Operations Management [L5M9]

Target Audience: Provides senior buyers, contract and supply chain managers with the expertise to improve organisational procurement and to fulfil organisational objectives. It gives you the knowledge base to reduce cost, improve quality and timescales, manage the supply chain and deal with legal issues

Hours: 60 Hours

Pre-requisite: You will need to have achieved the CIPS Level 4 Diploma in Procurement and Supply.

1.0 Understand the concept and scope of operations management

1.1 Analyse the role and activities of operations management in organisations

• Definitions of operations and operations management

• The extent of operations management in organisations

• Operations management in different types of organisations

1.2 Critically assess the objectives and strategies of operations management

• From implementing to supporting to driving strategy

• The stages of development of operations strategy

• The performance objectives of operations management (quality, speed, dependability, flexibility and cost)

• Top down and bottom up perspectives of operations strategy

• Order qualifying and order winning objectives of operations management

1.3 Evaluate operations management processes

• The input transformation -output' model of operations management

• The dimensions of operations processes (volume, variety, variation and visibility)

• The activities of operations processes

1.4 Analyse the application of operations management across supply chains

• Operations management in manufacturing, services, retail, construction, and public sector supply chains

• The impact of operations management on global sourcing

• Examples of operations management in different supply chains

2.0 Understand improvement methodologies that can be applied in operations management

2.1 Analyse tools for improving performance in operations management

• The use of performance measurement in operations management

• Setting performance targets

• Benchmarking in improving operations management

• Building continuous improvement

• The use of business process re-engineering

2.2 Explain techniques in failure prevention and recovery that can be applied in operations management

• Measuring failure and the impact of failure

• Mechanisms to detect failure

• Failure mode and effect analysis

• Improving process reliability

• Maintenance and approaches to maintenance

• Failure distributions

• Business continuity

2.3 Evaluate the role of total quality management in operations management

- Approaches to total quality management
- The differences between total quality and quality assurance
- The work of pioneers of total quality management (such as Deming, Juran)

2.4 Analyse techniques for quality improvement that can be applied in operations management

- Diagnosing quality problems
- The use of statistical process control
- Variation in process quality
- The Taguchi loss function
- Poka yoke
- The Six Sigma approach to quality improvement