Control chart and Network Planning Model	1,2, 4	Chapter 3 of Reference 1 and Chapter 3 of Reference 2
18	Management of Resources in Project	1, 2, 4	Chapter 3 of RB2
19	Case on Cost Management in Phase 1 of Delhi Metro Project.	3, 4	Chapter 3 of RB 2
20	Introduction to PERT and CPM	2, 3	Chapter 3 of RB

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