

## Operation management

### The course's concept

Operations management is an area of management concerned with overseeing, designing, and controlling the process of production and redesigning business operations in the production of goods or services. It is concerned with managing the process that converts inputs (in the forms of materials, labor, and energy) into outputs (in the form of goods and/or services).

The training course will aim at people who are willing to upgrade their position in a company or just to improve and update their knowledge. The training will develop the core operations management skills and competencies of the trainees. The core competencies include operations knowledge, planning, control, sustainable development, human resource management and communication.

The benefits of attending the course are:

1. Convert organization goals into the operational performance of the objectives of quality, speed, flexibility and cost by establishing a solid operational strategy
2. Efficiently utilize resources by employing effective planning and controlling activities;
3. Strategically improve operations by applying modern approaches.

### The structure and contents of the training course

<b>Course Unit 1:</b>	<b>Administrate plant operation</b>
<b>Sub-units</b>	Manage the documents flow Manage inspections planned by control bodies Prepare legislative documents required for plant operations
<b>Course materials</b>	<b>Operating The Waste Management System</b> <a href="http://www.epa.gov/osw/nonhaz/industrial/guide/pdf/chap8.pdf">http://www.epa.gov/osw/nonhaz/industrial/guide/pdf/chap8.pdf</a> <b>Practical manual on permitting and inspection of waste management operations</b> <a href="http://ec.europa.eu/environment/waste/framework/pdf/Practical%20manual%20on%20permitted%20and%20inspection.pdf">http://ec.europa.eu/environment/waste/framework/pdf/Practical%20manual%20on%20permitted%20and%20inspection.pdf</a> <b>Understanding operations management</b> <a href="http://www.open.edu/openlearn/money-management/management/leadership-and-management/understanding-operations-management/content-section-3">http://www.open.edu/openlearn/money-management/management/leadership-and-management/understanding-operations-management/content-section-3</a>

<b>Course Unit 2:</b>	<b>Sustainable operation and development</b>
<b>Sub-units</b>	Elaborate plan for sustainable operation and development Develop personnel performance

<b>Course materials</b>	<p><b>Sustainable Solid Waste Management in Developing Countries</b></p> <p><a href="http://www.gdrc.org/uem/waste/swm-fogawa1.htm">http://www.gdrc.org/uem/waste/swm-fogawa1.htm</a></p> <p><b>SUSTAINABLE DEVELOPMENT: DEFINITION, BACKGROUND, ISSUES AND OBJECTIVES</b></p> <p><a href="http://www.legrand.com/EN/sustainable-development-description_12847.html">http://www.legrand.com/EN/sustainable-development-description_12847.html</a></p> <p><b>DEVELOPING INTEGRATED SOLID WASTE MANAGEMENT PLAN</b></p> <p><a href="http://www.unep.or.jp/ietc/publications/spc/iswmplan_vol4.pdf">http://www.unep.or.jp/ietc/publications/spc/iswmplan_vol4.pdf</a></p>
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<b>Course Unit 3:</b>	<b>Management of social aspects of sustainable business practices</b>
<b>Sub-units</b>	<p>Identification of social factors</p> <p>Management of social factors</p> <p>Development and implementation of controlling and revising mechanisms in connection to the social factors</p>
<b>Course materials</b>	<p><b>Social assessment and public participation in municipal solid waste management</b></p> <p><a href="http://siteresources.worldbank.org/INTUSWM/Resources/463617-1202332338898/socialassesstoolkit.pdf">http://siteresources.worldbank.org/INTUSWM/Resources/463617-1202332338898/socialassesstoolkit.pdf</a></p> <p><b>Social aspects of solid wastes development and management: Refuse, recovery, and reuse:</b></p> <p><a href="http://link.springer.com/article/10.1007%2FBF00160456">http://link.springer.com/article/10.1007%2FBF00160456</a></p> <p><b>Solid Waste Management: A Local Challenge With Global Impacts</b></p> <p><a href="http://www.epa.gov/solidwaste/nonhaz/municipal/pubs/ghg/f02026.pdf">http://www.epa.gov/solidwaste/nonhaz/municipal/pubs/ghg/f02026.pdf</a></p>

<b>Course Unit 4:</b>	<b>Management of daily operational activities</b>
<b>Sub-units</b>	<p>Develop operational management system</p> <p>Development of risk assessment and prevention system</p> <p>Development of communication strategy</p>
<b>Course materials</b>	<p><b>Examine how Operational managers are responsible for dealing with daily routine activities and problems</b></p> <p><a href="http://writepass.com/journal/2012/12/to-directly-apply-operational-management-results-to-real-world-scenarios-and-this-give-managers-the-reason-to-move-away-from-such-practices-that-are-derived-from-traditional-speculative-results/">http://writepass.com/journal/2012/12/to-directly-apply-operational-management-results-to-real-world-scenarios-and-this-give-managers-the-reason-to-move-away-from-such-practices-that-are-derived-from-traditional-speculative-results/</a></p> <p><b>Waste and Cleanup Risk Assessment</b></p> <p><a href="http://www.epa.gov/oswer/riskassessment/">http://www.epa.gov/oswer/riskassessment/</a></p> <p><b>Environmental Risk Assessment for Unregulated Waste Disposal Sites</b></p> <p><a href="http://www.epa.ie/pubs/advice/waste/waste/epa_cop_waste_disposal_sites.pdf">http://www.epa.ie/pubs/advice/waste/waste/epa_cop_waste_disposal_sites.pdf</a></p>

<b>Course Unit 5:</b>	<b>Human resource management</b>
<b>Sub-units</b>	Develop staff motivation system Develop and implement personnel training programs
<b>Course materials</b>	<b>Human resource management in a supportive role of sustainable development &amp; waste management</b> <a href="http://www.academia.edu/1976716/Human_Resource_Management_In_A_Supportive_Role_Of_Sustainable_Development_Waste_Management">http://www.academia.edu/1976716/Human_Resource_Management_In_A_Supportive_Role_Of_Sustainable_Development_Waste_Management</a> <b>Collection Efficiency Strategies for Success</b> <a href="http://www.epa.gov/osw/nonhaz/municipal/landfill/coll-eff/k99007.pdf">http://www.epa.gov/osw/nonhaz/municipal/landfill/coll-eff/k99007.pdf</a>

Depending on their background knowledge and experience the trainees will have the opportunity to choose optional units in addition to the mandatory.

<b>Optional course unit 1:</b>	<b>Quality management</b>
<b>Sub-units</b>	Quality management systems Quality management tools and techniques Total quality management (TQM) and implementation principles
<b>Course materials</b>	<b>Training in a Quality Management System:</b> <a href="http://www.qualitydigest.com/july97/html/training.html">http://www.qualitydigest.com/july97/html/training.html</a> <b>Quality management history, gurus, TQM theories, process improvement, and organizational 'excellence'</b> <a href="http://www.businessballs.com/qualitymanagement.htm">http://www.businessballs.com/qualitymanagement.htm</a> <b>Total Quality Management (TQM)</b> <a href="http://asq.org/learn-about-quality/total-quality-management/overview/overview.html">http://asq.org/learn-about-quality/total-quality-management/overview/overview.html</a>
<b>Optional course unit 2:</b>	<b>Principles of marketing</b>
<b>Sub-units</b>	Vision, mission and marketing strategy Marketing planning Implementation of marketing strategy
<b>Course materials</b>	<b>Marketing training manual</b> <a href="https://energypedia.info/images/f/fd/It dg-marketingtrainingmanual.pdf">https://energypedia.info/images/f/fd/It dg-marketingtrainingmanual.pdf</a>

	<p><b>Business plans and marketing strategy</b></p> <p><a href="http://www.businessballs.com/freebusinessplansandmarketingtemplates.htm">http://www.businessballs.com/freebusinessplansandmarketingtemplates.htm</a></p> <p><b>Marketing and advertising tips</b></p> <p><a href="http://www.businessballs.com/market.htm">http://www.businessballs.com/market.htm</a></p>
<b>Optional course unit 3:</b>	<b>Finance management</b>
<b>Sub-units</b>	<p>Business controlling</p> <p>Fundamentals of corporate finance</p> <p>Investment analyses</p>
<b>Course materials</b>	<p><b>Controlling Excellence: adding value to business</b></p> <p><a href="http://performance.ey.com/wp-content/uploads/downloads/2012/06/Performance-4.3-April-2012-Journal-v16-p1425.pdf">http://performance.ey.com/wp-content/uploads/downloads/2012/06/Performance-4.3-April-2012-Journal-v16-p1425.pdf</a></p> <p><b>Solutions Manual -Corporate Finance</b></p> <p><a href="http://info.freeman.tulane.edu/breese654/Summer%202010/RWJ%209th%20Edition%20Solutions%20Manual.pdf">http://info.freeman.tulane.edu/breese654/Summer%202010/RWJ%209th%20Edition%20Solutions%20Manual.pdf</a></p> <p><b>Finance management</b></p> <p><a href="http://vcmdrp.tums.ac.ir/files/financial/istgahe_mali/moton_english/financial_management_[www.accfile.com].pdf">http://vcmdrp.tums.ac.ir/files/financial/istgahe_mali/moton_english/financial_management_[www.accfile.com].pdf</a></p>

<b>Qualification profile</b>	<p>After the course each participant should:</p> <p>Know how to:</p> <ul style="list-style-type: none"> <li>➤ Describe the operating procedures for plant management</li> <li>➤ Use the bureaucratic processes and the appropriate reporting forms</li> <li>➤ Implement the main principles of sustainable development</li> <li>➤ List the main environmental aspects and impacts of collection of recyclables</li> <li>➤ Develop methodology for reducing the impact</li> <li>➤ Support learning and development within own area of responsibility</li> <li>➤ Identify the current and relevant social issues faced by businesses within your sector</li> <li>➤ Identify how organizational activities are impacted by social factors</li> <li>➤ Determine the importance of communication on social impact</li> <li>➤ Describe the daily tasks and development of a result oriented plan</li> <li>➤ Produce plans and schedules that cover all operational needs and take account of operational limits</li> <li>➤ Determine the importance of managing resources</li> <li>➤ Describe and evaluate the methods of communicating site rules to staff and visitors</li> <li>➤ Describe the organizational site security procedures and actions to be taken in the event of a breach of security</li> <li>➤ Explain the organizational management structure</li> <li>➤ Describe the organizational reporting structures and the duties of relevant person</li> </ul>
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- Explain the communications systems/procedures in area of responsibility
- Describe methodologies for identification of personnel training needs
- Describe the organizational training arrangements
- Identify and describe potential operational deviations
- Define the audience and the communication objectives
- Identify communication vehicles and channels
- Identify communication barriers and solutions to overcome them
- Identify and describe corrective actions for each deviation

Be able to:

- Prepare the operating manual of the plant;
- Organize internal controls in view of the external audit;
- Fill out appropriately the forms related to the plant and to its processes;
- Build competitive advantage and create substantial value for an enlarged stakeholder network;
- Apply preventive measures in case of environmental impacts;
- Build and maintain effective customer relations;
- Determine the effects on the organization by implementing potential changes which improve social aspects;
- Conduct monitoring of the social impacts of organizational activities on a regular basis;
- Allocation of daily tasks to competent personnel;
- Monitoring and inspecting operations, respective costs, and contractor performance;
- Build a management team for the everyday SWF's operational activities;
- Schedule hours of work that keep to relevant laws, permits/licenses, company policy and contracts of employment;
- Implement contingency plans in the event of deviations from resource management;
- Assume responsibility for allocating staff in accordance with their job roles, skills and contractual obligations;
- Establish effective lines of communication between staff and visitors;
- Implement the principles of the managerial system;
- Communicate effectively with work colleagues, staff and managers throughout operations;
- Ensure that personnel carry out their duties competently and to organizational procedures;
- Identify training needs and organize training where necessary;
- Evaluate the efficiency of personnel training programs;
- Implement motivation techniques and assess their effectiveness;
- Compile and apply an operational deviations audit plan;
- Identify the cause of any breach, and take steps to prevent future occurrences;

Possess the following characteristics:

- Personal characteristic: self-motivation; integrity; dependability/reliability; optimism; confidence; calmness; flexibility; communicative;

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|  | <ul style="list-style-type: none"><li>➤ Business characteristics: industry knowledge; know when to delegate; organization; business hierarchy; legal implications</li></ul> |
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### **Requirements for the trainers**

- Master degree or higher in the respective field;
- 5 year experience in training or/ and
- 5 years of consulting experience;
- At least 3 recommendations;
- It is recommended that each 3 years the trainers should pass a refreshment course in order to update and expand their knowledge and competences in the field

### **Requirements for the participants**

- EQF 4 or secondary education or higher;
- Lack of certified qualification (to be tested) + 3 year experience;
- The participant should have knowledge on operation management;
- Former average level management experience would be an asset

### **Requirements for the training facilities and infrastructures**

- The facilities should be in line with the requirements of the acting legislation;
- The training should be carried out in class rooms, furnished with all the necessary equipment, such as: desks, blackboard, computers, technical and audiovisual equipment, other training appliances needed;
- The practical training should be carried out in real environment in the plants