

**DISCIPLINE SPECIFIC ELECTIVE – DSE-5-FT:  
OPERATIONAL LEADERSHIP AND MANAGEMENT: FOOD INDUSTRY**

**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course Title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Operational Leadership and Management	4	3	0	1	Class XII Pass	NIL

**LEARNING OBJECTIVES:**

1. To understand the basic concepts related to operational leadership and management.
2. To know the characteristics of a good leader and effective leadership in variable situations.
3. To be able to conceptualize the role and responsibilities of a manager in various unit operations in food industry.

**LEARNING OUTCOMES:**

After completion of the course, the students will be able to:

1. Gain the skills of operational leadership and management in food handling and processing
2. Develop strategic plan of action which can support principles and framework of operational management
3. Work in a lead role for managing unit operations/assembly lines in food processing units and various food businesses.

**SYLLABUS OF DSE-5-FT**

**THEORY  
(Credits 3: 45 Hours)**

**UNIT I: Introduction**

**(8 Hours)**

- *Unit Description:* This chapter will introduce to the students to the concept of operational leadership and management, the historical background, importance and challenges in the field especially with relevance to the food industry.
- *Subtopics:*
  - Introduction to basic concepts: unit operations, management, leadership, operational leadership, operational management, operational thinking.
  - Operational leadership and operational management: evolution, scope, emerging concerns.
  - Approaches to management of food manufacturing and food service unit.

## **UNIT II: Operational leadership**

**(12 Hours)**

- *Unit Description:* This unit will help students know about the basics of leadership, leadership styles, characteristics and responsibilities of an effective leader viz-a-viz operational leader.
- *Subtopics:*
  - Leadership – concept, qualities of an effective leader
  - Leadership styles, difference between strategic and operational leadership
  - Characteristics or role of operational leaders
  - Communications for effective operational leadership

## **UNIT III: Basics of Management**

**(10 Hours)**

- *Unit Description:* The unit will help student understand the importance, principles and functions of management. It will also help them to understand the work responsibilities of a manger with regards to judicious management of human resources for efficient productivity.
- *Subtopics:*
  - Introduction, significance and scope of management
  - Principles of management
  - Functions of management
  - Role of manager/supervisor in work productivity (vertical/horizontal division of labour, departmentalization, organization chart) with relevance to food industry.
  - Decision making – steps and barriers; importance of decision making in operations management.

## **Unit IV: Operational Management in food industry**

**(15 Hours)**

- *Unit Description:* Through this unit the student will learn about efficient administration of business practices which is the primary responsibility of an operational manager. The chapter will discuss about the various aspects of operational management which can lead to enhanced quality and productivity in an efficient manner.
- *Subtopics:*
  - Importance of operations manager and operational management in food industry (models/process)
  - Job Analysis and description (ergonomics, role of duty rosters and SOP), work design and work measurement
  - Material Management (purchase, store, inventory, standardization)
  - Improving productivity (forecasting, scheduling and controlling production activities) System design and capacity planning
  - Food Safety Management System
  - Role of automation and Artificial Intelligence in operational management

### **PRACTICAL (Credits 1: 30 Hours)**

*No. of Students per Practical Class Group: 10-15*

1. Prepare a summary report on a short film/documentary on manufacturing a food product to study management of assembly lines or during various stages of production.

or

Critically review approaches of management in a food enterprise unit through a short film/documentary.

2. Prepare a presentation on the leadership styles and stages of operational management through a short film/documentary on the success story of food enterprise led by a woman leader.
3. Visit a nearby small-scale food production unit such as college canteen and understand the applications of “forecasting” for any 2 food products.
4. As an operation manager, prepare an organizational chart, duty roster and job description for a bakery/food preservation unit.
5. Develop an operational leader assessment worksheet in a food production or food processing unit.  
<https://clgm.net/files/pdf/OPERATIONAL%20LGL%20Profile%20November%202014.pdf>
6. Prepare a presentation on role of computers, artificial intelligence and CAD currently being used in the food processing industry.
7. Prepare a work flowchart for a food processing unit for material handling.
8. Conduct SWOT analysis in a given case study regarding operational management of a process in a food processing unit.

### ESSENTIAL READINGS (Theory and Practical):

- Gupta, S. and Starr, M. (2014). *Production and Operation Management System*. London: CRC press Taylor & Francis Group.
- Kumar, A.S. and Suresh, N. (2008). *Production and Operations Management (skill Development, Caselets and Cases)*. Bangalore: New Age International (P) Limited Publisher.
- Render, B. (2012). *The Encyclopedia of Operations Management. A field Manual and Glossary of Operations Management Terms and Concepts*. Pearson.
- Stevenson, W.J. (2018). *Operations Management*. (13th edn.). McGraw-Hill Education, New York
- Greasley, A. (2013). *Operations management*. (3rd edn.). John Wiley & Sons, Limited.
- Young, S.T. (2010). *Essentials of Operations Management*. Sage Publications, United State of America.
- Reid, R., and Sanders, N.R. (2010). Chapter 1. Introduction to Operations Management. In: *Operations Management*. (4th edn.). John Wiley & Sons, Inc.
  - a. <https://catalogimages.wiley.com/images/db/pdf/9781119497332.excerpt.pdf>
- Morill, R.L. (2010). *Strategic Leadership*. United Kingdom: Rowman & Little field Publishers.
- Merel, S. (2017). *Leadership Styles in the Context of the Food Processing Industries*. Wageningen Research. <https://livrepository.liverpool.ac.uk/3090163/>

### SUGGESTED READINGS:

- Certified Local Government Manager (CLGM), Society of Local Government Managers of Alberta (SLGM) (2014). Operational local government leader profile <https://clgm.net/files/pdf/OPERATIONAL%20LGL%20Profile%20November%202014.pdf>
- Dittmer, P.R, and Keefe, J.D. (2009). *Principles of Food, Beverage and Labour Cost Controls* (9th edn.). John Wiley & Sons, United State of America.
- Kumar, S.A, Suresh, N. (2009). *Operations Management*. New Age International Publishers. Delhi.
- Palacio, J. and Theis, M. (2009). *Food Service Management: Principles and Practices*. New Jersey: Pearson.
- Russell, R.S., Taylor, B.W (2011). *Operations Management – Creating Value Along the Supply Chain* (7<sup>th</sup> edn.). John Wiley and Sons, Inc. United States of America.

- Seuring, Stefan, Sarkis, Joseph and Klassen, Robert 2014. Sustainable operations management: recent trends and future directions [Editorial]. *International Journal of Operations and Production Management* 34 (5) 10.1108/IJOPM-12-2013-0557
- Smith, R.A. and Siquaw, J. (2010). *Strategic Hospitality Leadership*. John Wiley & Sons Pte. Ltd.
- Stevenson, W.J. (2018). *Operations Management*. (13<sup>th</sup> edn.). McGraw-Hill Education, New York.
- Wallis, J. (2016). Operational Leadership. In: Farazmand, A. (eds) *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Springer, Cham. [https://doi.org/10.1007/978-3-319-31816-5\\_1921-1](https://doi.org/10.1007/978-3-319-31816-5_1921-1)

**Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**