



West Africa Business School

...Democratizing knowledge that links business with intelligence



**Corporate Training
International Limited**

PRESENTS

Operations and Supply Chain Management **Masterclass**



Introduction

Operations management is an area of business concerned with the production of goods and services and involves the responsibility of ensuring that business operations are efficient in terms of using as little resource as needed and effective in terms of meeting customer requirements. It is concerned with managing the process that transforms inputs (in the forms of materials, information, labour and energy) into outputs (in the form of goods and services) to deliver outcomes for the company and the customer.

To perform this function effectively, Operations Managers have a number of responsibilities, for example:

- Aligning the operation's strategy with the company strategy – developing a clear vision of how the operations should support the company's long-term objectives; it also means translating goals into implications for performance objectives in terms of quality, speed, dependability, flexibility and cost.
- Deploying the operations strategy – operations management is often characterised by the need to make decisions both frequently and quickly, so it is necessary to have a framework to guide decision making; that is the role of operations strategy. Today, an operations strategy needs to take account of development in technology – the digital age and the discovery of new materials.
- Designing the company's services and processes – in the service sector the product is often a process, the design of which, often, falls into the domain of operations management. In manufacturing sectors processes are designed to prepare a product for market.
- Planning & controlling the operation – is the activity of deciding what the operation's resources should be doing, then making sure they do it as efficiently as possible.
- Improving the performance of operations – continuous improvement is the responsibility of all operations managers with a focus on improving quality and reducing costs.

Aims

The overall aim of this course is to provide delegates with an introduction to the role of an operations manager in all sectors of the economy including: manufacturing, financial services, health services, government departments, etc. The course will allow delegates to explore key aspects of operations management and help them consider how they can improve their impact as an operations manager.

Objectives

At the end of the programme delegates will be able to:

1. Explain the purpose of operations management and how to align operations management strategies with the organisation's strategy,
2. Demonstrate an ability to deploy a number of approaches to improve operational performance, including Lean, Six Sigma and ISO9001,
3. Detect the threats and opportunities presented by Industry 4.0,
4. Demonstrate an ability to use a number of tools and technique to improve the performance of business processes,
5. Describe a number of approaches to improve the effectiveness of the human resource,
6. Outline alternative organisational structures to deliver improved customer service while delivering greater efficiencies,
7. Explain the principles of job and workplace design,
8. Analyse different approaches to capacity planning and control,
9. Plan effective approaches to optimising Inventory,
10. Arrange an effective supply chain and network.

Methods

It is our intention to give you an opportunity to understand the nature and practice of operations management. In order to do so we will present you with a range of learning experiences including presentations, case studies, exercises and simulations. In addition, the course content will be prioritised to match the expressed needs of delegates.

Course Highlights

- What is 'Strategic Operations Management'?
- What are the similarities between all operations?
- How are operations different from each other?
- Operations characteristics
- Typology of operations
- Strategy and Operations
- Stages of Operations Strategy
- Operations Performance Objectives
- Manufacturing vs. Service Operations
- Perspectives of Operations Strategy, The Five P's of Operations Strategy
- Product and process design, types of design, Stages of Product/Service design
- Supply Chain Management, Global Sourcing and E-Procurement
- Total Quality Management and Operations improvement
- Strategic Layout Decisions, Layout Types, Layout Design
- Operations Process technology
- Operations Capacity and demand planning and scheduling
- Inventory management, Just-in-time inventory, Leading and lagging strategies

Duration: 5 days

WHO IT'S FOR:

It is not only operations managers or factory managers who run operations, all managers in all sectors run some form of operation, for example: a finance manager's operation processes invoices and other financial transactions, an HR manager's operation processes recruitment so, if you are responsible for the management of processes then you are an operations manager. This course, is designed for Chief Operations Officers, General Managers, senior, middle and first line and supervisors in all sectors of the economy.

COURSE CONTENT

Day 1

Administration, introductions, course objectives and methodology.

Operations Management

- **Exercise:** what is operations management?
- Review of exercise
- The extent and importance of operations management in the economy
- **Exercise:** describing the transformation process and identifying critical monitoring points
- Review of exercise
- The transformation process: transformed and transforming resources
- Identifying Key Performance Indicators to effect control and deliver improvements
- Describing a general model of operations management
- **Exercise:** simulating a transformation process
- Review of exercise.

The Strategic Role of Operations Management

- Understanding the corporate strategy in order to align operations
- Future-proofing your operation through understanding and managing the potential impact of competitive forces
- How operations drive, supports and implements strategy
- **Exercise:** identifying operations key stakeholders and their needs
- Review of exercise
- Industry 4.0: the digital age and the implications for operations strategy
- **Exercise:** the potential impact of Industry 4.0 on operations strategy
- Review of exercise
- Other current developments that will impact on operations strategy

Operations Improvement

- **Exercise:** simulating process flow process;
- Review of exercise;
- The 7 classic wastes + 6 more;
- Quality Control v Quality Assurance
- The limitations of visual quality control checks.

Day 2

Operations Planning & Control

- **Case Study:** the Toyota Production System;
- **Exercise:** line balancing – Heijunka;
- Review of exercise;
- **Exercise:** standardised work;
- Review of exercise;
- Total Productive Maintenance, the Value Stream and creating operations stability
- The three pillars of the Toyota Production System
 - Just in Time (JIT)
 - **Exercise:** Calculating Takt time
 - Review of Exercise
 - Pull versus Push systems
 - How to achieve one-piece flow.
 - Jidoka
 - Automatic and manual line stops
 - Managing the integration of people and machines
 - Error proofing systems
 - Visual control systems.
 - Culture – the critical role of organisational culture;
- Black Box Thinking – the benefits of continuous feedback to the learning organisation.

Lean Operations

- The Lean philosophy and the five principles of Lean Operations;
- Specifying value and the voice of the customer (VOC);
- Mapping the value stream; setting scope
- The mapping process
- Problems for process mappers – a lack of standardisation
- The process improvement process
- **Exercises:** SIPOC Mapping, Process Sequence Mapping, Spaghetti Mapping, Flow-charting and Value stream Mapping;
- Review of Exercises;
- The application of Single Minute Exchange of Die (SMED);
- Deploying Failure Mode & Effect Analysis to assess risk of deploying a re-engineered process;
- **Exercise:** Product FMEA;
- Review of exercise.

Day 3

A System for Workplace Organisations

- The 5S system
- **Exercise:** developing a product and creating a process to build it
- Review of Exercise.

Operations Planning and Control – Case Study

- **Case Study:** TSB Homeloans (a UK Mortgage Company)
- Identifying special cause and common cause variation
- How process variation impacts on business performance
- The history and developments of Control Charts
- **Exercise:** how to calculate standard deviation;

- Review of Exercise;
- Data collection and sampling systems;
- **Exercise:** constructing a control chart using data from the Case Study company;
- Review of Exercise;
- Calculating process capability and a sigma score.

Process Improvement

- Feedback systems to inform improvement activities
- Establishing improvement priorities
- **Exercises:** Pareto Analysis to establish the 'vital few' issues
- Review of Exercise
- **Exercise:** Improvement tools: Cause & Effect diagram with 5Whys
- Review of Exercise

Day 4

The Human Side of Operations Management

- Scientific management following the Industrial Revolution
- The insights developed as a result of the Hawthorne experiments
- Understanding the complexity of human performance
- Revisiting the purpose of Performance Appraisal
- The contributions of Industrial Psychology to management thinking
- Identifying the key to motivating people at work
- Exploring alternative approaches to leading people, effectively
- **Exercise:** the Deming Red Beads exercise
- Review of exercise
- Considering the impact of target setting on individual performance
- How to measure culture, commitment, competence and productivity of the operations team.

Job Design

- The objectives of job design
- A framework for Job Design
- Considering how Job Design can impact effectiveness, efficiency, motivation, health & safety
- How to use the job characteristics model to design motivating jobs
- Using job rotation, enlargement, enrichment and team working to improve motivation
- Guidelines for job redesign
- The impact of ergonomics on job design
- **Exercise:** the factors that impact on employee wellbeing
- Review of exercise

Workplace Design

- The objectives of workplace design
- Design for physical health and safety
- Design for mental health – factors to consider.

Day 5

Capacity Planning and Control

- Defining capacity planning and control;
- The objectives of planning capacity;
- Outlining the capacity planning process and the challenges;
- Describing the dynamic decision-making process of capacity planning;
- **Exercise:** using moving output capacity;
- Review of exercise;
- Understanding the difference between design capacity and effective capacity;
- **Exercise:** calculate operation utilisation and efficiency;
- Review of exercise;
- Identifying causes of fluctuating demand;
- **Exercise:** how to deal with over-capacity and under-capacity;
- Review of exercise;
- The basis of make or buy decisions;
- Approaches to reconciling capacity with demand;
- **Exercise:** what actions are available to an operations manager to deal with fluctuating demand;
- Review of exercise;

Inventory Planning and Control

- Defining inventory;
- **Exercise:** compare questions about personal inventories with business inventories;
- Review of exercise;
- Explore why inventory is necessary;
- **Exercise:** situations when inventory is required;
- Review of exercise;
- Comparing the advantages and disadvantages of holding inventory;
- Different systems for managing inventory;
- **Exercise:** decisions to be made to manage inventory, effectively and efficiently;
- Review of exercise;
- Identifying the factors that inform volume decisions;
- **Exercise:** calculating the most cost-effective inventory plan;
- Review of exercise;
- Identifying the best time to re-order;
- Exercise: how to keep inventory to a minimum without losing sales;
- Review of exercise;
- Two bin and three bin inventory systems.

Supply Chain Planning and Control

- What is supply chain management?
- Identifying the objectives of supply chain management;
- Exploring the activities of supply chain management;
- Understanding the function of procurement;
- The supply chain dynamics including the Bullwhip effect;
- Identifying how effective procurement can impact on the profit line;
- How to select suppliers;
- **Exercise:** criteria-based decision-making;
- Review of exercise;
- Exploring the most effective supplier selection process;
- **Exercise:** negotiating skills;

- Review of exercise;
- Exploring the different types of relationships in supply chains;
- The benefits of developing partnerships with suppliers;
- Identifying opportunities to improve the performance of the supply chain;
- **Exercise:** the challenges faced by logistics companies in the future;
- Review of exercise.

End of course

TRAINING LOGISTICS

Date: 6 – 10 December, 2021

Time: 8:30 am - 4:30 pm daily

Venue: 100% Virtual or Dover Hotel, 14 Aromire Street, Off Adeniyi Jones Ave. Ikeja, Lagos

HOW TO REGISTER FOR THE COURSE

Register online or send names of your participants by email to: wabs.edu@gmail.com and copy info@westafricabusinessschool.com. You can also call and talk to the Programme Manager on Tel: +2348027922649, +2348143002943 by 8.00am – 5.00pm Monday - Friday.

COURSE FEE

The course fee is structured in a way to make it affordable to companies/ organisation and also easy to make payment for all delegates as follow:

1. African and Asian Countries/ Foreign Participants:

- **Early-Bird Price** – US\$650 per person (Book & Pay Before 30th October 2021)
- **Group Price** – US\$500 per person for 2 persons from one company/organisation and get bonus for 1 person to join free. (Book & Pay before 30th October 2021).

2. Euro Countries /Foreign Participants :

- **Early-Bird Price** – Euro 500 per person (Book & Pay Before 30th October 2021)
- **Group Price** – Euro 400 per person for 2 persons from one company / organisation and get bonus for 1 person to join free (Book & Pay Before 30th October 2021).

The course fee covers the following:

- Five full days quality F2F or Virtual training.
- PDF take-away handout material or flash drive loaded with course notes or both
- Certificate of attendance
- Venue hire, lunch, tea/coffee break, course folder and refreshments if F2F.
- Facilitators visa fees, flight cost and airport transfer/local taxi fare if F2F.

HOW TO MAKE PAYMENT OF COURSE FEE:

1. **African and Asian Countries Participants** should make payment of course fee by *swift transfer* to this account details:

Beneficiary: West Africa Business School

USD Account Number: 5070520959

Bank Name: Zenith Bank Plc

Swift Code: ZEIBNGLA

Bank Address: Plot 84 Ajose Adeogun Street, Victoria Island – Lagos

2. Euro currency payment of course fee should be made by swift transfer through the following bank account details:

Beneficiary: West Africa Business School

Euro Account Number: 5080132168

Bank Name: Zenith Bank Plc

Swift Code: ZEIBNGLA

Bank Address: Plot 84 Ajose Adeogun Street, Victoria Island – Lagos

About the Organizers



About WABS: The West Africa Business School Ltd/Gte (WABS) was established in response to the need for a high-quality professional development, corporate training and executive education institute to address the needs of working professionals who have the desire to continue professional and academic training while remaining in the workforce. The school was formerly registered on 7th May 2002 with the Nigeria Corporate Affairs Commission (RC.1652834) as a private regional training institution. In the beginning, West Africa Business School started with organizing corporate seminars, workshops and soft business short courses. In January 2010, the school launched specialized strategic business conferences, leadership programme and management training courses across Africa focusing mainly on the financial services industry. Today, West Africa Business School (WABS) has become a house-hold name and a global brand, well known in Africa for delivery of world-class Corporate Training, Government Human Capital Development, Professional Education, Executive Education, Business Intelligence and Research Services.



About ABA: The Africa Bancassurance Academy Limited (RC:1556518) is an education and consulting resource centre registered in the Economic Community of West Africa States (ECOWAS) with the mandate to support African financial services operators and regulators in nurturing a sustainable customer-centric and result-oriented approach to bancassurance solutions development in the continent. The goal of Africa Bancassurance Academy Limited is to provide on-going bespoke consulting as well as high-quality training and development for banks and insurance companies and the managers of banks and insurance companies already active or plan to be active in this sales and distribution channel. The Africa Bancassurance Academy Limited draws upon a deep pool of local and international bancassurance experts and practitioners who continuously provide consulting resource, educate and mentor students as they study and learn best practices for the development of bancassurance in Africa. ABA's strategic consulting, learning and development plan in the next ten (10) years, is to orchestrate the transformation of bancassurance ecosystem in sub-Saharan African especially in Algeria, Angola, Cameroon, Côte d'Ivoire, Egypt, Ghana, Kenya, Morocco, Mozambique, Nigeria, South Africa, Tanzania, Uganda and Zambia etc. As the demand for insurance grows in Africa, these countries are well placed to develop their respective bancassurance market as a strong inclusive distribution channel for insurance and pension solutions. Welcome to the Africa Bancassurance Academy Limited where we are creating sustainable competitive advantage through building sustainable bancassurance distribution capability and channel diversity in Africa.

Further enquiry in respect of this masterclass should be addressed to:

Director General

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