

WSB University				
Field of study: Management				
Course: Operational management				
Educational profile: general				
Education level: II -cycle studies				
Number of hours per semester	1		2	
	I	II	III	IV
Full-time studies (L)			16 L + 30 P	
Part-time studies (L/C/lab/pr/e)				
CLASS LANGUAGE	English			
LECTURER	Andrzej Raszkowski			
FORM	Lectures/Project			
COURSE OBJECTIVES	The course aims to provide students with a comprehensive and critical understanding of operational management as a key driver of organizational performance and competitive advantage. Specific objectives include: - develop the ability to interpret and apply foundational principles of operations management in dynamic organizational contexts, with a focus on process design, quality assurance, and effective resource utilization; - cultivate advanced analytical thinking through the use of diagnostic and improvement frameworks such as Six Sigma, Lean Management, and value stream mapping, enabling students to assess operational inefficiencies and formulate data-driven interventions; - examine the alignment of operational strategies with broader organizational objectives, fostering an understanding of how operations influence strategic positioning, innovation capacity, and sustainable value creation; - strengthen competencies in managing tangible and intangible resources—including human capital, technology systems, and financial assets—to support agile and resilient operational structures in uncertain environments; - enhance critical problem-solving and decision-making abilities by engaging with real-world case studies and complex operational dilemmas, encouraging students to integrate technical, ethical, and systemic perspectives in their solutions.			
Reference to learning outcomes – Field-related learning outcome EFMD	Description of learning outcomes			
	Description of learning outcomes	Teaching and learning methods	Verification of learning outcomes	
Knowledge				
Skills & Attitudes				
Business analysis and research methods LO6	Students will be able to apply Business Intelligence (BI) tools and methodologies to support evidence-based decision-making in operational management. They will demonstrate the capacity to collect, process, and analyze operational data to identify performance gaps, inefficiencies, and	Teaching methods: 1. Interactive lectures 2. Case studies	Project final presentation. Discussion.	
		Learning methods:		

	improvement opportunities across processes and resource flows. By integrating BI techniques with research methods, learners will critically evaluate data-driven insights to inform operational strategies, monitor key performance indicators, and contribute to continuous process improvement. Emphasis will be placed on transforming complex data into actionable knowledge aligned with organizational goals.	1. Case study analysis 2. Literature review	
Intercultural communication and interpersonal skills LO7	Students will demonstrate the ability to effectively collaborate in diverse, cross-functional, and multicultural teams within operational management settings. They will develop interpersonal competencies that foster trust, open communication, and shared responsibility in achieving operational goals. Emphasis will be placed on navigating cultural differences, resolving conflicts constructively, and coordinating team efforts in complex operational environments. Learners will critically reflect on team dynamics, leadership roles, and collaborative problem-solving to enhance both team performance and organizational efficiency.	Teaching methods: 1. Interactive lectures 2. Case studies	Project final presentation. Discussion.
		Learning methods: 1. Case study analysis 2. Literature review	
Responsible Leadership and Decision-making LO11 LO12	Ability to apply ethical principles in managerial decision-making and leadership practices. Skill in identifying and resolving ethical dilemmas in a business context. Competence in implementing responsible leadership models that promote corporate social responsibility, sustainability, and stakeholder engagement. Capacity to assess the impact of leadership decisions on organizational culture, employee well-being, and long-term business success.	Teaching methods: 1. Interactive lectures 2. Case studies	Project final presentation. Discussion.
		Learning methods: 1. Case study analysis 2. Literature review	
Digital skills and the Use of Information and Communication Technologies LO18	Students will develop the ability to effectively utilize digital tools and information and communication technologies (ICT) to enhance operational decision-making and process efficiency. They will apply relevant software and platforms to monitor performance, manage workflows, and optimize resource allocation within operational systems. Emphasis will be placed on selecting appropriate digital solutions for real-time data analysis, communication, and collaboration across operational units. Students will also evaluate the role of digital transformation in improving	Teaching methods: 1. Interactive lectures 2. Case studies	Project final presentation. Discussion.
		Learning methods: 1. Case study analysis 2. Literature review	

	agility, transparency, and sustainability in operations management.		
Full- time Participation in lectures = 16 Participation in classes = Preparation to classes = Preparation to lectures = 15 Preparation to an examination = Project tasks = 30 e-learning = 8 Credit/examination = 5 others (indicate which) = 26 TOTAL: 100 ECTS points: 4 Including practical classes:		Part-time Participation in lectures = Participation in classes = Preparation to classes = Preparation to lectures = Preparation to an examination = Project tasks = e-learning = Credit/examination = others (indicate which) = TOTAL: ECTS points: Including practical classes:	
PREREQUISITES	Knowledge of the fundamentals of the management and economics		
COURSE CONTENT (Division into contact hours and e-learning)	Contact hours: - Defining operational management, - Introduction to operational management processes, - Operational management for effective and modern business. E-learning: - Most relevant factors of effective operational management, - Case study of selected companies using different operational management solutions.		
LITERATURE (compulsory reading)	- Heizer j., Render B., Operations Management: Sustainability and Supply Chain Management, Pearson, 2020. - Goldratt E., Cox J., The Goal: A Process of Ongoing Improvement, North River Press, 2014. - Slack N., Lewis M., Operations Strategy, Pearson, 2015. - Womack J., Jones D., Lean Thinking: Banish Waste and Create Wealth in Your Corporation, Free Press, 2003. - Chopra S., Meindl P., Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2019. - Strategic operations management / Steve Brown, John Bessant, Fu Jia. - 4th ed. - Londyn ; Nowy Jork : Routledge, 2018. - Operations management / William J. Stevenson. - Thirteenth edition. - New York : McGrawHill Education, copyright © 2018.		
OPTIONAL LITERATURE	- Goetsch D., Davis S., Quality Management for Organizational Excellence: Introduction to Total Quality, Pearson, 2018. - Heizer J., Render B., Munson C., Operations Management: Sustainability and Supply Chain Management, Pearson, 2021. - Liker J., The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill, 2004. - Johnston R., Clark G., Service Operations Management: Improving Service Delivery, Pearson, 2017.		

SCHOLARLY PUBLICATIONS BY PERSONS WHO CONDUCT CLASSES, WHICH ARE RELATED TO THE MODULE SUBJECT	• Raszkowski A., Bartniczak B.: Sustainable Development in the Central and Eastern European Countries (CEECs): Challenges and Opportunities. Sustainability 2019, 11, 1180. • Raszkowski A., Bartniczak B.: Towards Sustainable Regional Development: Economy, Society, Environment, Good Governance Based on the Example of Polish Regions. Transformations in Business & Economics 2018, Vol. 17, No 2 (44), pp. 225-245. • Sobczak E., Bartniczak B., Raszkowski A.: Aging Society and the Selected Aspects of Environmental Threats: Evidence from Poland. Sustainability 2020, 12, 4648.
TEACHING AIDS	Computer, Microsoft Office, email communication.
PROJECT (if implemented in the framework of a classes module)	Project goal: According to the subject content. Topic of the project: According to the subject content. Project form: According to the subject content
FORM AND CONDITIONS OF ASSESSMENT CRITERIA FOR ASSESSING ACHIEVED LEARNING OUTCOMES.	Contact hours: PowerPoint presentation assessment E-learning: PowerPoint presentation assessment Evaluation criteria: Presentations are typically evaluated based on content clarity, relevance, visual appeal, effective communication, and the ability to engage and persuade the audience. Grading scale: 100 pts - 5,0 90 pts - 4,5 80 pts - 4,0 70 pts - 3,5 60 pts - 3,0 50 pts - 2,0

* L-lecture, C- classes lab- laboratory, pro- project, e- e-learning