PJSC "Higher Education Institution
"INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT"

SYLLABUS
of the academic discipline

OPERATIONAL MANAGEMENT

Level of higher education: first (bachelor's) level

Field of knowledge: D Business, Administration and Law

Specialty: D3 Management

Study program: Management

IAPM 2025

General information about the academic discipline

Name of the academic discipline	Operational management
Code and name of the specialty	D3 Management
Level of higher education	first (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	4 credits/120 hours Lectures: 34 hours Seminar sessions: 26 hours Students' independent work: 60 hours
Terms of study of the discipline	7th semester
Language of instruction	Ukrainian
Final control type	Exam

General information about the instructor. Contact information.

Full name of the instructor	Oleksii Miroshnychenko
Academic degree	PhD in Economic Sciences
Position	Associate Professor of the Department of Economics and Management
Areas of scientific research	Sociocultural aspects of modern management; historical memory and national identity as resources for socially responsible business; HR management and language policy in organizations; methodology of scientific research in the context of digitalization and military challenges.
Links to the registers of identifiers for scientists	Google Scholar: https://surl.li/phtpof ORCID: https://orcid.org/0009-0002-4404-2766
Contact information	
E-mail:	menedzmentuk@gmail.com
Department phone	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/miroshnichenko-portfolio-a.pdf

Discipline's description.

The discipline reveals theoretical principles and methodological approaches to the formation of operational strategies, the organization and functioning of operational systems, the management of operational processes, projects and product quality. Particular attention is paid to the issues of increasing the productivity of operational activities, optimizing resource provision and implementing modern methods of operational management in the conditions of digitalization and global competition. Studying the course involves acquiring practical skills in planning, organizing and controlling operational processes, applying methods for assessing the effectiveness of the functioning of the operational system, risk management and product quality, which will ensure the ability of future managers to make informed decisions regarding the organization and development of operational activities of enterprises, taking into account the principles of sustainable development and social responsibility of business.

The subject of the discipline is the acquisition by students of holistic theoretical knowledge and practical skills in planning, organizing, managing and controlling the operational processes of enterprises; the formation of the ability to develop operational strategies, increase the efficiency of operating systems, ensure the quality of products and services, and manage projects and resources in a competitive environment, digitalization, and globalization.

The aim of the discipline is to form a systematic understanding of the essence, principles and tools of managing the operational activities of enterprises in various sectors of the economy.

The objectives of the discipline:

1. Reveal the essence and evolution of operations management as a functional area of management;
2. Study methods of forming and implementing operational strategies of enterprises;
3. Learn approaches to the design, organization, and functioning of operating systems;
4. Develop skills in managing operational processes and resource provision;
5. Explore modern methods of managing product quality and operational productivity;
6. Master practical methods of analyzing and evaluating the effectiveness of operational activities;
7. Develop the ability to apply the principles of sustainable development and social responsibility in the management of operating systems.

Prerequisites for the discipline.

The study of the academic discipline "Operational management" is based on the knowledge and skills obtained by students when studying the following disciplines:

- *Fundamentals of entrepreneurship* – developing an understanding of the laws of business functioning, organizational forms of entrepreneurship, features of

building business processes and resource management;

- *Business Management Fundamentals* (including reaserch work) - gaining experience in applying management tools in a business environment, analyzing the effectiveness of an enterprise's activities, and making management decisions.

Post-requisites for the discipline:

The knowledge and competencies acquired in the process of studying the discipline "Operational management" will contribute to the successful mastery of the following courses:

- Fundamentals of scientific research in management– use of operational management tools in the preparation of scientific research and development of practical recommendations;
- Motivational management – application of knowledge about the organization of operational processes and productivity management to form effective motivational systems in the activities of the enterprise.

Program competences

General competences	GC5. Knowledge and understanding of the subject area and professional activity. GC8. Skills in using information and communication technologies.
Special competences	SC1. Ability to identify and describe the characteristics of an organization. SC4. Ability to identify the functional areas of an organization and the interconnections between them. SC5. Ability to manage an organization and its divisions through the implementation of management functions. SC6. Ability to act in a socially responsible and conscious manner. SC7. Ability to select and apply modern management tools. SC8. Ability to plan organizational activities and manage time effectively. SC10. Ability to evaluate the work performed, ensure its quality, and motivate the organization’s personnel. SC11. Ability to create and organize effective communication in the management process. SC12. Ability to analyze and structure organizational problems and develop well-founded decisions.
Intended learning outcomes	ILO3. Demonstrate knowledge of theories, methods, and functions of management, as well as modern concepts of leadership. ILO4. Demonstrate the ability to identify problems and justify managerial decisions.

	ILO5. Describe the content of the functional areas of an organization's activities. ILO6. Demonstrate skills in searching for, collecting, and analyzing information, and calculating indicators to justify managerial decisions. ILO7. Demonstrate skills in organizational design. ILO8. Apply management methods to ensure the effective operation of an organization. ILO9. Demonstrate teamwork, leadership, and collaboration skills. ILO10. Possess skills in substantiating effective tools for motivating an organization's personnel. ILO16. Demonstrate self-directed work skills, flexible thinking, openness to new knowledge, and the ability to be critical and self-critical. ILO18. Demonstrate skills in analyzing the effectiveness of management of operational, marketing, foreign economic activity of the enterprise, justify the directions of its future development for the preparation and presentation of analytical reports.

Content of the academic discipline

№	Topics	Number of hours, of which :			Teaching methods /assessment methods
		Lectures	**Seminars**	**Independent work**	
7th semester Content module 1. Theoretical and organizational foundations of operations management					**Teaching methods**: lecture (verbal method); conversation (verbal method); discussion (interactive method); situation analysis (case study, practical method); case method; Software–problem task (problem presentation method); brainstorming;situational modeling; modeling of professional activities. **Assessment methods**: oral interview (oral control); test control; test work.
Topic 1.	The essence, tasks and functions of operations management	2	2	4	
Topic 2.	Types of operating systems and their characteristics	2	2	4	
Topic 3.	Design of operational processes and organizational structures	4	2	6	
Topic 4.	Operations planning and time management in production and service systems	4	3	6	
Topic 5.	Capacity, inventory and	2	2	4	

	material flow management				
Topic 6.	Information systems in operations management	2	2	4	
Content module 2. Methods and tools for managing operational activities					
Topic 7.	Quality management systems and methods of its assessment	4	2	6	
Topic 8.	Managing productivity, costs and operational efficiency	4	3	6	
Topic 9.	Lean technologies and the concept of continuous improvement	2	2	4	
Topic 10.	Personnel management in operating systems and employee motivation	2	2	4	
Topic 11.	Operating system risk, reliability and security management	2	2	6	
Topic 12.	Operational strategy and enterprise development	4	2	6	
Module Assessment Task					
Total		**34**	**26**	**60**	
Final assessment: exam					

Technical equipment and/or software – official website of IAPM:

http://IAPM.com.ua The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;

- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

Methods of ongoing assessment include: oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

Grading system and requirements.
Table of distribution of points received by students

	Ongoing knowledge assessment												Modular assessment task	Exam	Total points
Topics	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	Topic 11	Topic 12	20	40	100
Work in a seminar	3	2	2	2	3	2	2	3	2	2	2	3			
Independent work	1	1	1	1	1	1	1	1	1	1	1	1			

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

Modular assessment. Modular assessment in the discipline "Operational management" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline “Operational management”:

When evaluating the modular test, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:
"A" - 18-20 points;
"B" - 16-17 points;
"C" - 14-15 points;
"D" - 12-13 points.
"E" - 10-11 points;
"FX" - less than 10 points.

The final semester assessment in the academic discipline “Operational management” is a mandatory form of evaluating student learning outcomes. It is conducted within the period established by the academic schedule and covers the volume of material defined in the course syllabus.

The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.

The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.

The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.

The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student’s exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.

Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations, and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies

(optional format); solving situational tasks; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure comprehensive assimilation of the study program and contribute to the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail unsatisfactory with mandatory re-study of the discipline

Discipline's Policy:

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The academic discipline "Operational management" requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and

presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

Methodological support of the academic discipline

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline "Operational management".

Recommended sources of information:

Basic literature:

1. Ratushnyak O. G., Lyaluk O. G. Operational management: a textbook [Electronic resource]. Ed. 2nd, supplemented and revised. Vinnytsia: VNTU, 2025. 235 p. (PDF).
2. Balash L. Ya., Hnativ B. I., Dzyubyk O. Ya., Senkiv O. V. Operational management (part 1): a textbook. Lviv: Publishing house Reprocenter West, 2023. 194 p.
3. Levytskyi V. V. Operational management: methodological guidelines for practical classes. Lutsk: Volyn. nat. inLesya Ukrainka University, 2023. 50 p.
4. Zorina O. I., Syvolovska O. V., Mkrtichyan O. M., Yakubenko N. V. Fundamentals of management and marketing: a textbook. Kharkiv: UkrDUZT, 2025. 273 p. URL:http://lib.kart.edu.ua/bitstream/123456789/27701/1/Навчальный%20посибнык.pdf
5. Mikhno I. S., Koval V. V., Mazur Yu. V. Iordanov O. M. Tools for implementing a circular economic system in improving the environmental and economic state and restoring the competitiveness of territories of Ukraine. Bulletin of the National University of Ukrainian Economic and Social Sciences. Series "Economic Sciences" Issue 4(104) 2023. DOI:10.31713/ve4202318
6. Bratus G.A., Mazur Y.V., Kalina I.I.Conceptualization of innovative development of the national economy in the context of European integration.No. 4 (63) (2021): Scientific papers of the Interregional Academy of Personnel Management. Economic Sciences. DOI:https://doi.org/10.32689/2523-4536/63-2
7. Bilopolsky M.G., Merkulov M.M., Tsimoshinska O.V., Paliy S.A., Modern trends in the development of the market economy of Ukraine in the vector of

the globalized innovation and investment space: Bulletin of the East European University of Economics and Management, No. 1 (31), 2024, pp. 16-29
8. What Is Operations Management? Definition, Types, and Importance.https://www.netsuite.com/portal/resource/articles/erp/operations-management.shtml
9. Michael Andrew LewisOperations Management: A Research Overviewhttps://www.researchgate.net/publication/337582724_Operations_Management_A_Research_Overview
10. Yaumil Fauzan MalikA Literature Review on Operations Management and Strategyhttps://www.researchgate.net/publication/386521926_A_Literature_Review_on_Operations_Management_and_Strategy

Additional literature*:*

1. Enterprise Competitiveness. Ukrainian Journal of Applied Economics and Technology. 2022. Vol. 7, No. 2. Pp. 246–252. URL:https://dspace.dsau.dp.ua/handle/123456789/8013
2. Pylypenko S., Grudzevych U., Sorochak O. Efficiency of operational management of an enterprise. Sustainable development of the economy. 2025. No. 1(52). pp. 109–115.https://doi.org/10.32782/2308-1988/2025-52-15
3. Kapinos G., Larionova K. Management of the efficiency of the functioning of the enterprise operating system in operational management. Herald of Khmelnytskyi National University. Economic Sciences. 2025. Vol. 342, No. 3(1). Pp. 248–260.https://doi.org/10.31891/2307-5740-2025-342-3(1)-36
4. Garafonova O. I., Kupchevsky P. O., Yashchenko I. V. Strategic basis for managing the effectiveness of business organization activities in wartime. Economic Synergy. 2022. No. 4(6). Pp. 65–81.https://doi.org/10.53920/ES-2022-4-5
5. Kapinos G. I., Larionova K. L. Theoretical and methodological principles of implementing the concept of lean production in the practice of industrial enterprises. Modeling the development of the economic systems. Khmelnytskyi, 2022. No. 2. P. 173–181.https://doi.org/10.31891/mdes/2022-4-23
6. Kudelsky V. The role of operations management in the formation of ethical business standards. Economy and Society. 2025. No. 72.https://doi.org/10.32782/2524-0072/2025-72-159
7. Orel A., Molodets S., Gavrilyuk I. Anti-crisis communications as a tool for operational management of organizations. Economy and Society. 2025. No. 73.https://doi.org/10.32782/2524-0072/2025-73-72
8. Gridin O. V. Integration of social responsibility into the system of operational management: challenges, prospects and strategic importance in modern conditions. Eastern Europe: Economics, Business and Management. 2025. No. 1(46). pp. 33–41.
9. BorodinaO.,BratusH.,UdovychenkoV.,KaczmarzewskiS.,KostrychenkoV.,KovalV. (2022) Renovation management of the national economy in ensuring energy decentralization. Polityka Energetyczna – Energy Policy Journal.

25(2):67–84.

Information resources:

1. State Statistics Service of Ukraine: www.ukrstat.gov.ua
2. Internet portal for managers: Management.com.ua:https://www.management.com.ua
3. Online system for business analytics "You control": https://youcontrol.com.ua
4. European Business Association: https://eba.com.ua/about-us/
5. Ukrainian Logistics Alliance: https://ula-online.com
6. European Logistics Association: https://www.elalog.eu/
7. Information and analytical resource (logistics and supply chain management): https://logist.fm
8. UAprom business portal: https://uaprom.info
9. National platform for small and medium-sized businesses:https://platforma-msb.org