

Operations Mgmt.	Bordeaux	Münster	Madrid	Portsmouth	Rotterdam
1	Introduction	Introduction	Introduction to operations mgmt.	Introduction and overview	Operations as competitive weapon
2	Competitiveness and operations management	From Company Strategy to Production Strategy	Operations strategy	Product design and process design	Operations strategy
3	The new challenge of industrial enterprises	Designing the infrastructure of production systems	Product design & development	Process design, layout and location	Process management
4	The key elements of industrial excellence: new product development, procurement, production, distribution and service, logistics	Operational Process Planning for job shop production	Process design	Scheduling and Capacity	Managing project processes
5	Quality management	Concepts of Production Planning and Guidance Systems	Capacity, location and distribution	Inventory Management	TQM
6	QM tools and concepts: Deming's wheel (PDCA cycle), 5 S concept for maintenance, KAIZEN, TQM, ISO certification	Quality management (incl. Personnel resources)	Production planning and –program (I)	Supply Chain Management	Supply chain management
7	Supply chain mgmt. (case study SMART)	Product Development	Production planning and –program (II)	Quality	Forecasting
8	Benchmarking	Enterprise Resource Planning	Inventory control	Project Management	Inventory management
9	Business Process Reengineering	Business Process Reengineering / Improvement	Quality control and management	BPR / E-Commerce	Inventory management
10	Qualitative and quantitative	Supply Chain Management and	Just-in-time production	Operations Strategy	Aggregate planning

	approaches to predict market demand	Logistics			
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11	Further topics have not been announced	E-business		Revision	Resource planning
12		Introduction: ERP Systems			Scheduling
Literature	N/a	Adam, D: Produktionsmanagement Guenther / Tempelmeier: Produktion und Logistik	Domínguez Machuca, J.A. (1994): „Dirección de operaciones. Aspectos tácticos y operativos en la producción y servicios.“, McGraw Hill, Madrid. Heizer, J./ Render, B. (2001): „Dirección de la producción. Decisiones estratégicas.“, 6a Edición, Prentice Hall International, Madrid. Gravin, D.A. (1992): „Operations Strategy – Text and cases.“, Prentice Hall, Englewood Cliffs, New Jersey.	<i>Operations Management</i> by Slack, Chambers & Johnson	Operations Management: Strategy and Analysis; Krawjeski and Ritzman