Syllabus
2025 - 2026

# TECHNICAL SHEET OF THE SUBJECT

## Data of the subject

| | |
|---|---|
| **Subject name** | Operations Management |
| **Subject code** | E000011588 |
| **Mainprogram** | Official Master's Degree in Business Administration - MBA |
| **Involved programs** | Máster Universitario en Administración de Empresas (MBA) [First year] |
| **Level** | Postgrado Oficial Master |
| **Quarter** | Semestral |
| **Credits** | 3,0 ECTS |
| **Type** | Obligatoria |
| **Department** | Departamento de Gestión Empresarial |
| **Coordinator** | Marcelo Leporati |
| **Office hours** | Schedule an appointment by email |
| **Course overview** | Knowledge and understanding of the essential factors in the process of generating goods and their transfer to clients. More specifically, production processes and their differences are studied, the management of production systems based on the type of service and product, the design of production systems, the planning of production and logistics activities, the generation of needs in production processes, inventory management, product quality management and logistics service. Deepening of concepts about product and process design, task organization, mathematical tools and algorithms used in operations planning and programming, analysis, evaluation and quality management of operations systems, performance measurement of operations, productivity in the context of operations and the management of supply and distribution networks. |

## Teacher Information

### Teacher



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|---|---|
| **Name** | Juan Marcelo Leporati |
| **Department** | Departamento de Gestión Empresarial |
| **EMail** | mleporati@icade.comillas.edu |



# SPECIFIC DATA OF THE SUBJECT

## Contextualization of the subject

### Contribution to the professional profile of the degree

This course will help the student to acquire the management capabilities related to quality, productivity, flexibility, planning and task management.

It will provide students with an understanding of designing, managing and improving operations and the comprehension about the role that it plays in manufacturing and services organizations.

By the end of the course, students should have developed the ability to use some analytical tools and conceptual frameworks about operations management and business processes.

As operations are related to many aspects of the Organization, from product design to delivery to the customer, knowledge on this domain will provide the student with a wide vision about the impact of the decisions in the value chain including the ethical dimension of these decisions.

## Prerequisites

None

## Competencies - Objectives

### Competences

| GENERALES | |
|---|---|
| **CG02** | Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems. |
| **CG04** | Application of concepts and theories on business organizations in order to discover new business opportunities and acquire long-term competitive advantages. |
| **CG06** | Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management. |
| **CG08** | Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations. |
| **CG09** | Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan. |
| **ESPECÍFICAS** | |
| **CE08** | Capacity of identifying and establishing the strategic value of product and processes design, of manufacturing control and organisation, of logistics and quality management in a service or manufacturing company. |

## THEMATIC BLOCKS AND CONTENTS

## Contents - Thematic Blocks

| Course Contents |
|---|
| 1. Operations and Productivity. Operations Strategy. |
| 2. Design of Goods and Services |
| 3. Process and Layout Strategies |
| 4. Location Strategies |
| 5. Managing Quality |

| |
|---|
| 6. Capacity Planning |
| 7. Supply Chain Management. Sustainability and ethical issues |
| 8. Inventory Management |
| 9. Production Planning |
| 10. Just In Time and Lean Production Systems |

## TEACHING METHODOLOGY

### General methodological aspects of the subject

**USE OF AI:**

In this course, the use of generative AI is permitted. The course is classified as Level 3 in the AI usage scale by Perkins et al. (2024). This allows students to use these tools to generate ideas, structure assignments, explore alternatives, and improve writing. However, the use must always be accompanied by:

- The student's own review and critical analysis
- Personal contributions from the student
- Transparent declaration of how and in which stages AI was used

AI is understood as a complement that stimulates creativity, reflection, and deeper engagement with the content, but never as a substitute for reasoning, argumentation, or analytical skills, which are essential components of university learning.

| In-class Methodology: Activities | |
|---|---|
| • Masterclass<br>• Oral presentations, cases, practice and exercises.<br>• Collaborative learning | CG02, CG04, CG06, CG08, CG09, CE08 |

| Non-Presential Methodology: Activities | |
|---|---|
| • Individual study and organized reading<br>• Analysis and resolution of cases and exercises, individual or collective<br>• Academic tutoring | CG02, CG04, CG06, CG08, CG09, CE08 |

## SUMMARY STUDENT WORKING HOURS

| CLASSROOM HOURS | | |
|---|---|---|
| Analysis and resolution of cases and exercises, individually or collectively | Lessons of an expository nature | Oral presentations of topics, cases, exercises and papers |
| 14.00 | 12.00 | 4.00 |
| **NON-PRESENTIAL HOURS** | | |
| Collaborative learning | Individual study and organized reading | Analysis and resolution of cases and exercises, individually or collectively |
| 15.00 | 15.00 | 15.00 |

**ECTS CREDITS: 3,0 (75,00 hours)**

## EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

| Evaluation activities | Evaluation criteria | Weight |
|---|---|---|
| Individual evaluation. | Theoretical practical exam (Theory, Exercises, Business case).<br><br>A minimum grade of 5.00 is required to pass the course. | 50 |
| Active participation in class. | Individual and collective activities | 30 |
| Ellaboracion, presentation and defense of a group assignment | Group activity | 20 |

### Ratings

Weights will be applied only if Final Exam qualification is equal or higher than the minimum required.

Final Exam minimum qualification required= 5.00 points (from a max. of 10.00).

STUDENTS WITH SCHOOLING EXEMPTION

For students with a waiver for class attendance, the grade for the course will be obtained from the result of a theoretical-practical exam, which will be 100% of the grade.

EVALUATION IN EXTRA EXAM

After the Final exam:

Students failing the ordinary Final Exam will have the opportunity of an Extraordinary Exam, whose minimum qualification required= 5.00 points (from a max. of 10.00). Weights will be applied only if Extraordinary Exam qualification is equal or higher than the minimum required.

Students passing the ordinary Final Exam but failing the course, will have the opportunity of an Extraordinary Exam. Course grade will consist on the Extraordinary Exam grade (100%).

**NOTE ON MISUSE OF GENERATIVE ARTIFICIAL INTELLIGENCE (such as ChatGPT)**

The misuse of ChatGPT and/or any other generative AI by students in any assessment activities will be considered a serious offense, according to the University's General Regulations, Article 168.2.e:
"Engaging in actions aimed at falsifying or defrauding academic performance evaluation systems."

The consequences of such misuse include:

- **Temporary expulsion** of up to three months
- **Prohibition from taking exams** in the next exam session following the imposition of the sanction, in one or more subjects in which the student is enrolled
- **Automatic failure (grade of 0)** in the respective subject
- **Prohibition from retaking the exam** for that subject in the next session

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

**Textbooks**


- HEIZER J.; RENDER, B., MUNSON, C. (2023). Operations Management: Sustainability and Supply Chain Management (14th Edition). Pearson
- KRAJEWSKI, L.J.; MALHOTRA, M.K.; RITZMAN, L.P. (2018). Operations Management: Processes and Supply Chains (12th Edition). Pearson.


**Articles**

Provided in class by professor

**Websites**

See Moodle

**Notes**

Provided in class by professor

**Other materials**

Videos Provided in class by professor

### Complementary Bibliography


- LEPORATI, M., MARTUL VÁZQUEZ, L., MORALES CONTRERAS, M.F. (2021). GLOBAL SUPPLY CHAIN. An integrative View. Ed. Thomson Reuters, Aranzadi.

- JACOBS, F.R.; , CHASE, R.B. (2021). Operations and Supply Chain Management.(16th Edition). McGraw Hill.
- GOLDRATT, E. (2005). La Meta: Un proceso de Mejora Continua. Díaz de Santos.