

ΔΙΟΙΚΗΣΗ ΛΕΙΤΟΥΡΓΙΩΝ

ΕΙΣΗΓΗΤΕΣ

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ΑΠΑΙΤΟΥΜΕΝΑ ΕΓΧΕΙΡΙΔΙΑ

- Heizer, J., Render, B., “Principles of Operations Management”, Ninth edition, Pearson, Prentice Hall, 2008.
- Τσιότρας, Γ., “Διοίκηση Παραγωγής”, Τόμος β΄, Εκδόσεις Ε. Μπένου.

ΦΙΛΟΣΟΦΙΑ ΜΑΘΗΜΑΤΟΣ

Η Διοίκηση Παραγωγής και Λειτουργιών (Production & Operations Management) είναι ένα επιστημονικό πεδίο που ασχολείται με την αποτελεσματική διοίκηση των πόρων μιας επιχείρησης. Αυτό δεν περιλαμβάνει μόνο τις λειτουργίες του σχεδιασμού και του ελέγχου αλλά και τον αποτελεσματικό συντονισμό με τις άλλες λειτουργίες και την σταθερή γνώση του τρόπου με τον οποίο οι λειτουργίες υποστηρίζουν και διαμορφώνουν την στρατηγική της επιχειρησιακής μονάδας.

Προφανώς, η Δ.Π.Λ. εφαρμόζεται στους κατασκευαστικούς οργανισμούς καθώς επίσης και στους οργανισμούς υπηρεσιών, δημόσιους ή ιδιωτικούς, κερδοσκοπικούς ή μη. Πολλοί κάτοχοι διπλωμάτων MBA αποκτούν θέσεις σε αυτό το πεδίο, αφού η λειτουργία της διοίκησης λειτουργιών ενός οργανισμού απασχολεί τα περισσότερα άτομα και χρησιμοποιεί τα περισσότερα πάγια περιουσιακά στοιχεία. Οι απαραίτητες δεξιότητες για την Δ.Π.Λ. λαμβάνονται σοβαρά υπόψη από τους εν δυνάμει εργοδότες. Το μάθημα Δ.Π.Λ. είναι το σημείο έναρξης. Μέσω αυτού δεν θα εφοδιαστείτε με τα εφόδια για να λειτουργήσετε ένα μεγάλο νοσοκομείο ή ένα εργοστάσιο, αλλά θα σας παρέχει την βασική γνώση και δεξιότητες πάνω στις οποίες μπορείτε να χτίσετε. Οποιαδήποτε θέση και αν κατέχεται σε έναν οργανισμό, το μάθημα θα σας δώσει μία εκτίμηση του ρόλου του διευθυντή λειτουργιών. Θα πρέπει να κατανοήσετε πώς η θεωρία μπορεί να εφαρμοστεί στην πράξη σε διάφορους οργανισμούς.

Τελικά, το ξεκάθαρο μήνυμα είναι ότι η ολοκλήρωση θα είναι η ουσιαστική διοικητική τέχνη για την απαρχή του 21^{ου} αιώνα. Αυτό το μάθημα δίνει έμφαση στις συντονισμένες επιδράσεις των άλλων λειτουργικών περιοχών καθώς επίσης συγκεντρώνεται στη λειτουργία του οργανισμού που ασχολείται με το σχεδιασμό, προγραμματισμό και έλεγχο των πόρων για την παροχή αγαθών και υπηρεσιών.

ΣΤΟΧΟΙ

Ο πρωταρχικός στόχος του μαθήματος είναι η κατανόηση των λειτουργικών προβλημάτων και της στρατηγικής τους σημασίας. Ο φοιτητής θα αποκτήσει μία βασική γνώση σχετικά με τα κύρια προβλήματα που αντιμετωπίζουν τα στελέχη διοίκησης λειτουργιών σε διαφορετικές κατασκευαστικές επιχειρήσεις και οργανισμούς παροχής υπηρεσιών, καθώς επίσης και επαρκή υπόβαθρο στο πώς να αναλύουν αυτά τα προβλήματα αποτελεσματικά. Ένας δεύτερος στόχος είναι να παρέχει στους φοιτητές την δυνατότητα και την ευκαιρία να εφαρμόσουν μερικές από τις τεχνικές που εισήχθησαν στη διαδικασία λήψης απόφασης στη συστηματική ανάλυση των προβλημάτων της διοίκησης λειτουργιών.

ΜΕΘΟΔΟΙ ΔΙΔΑΣΚΑΛΙΑΣ

Κάθε διάλεξη θα αφιερωθεί σε ένα συγκεκριμένο θέμα. Τα θέματα διαπραγματεύονται συστηματικά και με λογική σειρά. Οι διαλέξεις θα πρέπει να χρησιμοποιηθούν ως πλαίσιο για την ατομική μελέτη του κάθε φοιτητή.

Ο συνδυασμός θεωρίας και πράξης θα πραγματοποιηθεί μέσω μελετών περιπτώσεων, βίντεο, και όπου είναι εφικτό με επισκέψεις ομιλητών από βιομηχανίες και πανεπιστήμια. Δημοσιευμένα άρθρα στο πεδίο της Δ.Π.Λ. θα προταθούν ή/και θα διανεμηθούν από τους εισηγητές κατά τη διάρκεια του μαθήματος.

ΠΕΡΙΓΡΑΜΜΑ ΜΑΘΗΜΑΤΟΣ

- Εισαγωγή στη Διοίκηση Λειτουργιών
- Ο Στρατηγικός ρόλος της Διοίκησης Λειτουργιών στο παγκοσμιοποιημένο ανταγωνιστικό περιβάλλον
- Προβλέψεις Ζήτησης
- Επιλογή Τοποθεσίας Εγκατάστασης
- Στρατηγική Επιλογή Διεργασιών & Χωροταξίας
- Σχεδιασμός Παραγωγικής Δυναμικότητας
- Προσδιοριστική και Πιθανοθεωρητική διαχείριση αποθεμάτων
- Συστήματα JIT
- Ανταγωνισμός με βάση το χρόνο
- Διαχείριση Προμηθευτικής Αλυσίδας (SCM), Συστήματα MRP & ERP
- Προγραμματισμός Παραγωγής
- Παρουσίαση Εργασιών
- ΤΕΛΙΚΗ ΕΞΕΤΑΣΗ

ΑΞΙΟΛΟΓΗΣΗ

Ο τελικός βαθμός θα βασιστεί στην τελική εξέταση στο τέλος του εξαμήνου (70%), καθώς και στην ανάλυση και παρουσίαση ενδεικτικών μελετών περιπτώσεων (25%) από τους

φοιτητές στη διάρκεια του εξαμήνου. Η λεπτομερής ανάλυση του τελικού βαθμού είναι η παρακάτω:

Ομαδική Εργασία	30 %
Τελική εξέταση	70 %

* *Ο βαθμός της **Τελικής Εξέτασης** θα πρέπει να είναι υποχρεωτικά **μεγαλύτερος ή ίσος του «5»** για να περάσουν οι φοιτητές το μάθημα.

ΕΝΔΕΙΚΤΙΚΗ ΒΙΒΛΙΟΓΡΑΦΙΑ

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- [6] Decision Support Systems for Production and Operations Management, Vahid Lofti and C. Carl Pegels, Richard Irwin, Inc.
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- [8] Production/ Operations Management, Thomas Hendrick, Franklin Moore, Richard Irwin, Inc.
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- [27] Operations Management for MBAs, second edition, Meredith, Shafer, Wiley, 2002.
- [28] Supply Chain Management, second edition, Chopra, Meindl, Prentice Hall, 2004.
- [29] Production and Operations and Analysis, Steven Nahmias, 6th edition, Irwin, 2006

ΥΠΟΣΤΗΡΙΚΤΙΚΟ ΛΟΓΙΣΜΙΚΟ

- QSOM Quantitative Systems for Operations Management, Yih Chang, Prentice Hall. Interactive Operations Management Software which contains modules designed to support decision-making in operations management
- QSB+ for Windows Quantitative Systems for Business Plus, Y. Chang, R. Sullivan, Prentice-Hall International, Inc. 1999.
- POM for Windows, H.Weiss, Prentice Hall.

ΠΕΡΙΟΔΙΚΑ

(Δημοσιευμένα άρθρα σε θέματα διοίκησης λειτουργιών)

1. *International Journal of Operations and Production Management*
2. *International Journal of Productivity and Performance Management*
3. *International Journal of Services and Operations Management*

4. *International Journal of Production Research*
5. *Management Science*
6. *International Journal of Business Performance Management*
7. *Business Process Management Journal*
8. *Production Planning and Control*
9. *Operations Management Review*
10. *Industrial Management & Data Systems*
11. *Journal of Quality Technology*
12. *Journal of Manufacturing Technology Management*
13. *International Journal of Quality & Reliability Management*
14. *Cost and Management*
15. *Supply Chain Management Review (www.scmr.com)*
16. *International Journal of Manufacturing Technology and Management*
17. *Managerial Auditing Journal*
18. *Logistics Information Management*
19. *Integrated Manufacturing Systems*
20. *Journal of Operations Management*

ΣΧΕΤΙΚΟΙ ΙΣΤΟΤΟΠΟΙ

Associated Quality Consultants, Inc: A large collection of free quality information.
www.quality.org

National Quality Research Center, at University of Michigan
www.acsi.asqc.org

Total Quality Engineering "dedicated to improving business competitiveness through quality tools, principles, and techniques"
www.tqe.com

At MIT, there is a Center for Technology, Policy and Industrial Development,
<http://web.mit.edu/ctpid/www/>

Warwick Business School in the UK, has a collection of Operations Management Links, including an Operations Management screensaver.
<http://www.wbs.warwick.ac.uk/omindex/>

The essential idea of poka-yoke is to design your process so that mistakes are impossible or at least easily detected and corrected.
<http://www.cox.smu.edu/jgrout/pokayoke.html>

A non-profit organization, about quality, creativity and innovative management.
www.goalqpc.com

Productivity, Inc.

<http://www.mfgnet.com/>

<http://www.productivity-inc.com/>

The Agility Forum

<http://www.agilityforum.org/>

Learn about the International Standards Organization (ISO) at the ISO homepage:

www.iso.ch/welcome.html

Business Research in Information and technology

<http://www.brint.com/>

To check out the latest in freeware, shareware, demos and trial business software, try

[http://www.softseek.com/Business and Productivity/](http://www.softseek.com/Business_and_Productivity/) and for business simulations

[http://www.softseek.com/Games/Business Simulations/](http://www.softseek.com/Games/Business_Simulations/)

Industrial Technology Institute, Performance Benchmarking Service

<http://www.iti.org/pbs/aboutus.htm>

Computer Aided Assembly Planning at Wright State University

<http://www.cs.wright.edu/research/caap/default.html>

National Association of Manufacturers host a site called Manufacturing Central

<http://www.nam.org/>

Coalition for Intelligent Manufacturing Systems

<http://www.sayer.com/CIMS/>

Intelligent Manufacturing Systems, a non-profit org.

<http://www.ims.org/>

U.S. Government's National Institute for Standards and Technology

<http://www.nist.gov/>

American Supplier is a non-profit organization specializing in supply issues.

<http://www.amsup.com/>

Institute for operations research and management sciences.

<http://www.informs.org/>

Interesting demos of management information systems

<http://www.man.ac.uk/idpm/isdemo.htm>

State of the Art Practices in Operations From Toyota Company

<http://www.toyota.com/about/operations>

<http://www.toyota.co.jp/en/index.html>

State of the Art Practices in Operations From Ford Motor Company

<http://www.ford.com>

Greek Journal PLANT, For Practitioners In Operations Management

<http://www.plant-management.gr>

Collection of Scientific Journals

<http://www3.lib.uom.gr/dbases/>

<http://heal-l.physics.auth.gr/heal-linksearch/>

http://harvardbusinessonline.hbsp.harvard.edu/b01/en/academic/edu_home.jhtml?requestid=37379 (Cases from Harvard Business School)

Council of Supply Chain Management Professional (www.cscmp.org)

Ελληνική Εταιρεία Logistics, Παράρτημα Θεσσαλονίκης

<http://www.logistics.org.gr/>

The Economist: www.economist.com

Financial Times: www.ft.com

OPERATIONS MANAGEMENT

- Heizer, J., Render, B., “Principles of Operations Management”, Pearson, Prentice Hall.

This course provides students with an overview of theory, concepts, methodologies and applications of operations management and discusses the evolution and implementation of recent trends in the area. The primary objective of the course is the improved understanding of operational problems and their strategic importance for both manufacturing and service organizations. It emphasizes the co-ordination contributions of all functional areas, while concentrating on that function of the organization which is concerned with the design, planning and control of resources for the provision of both goods and services. Students will acquire a basic knowledge concerning the main problems and decision making areas that operations managers face in different manufacturing and service organizations, as well as a sufficient background on how to analyze these problems effectively and efficiently. Each lecture will be devoted to a particular topic of Operations Management (Forecasting, Facility Location, Facility Layout, Capacity Design, Process and Product Strategy, Inventory Management, Just-In-Time Systems (JIT), Time based Competition (TBC), Logistics). Topics are treated systematically and in a logical sequence. Theory and practice are combined through case studies.

OPERATIONS MANAGEMENT

INSTRUCTORS

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REQUIRED TEXTS

- Heizer, J. and Render, B. (2013), “Principles of Operations Management”, 11th ed., Pearson, Prentice Hall.
- Τσιότρας, Γ. (1999), “Διοίκηση Παραγωγής”, Τόμος β΄, 2^η έκδοση, Ευγ. Σ. Μπένου.

COURSE PHILOSOPHY

Production and Operations Management (POM) is a discipline concerned with the effective management of an organization’s resources. To serve this purpose, POM is not limited to the planning and control of operations, yet includes the effective streamlining with other functions and the monitoring of how operations support or even shape business strategy.

Needless to say, POM applies to manufacturing, as well as to service organizations, public or private, profit or non-profit. Many MBA graduates find jobs in this field, since it is usually the Operations Management function of an organization that employs the most people and uses most of the assets. The skills associated with POM are thus highly appreciated by potential employers. The POM course is the starting point. Though it will not equip you to take over the immediate running of, say, a large hospital or factory, it will give you the basic knowledge and skills on which you can build. Whatever position you eventually hold in an organization, the course will give you an illustration of the role of the operations manager. You will be expected to show that you understand how the theory can be applied in practice in a variety of organizations.

Finally, the message is clear that integration is the leading concept at the beginning of the 21st century. This course will therefore emphasise the coordinated contribution of all the functional areas, while focusing on the processes that address the design, planning and control of resources.

OBJECTIVES

The primary objective of the course is the improved understanding of operational problems and their strategic importance. The student should acquire a basic knowledge concerning the main problems facing operations managers in different manufacturing and service organizations, as well as a sufficient background on how to analyze these problems effectively. A second objective is to provide the student with the ability and opportunity to apply some of the techniques introduced in the “Decision Making” in the systematic analysis of operations management problems.

Thus, on completion of this course students understand the need for:

- flexible and rapid response to customer requirements;
- a bridge across product design into manufacturing and service;
- improved inventory and materials flow;
- better quality of products and customer service;
- more relevant operations performance measures.

TEACHING METHODS

Each lecture will be devoted to a particular topic. Topics are treated systematically and in a logical sequence. The lectures must be used as a framework for the student’s own reading. Theory and practice will be combined with case studies and where appropriate by visiting industrial and/or academic speakers. Published papers in the area of POM will be recommended or/and distributed by the instructor during the course.

COURSE OUTLINE

<u>MEETING</u>	<u>TOPIC</u>
1	Introduction to Operations Management
2	The strategic Importance of Operations Management - Operations Strategies for Competitive Advantage
3	Qualitative & Quantitative Forecasting Methods
4	Cases in Forecasting
5	Locating Production and Service Facilities
6	Operations Capacity & Layout Planning
7	Cases in facility Location & Capacity Planning
8	Designing Products, Services and Processes - Time Based Competition
9	Japanese Contribution to World Class Manufacturing – The J.I.T. Systems
10	Inventory Management & Control
11	Supply Chain Management
12	Global Cases Presentations in Operations Management
13	FINAL EXAM

STUDENT EVALUATION

The final grade will be based on two open-book exams (midterm, final) a team-project paper and class participation on selected case studies. The breakdown of the final grade is as follows:

Class Participation:	10%
Team Project:	30%
Final Exam:	60%

** Students will get a “**pass**” in this course only if their **final exam’s grade** is greater or equal to “**5**”.

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RELATED SCIENTIFIC JOURNALS

1. *International Journal of Operations and Production Management*
2. *International Journal of Productivity and Performance Management*
3. *International Journal of Services and Operations Management*
4. *International Journal of Production Research*
5. *Management Science*
6. *International Journal of Business Performance Management*
7. *Business Process Management Journal*
8. *Production Planning and Control*
9. *Operations Management Review*
10. *Industrial Management & Data Systems*
11. *Journal of Quality Technology*
12. *Journal of Manufacturing Technology Management*
13. *International Journal of Quality & Reliability Management*
14. *Cost and Management*
15. *Supply Chain Management Review (www.scmr.com)*
16. *International Journal of Manufacturing Technology and Management*
17. *Managerial Auditing Journal*
18. *Logistics Information Management*
19. *Integrated Manufacturing Systems*
20. *Journal of Operations Management*

RELATED WEB SITES

Quality topics like process improvement, teamwork, and certification, products for professional growth and quality-related standards. ASQ provides direction and builds consensus for national & international standards.

<http://www.asq.org/>

Associated Quality Consultants, Inc: A large collection of free quality information.

www.quality.org

National Quality Research Center, at University of Michigan

<http://www.bus.umich.edu/resource/nqrc/nqrc.html>

They conduct and report on the yearly American Customer Satisfaction Index

www.acsi.asqc.org

Total Quality Engineering "dedicated to improving business competitiveness through quality tools, principles, and techniques"

www.tqe.com

At MIT, there is a Center for Technology, Policy and Industrial Development,
<http://web.mit.edu/ctpid/www/>

Warwick Business School in the UK has a collection of Operations Management Links, including an Operations Management screensaver. Be sure to check out the concept corner.

<http://www2.warwick.ac.uk/fac/soc/wbs/subjects/om/links/>

The essential idea of poka-yoke is to design your process so that mistakes are impossible or at least easily detected and corrected.

<http://thequalityportal.com/pokayoke.htm>

A non-profit organization about quality, creativity and innovative management

www.goalqpc.com

Productivity, Inc.

<http://www.mfgnet.com/>

<http://www.productivity-inc.com/>

The Agility Forum

<http://www.agilityforum.org/>

Learn about the International Standards Organization (ISO) at the ISO homepage:

www.iso.ch/welcome.html

Business Research in Information and technology

[http://www.brint.com/.](http://www.brint.com/)

To check out the latest in freeware, shareware, demos and trial business software, try

[http://www.softseek.com/Business and Productivity/](http://www.softseek.com/Business_and_Productivity/) and for business simulations

[http://www.softseek.com/Games/Business Simulations/](http://www.softseek.com/Games/Business_Simulations/)

A great design resource

www.baddesigns.com

Industrial Technology Institute, Performance Benchmarking Service

<http://www.iti.org/pbs/aboutus.htm>

Computer Aided Assembly Planning at Wright State University

<http://www.cs.wright.edu/research/caap/default.html>

National Association of Manufacturers host a site called Manufacturing Central

<http://www.nam.org/>

Coalition for Intelligent Manufacturing Systems

<http://www.sayer.com/CIMS/>

Intelligent Manufacturing Systems, a non-profit org.

<http://www.ims.org/>

U.S. Government's National Institute for Standards and Technology

<http://www.nist.gov/>

American Supplier is a non-profit organization specializing in supply issues. They have a lot of publications on different topics including Taguchi (Mr. Taguchi is the President).

<http://www.amsup.com/>

This institute for operations research and management sciences will send you a weekly e-mail, if you like, and has information on conferences and talks given by members.

<http://www.informs.org/>

Interesting demos of management information systems - particularly Geographic Information Systems

<http://www.man.ac.uk/idpm/isdemo.htm>

Behind the scenes view of Recreational Equipment Corp. (REI)

<http://www.nytimes.com/library/tech/99/05/biztech/articles/24web.html>

State of the Art Practices in Operations from Toyota Company

<http://www.toyota.com/about/operations>

<http://www.toyota.co.jp/en/index.html>

State of the Art Practices in Operations from Ford Motor Company

<http://www.ford.com>

Greek Journal PLANT, For Practitioners in Operations Management

<http://www.plant-management.gr>

Greek Organization for Standardization (EAOT)

<http://www.elot.gr>

Collection of Scientific Journals

<http://www3.lib.uom.gr/dbases/>

<http://heal-l.physics.auth.gr/heal-linksearch/>

Collection of Scientific Journals

<http://www3.lib.uom.gr/dbases/>

<http://heal-l.physics.auth.gr/heal-linksearch/>

Cases from Harvard Business School

http://harvardbusinessonline.hbsp.harvard.edu/b01/en/academic/edu_home.jhtml?requestid=37379

Council of Supply Chain Management Professional

(www.cscmp.org)

Ελληνική Εταιρεία Logistics, Παράρτημα Θεσσαλονίκης

<http://www.logistics.org.gr/>