Introduction

Operations management is an area of business concerned with the production of goods and services and involves the responsibility of ensuring that business operations are efficient in terms of using as little resource as needed and effective in terms of meeting customer requirements. It is concerned with managing the process that transforms inputs (in the forms of materials, information, labour and energy) into outputs (in the form of goods and services) to deliver outcomes for the company and the customer.

To perform this function effectively Operations Managers have a number of responsibilities, for example:

- Aligning the operation's strategy with the company strategy – developing a clear vision of how the operations should support the company's long-term objectives; it also means translating goals into implications for performance objectives in terms of quality, speed, dependability, flexibility and cost.
- Deploying the operations strategy – operations management is often characterised by the need to make decisions both frequently and quickly, so it is necessary to have a framework to guide decision making; that is the role of operations strategy. Today, an operations strategy needs to take account of development in technology – the digital age and the discovery of new materials.
- Designing the company's services and processes – in the service sector the product is often a process, the design of which, often, falls into the domain of operations management. In manufacturing sectors processes are designed to prepare a product for market.
- Planning & controlling the operation – is the activity of deciding what the operation's resources should be doing, then making sure they do it as efficiently as possible.
- Improving the performance of operations – continuous improvement is the responsibility of all operations managers with a focus on improving quality and reducing costs.

Aims

The overall aim of this course is to provide delegates with an introduction to the role of an operations manager in all sectors of the economy including: manufacturing, financial services, health services, government departments, etc. The course will allow delegates to explore key aspects of operations management and help them consider how they can improve their impact as an operations manager.

Objectives

By the end of the programme delegates will be able to:

1. Explain the purpose of operations management and how to align operations management strategies with the organisation's strategy, (**Operational Excellence);**
2. Outline the approach for aligning the operation to meet the needs and expectations of the customer both internal and external, **(Service Excellence);**
3. Demonstrate an ability to use a number of tools and techniques to improve the performance of key business processes, **(Process Excellence);**
4. Describe a number of approaches to improve the effectiveness of the human resource, **(Performance Excellence);**
5. Outline alternative organisational structures to deliver improved customer service while delivering greater efficiencies, **(Organisational Excellence)**.

Methods

It is our intention to give you an opportunity to understand the nature and practice of operations management. In order to do so we will present you with a range of learning experiences including presentations, case studies, exercises and simulations.

Duration: 5 days

Who it's for:

It is not only operations managers or factory managers who run operations, all managers in all sectors run some form of operation, for example: a finance manager's operation processes invoices and other financial transactions, an HR manager's operation processes recruitment so, if you are responsible for the management of processes then you are an operations manager. This course, is designed for all managers: senior, middle and first line and supervisors in all sectors of the economy.

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Course Content

Day 1

Administration, introductions, course objectives and methodology.

Operations Management

- **Exercise:** what is operations management?
- Review of exercise;
- The extent and importance of operations management in the economy;
- **Exercise:** describing the transformation process and identifying critical monitoring points;
- Review of exercise;
- The transformation process: transformed and transforming resources;
- Identifying Key Performance Indicators to effect control and deliver improvements;
- Describing a general model of operations management;
- **Exercise:** simulating a transformation process;
- Review of exercise.

The Strategic Role of Operations Management

- **Exercise:** developing a definition of strategy and exploring strategic options;
- Review of exercise;
- Porter's generic strategies model and the five competitive forces;
- How operations drivers, supports and implements strategy;
- **Exercise:** identifying operations key stakeholders and their needs;
- Review of exercise;
- Industry 4.0, the digital age and the potential impact on operations strategy;

Operations Improvement

- **Exercise**: simulating process flow process;
- Review of exercise;
- The 7 classic wastes + 6 more;
- Quality Control v Quality Assurance
- The limitations of visual quality control checks.

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Day 2

Operations Planning & Control

- **Case Study:** the Toyota Production System;
- **Exercise:** line balancing – Heijunka;
- Review of exercise;
- **Exercise**: standardised work;
- Review of exercise;
- Standard work and the potential problems due to lack of standards;
- Improving productivity with Total Productive Maintenance;
- The three pillars of the Toyota Production System:
    - Just in Time (JIT)
        - **Exercise:** Calculating Takt time;
        - Review of Exercise;
        - Pull versus Push systems;
        - How to achieve one-piece flow.
    - Jidoka
        - Automatic and manual line stops;
        - Managing the integration of people and machines;
        - Error proofing systems;
        - Creating a visual control system.
    - Culture – the critical role of organisational culture;
    - Black Box Thinking – the benefits of continuous feedback to the learning organisation.

Lean Operations

- The Lean philosophy and the five principles of Lean Operations;
- Specifying value and the voice of the customer (VOC);
- Mapping the value stream;
- The process of mapping a business process – learning to see;
- Problems for process mappers – a lack of standardisation;
- The process improvement process;
- **Exercises:** SIPOC Mapping, Process Sequence Mapping, Spaghetti Mapping, Flow-charting and Value stream Mapping;
- Review of Exercises;
- The application of Single Minute Exchange of Die (SMED);
- Deploying Failure Mode & Effect Analysis to assess risk of deploying a re-engineered process;
- **Exercise**: Product FMEA;
- Review of exercise.

Day 3

A System for Workplace Organisations

- The 5S system;
- **Exercise**: developing a product and creating a process to build it;
- Review of Exercise.

Operations Planning and Control

- **Case Study:** TSB Homeloans (a UK Mortgage Company);
- Identifying special cause and common cause variation;
- How process variation impacts on business performance;
- The history and developments of Control Charts to identify process variation;
- **Exercise:** how to calculate standard deviation;
- Review of Exercise;
- Data collection and sampling systems;
- **Exercise:** Calculating process capability and sigma scores;
- Review of exercise;
- **Exercise:** constructing a control chart using data from the Case Study company;
- Review of Exercise;
- Calculating process capability.

Process Improvement

- Feedback systems to inform improvement activities;
- Establishing improvement priorities;
- **Exercises**: Pareto Analysis to establish the 'vital few' issues;
- Review of Exercises;
- **Exercise:** Cause & Effect diagram with 5Whys.
- The cultural issues to address in order to establish process control charts.

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Day 4

The Human Side of Operations Management

- Exploring the first Industrial Revolution and the first factories;
- Identifying the insights developed as a result of the Hawthorne experiments;
- Understanding the complexity of human performance;
- Revisiting the purpose of Performance Appraisal;
- The contributions of Industrial Psychology to management thinking;
- Identifying the key to motivating people at work;
- Exploring alternative approaches to leading people, effectively;
- **Exercise:** the Deming Red Beads exercise;
- Review of exercise;
- Considering the impact of target setting on individual performance;
- How to measure culture, commitment, competence and productivity of the operations team.

Job and Workplace Design

- Identifying the objectives of job design;
- Exploring a framework for Job Design;
- Considering how Job Design can impact effectiveness, efficiency, motivation, health & safety;
- How to use the job characteristics model to design motivating jobs;
- Using job rotation, enlargement, enrichment and team working to improve motivation;
- Developing guidelines for job redesign;
- Considering how ergonomics impact on job design;
- **Exercise:** the factors that impact on employee wellbeing;
- Review of exercise;
- Exploring the impact of workplace design on employee performance and wellbeing.

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Day 5

Capacity Planning and Control

- Defining capacity planning and control;
- The objectives of planning capacity;
- Outlining the capacity planning process and the challenges;
- Describing the dynamic decision-making process of capacity planning;
- **Exercise:** using moving output capacity;
- Review of exercise;
- Understanding the difference between design capacity and effective capacity;
- **Exercise:** calculate operation utilisation and efficiency;
- Review of exercise;
- Identifying causes of fluctuating demand;
- **Exercise:** how to deal with over-capacity and under-capacity;
- Review of exercise;
- The basis of make or buy decisions;
- Approaches to reconciling capacity with demand;
- **Exercise:** what actions are available to an operations manager to deal with fluctuating demand;
- Review of exercise;

Inventory Planning and Control

- Defining inventory;
- **Exercise:** compare questions about personal inventories with business inventories;
- Review of exercise;
- Explore why inventory is necessary;
- **Exercise:** situations when inventory is required;
- Review of exercise;
- Comparing the advantages and disadvantages of holding inventory;
- Different systems for managing inventory;
- **Exercise:** decisions to be made to manage inventory, effectively and efficiently;
- Review of exercise;
- Identifying the factors that inform volume decisions;
- **Exercise:** calculating the most cost-effective inventory plan;
- Review of exercise;
- Identifying the best time to re-order;
- Exercise: how to keep inventory to a minimum without losing sales;
- Review of exercise;
- Two bin and three bin inventory systems.

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Supply Chain Planning and Control

- What is supply chain management?
- Identifying the objectives of supply chain management;
- Exploring the activities of supply chain management;
- Understanding the function of procurement;
- The supply chain dynamics including the Bullwhip effect;
- Identifying how effective procurement can impact on the profit line;
- How to select suppliers;
- **Exercise:** criteria-based decision-making;
- Review of exercise;
- Exploring the most effective supplier selection process;
- **Exercise**: negotiating skills;
- Review of exercise;
- Exploring the different types of relationships in supply chains;
- The benefits of developing partnerships with suppliers;
- Identifying opportunities to improve the performance of the supply chain;
- **Exercise:** the challenges faced by logistics companies in the future;
- Review of exercise.

End of course.

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Who are MPower?

MPOWER (UK) Ltd are an association of organisational development practitioners with direct experience of delivering superior performance through the deployment of a range of techniques commonly referred to as: Quality Management, Business Excellence, Lean Thinking and Six Sigma.

Although we are entirely happy to run a range of training programmes to develop expertise within your company our preferred approach is to work with you and your people on a programme of change, providing expert consultancy when required together with relevant training when your people see the need to acquire new skills: a trainer/consultant approach. This way we will help you develop levels of efficiency that will dramatically reduce your cost base, improved processes for the effective delivery of your customer requirements and a resolution of your most important business issues while, at the same time, developing a level of self-sufficiency within your company.

For more information, please contact us today.

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