

**TECHNICAL SHEET OF THE SUBJECT**

<b>Data of the subject</b>	
<b>Subject name</b>	Operations Management
<b>Subject code</b>	0000012179
<b>Main program</b>	Máster Universitario en Dirección Internacional de Empresas/Master in International Management por la Universidad Pontificia Comillas
<b>Involved programs</b>	Máster Universitario en Dirección Internacional de Empresas/Master in International Management [Primer Curso]
<b>Level</b>	Oficial Master level
<b>Quarter</b>	Flrst
<b>Credits</b>	2,0 ECTS
<b>Type</b>	Mandatory
<b>Coordinator</b>	Marcelo Leporati
<b>Tutorial hours</b>	Availaibility through email

<b>Professor information</b>	
<b>Professor</b>	
<b>Name</b>	Marcelo Leporati
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**SPECIFIC DATA OF THE SUBJECT**

<b>Contextualization of the subject</b>
<p><b>Contribution to the professional profile of the degree</b></p> <p>Knowledge and understanding of the essential factors in the process of generating goods and their transfer to customers in a global scenario. More specifically, the following contents are developed: production processes and their differences; management of production systems according to the type of service and product; design of production systems; planning of production and logistics activities; generation of needs in production processes; inventory management; management of product quality and logistics service. In the exposition and analysis of all these processes, special emphasis is placed on the conditioning factors and possible advantages derived from the exercise of operations on a global scale. In-depth study of product and process design concepts. Task organization. Tools for operations planning and scheduling. Quality analysis, evaluation and management. Operations performance measurement. Productivity in the context of operations. Management of supply and distribution networks.</p> <p>Detailed knowledge and understanding of the keys to supply chain management in a global context. Concepts on supplier selection, development and monitoring; models, cooperation figures and process integration; demand management. Development and performance measurement of procurement, production and physical distribution logistics functions. Logistics strategies in the supply chain, considering the opportunities and threats derived from the international dimension of operations (e.g. exploitation of the advantages derived from the most efficient location of procurement and warehouses). The bulwhip effect as a source of inefficiencies in the supply chain. Collaborative relationships between companies in the chain on a global scale. Application of information technologies in supply chain logistics management.</p>

Competencies - Objectives		
Competences		
GENERAL		
CG01	Cognitive skills of analysis and synthesis applied to global business situations and international management organizational issues.	
	RA1	Is able to deal with the analytical study of cases and scenarios, as well as to carry out information and data synthesis.
CG02	Information and data management as key elements for decision making and business problem identification, formulation and resolution	
	RA1	Is able to search for and analyze information from diverse sources.
	RA2	Searches for, knows, synthesizes and appropriately uses primary and secondary data from diverse sources
	RA3	Searches for, knows, synthesizes and uses primary data adequately
	RA4	Incorporates information into his/her own discourse
	RA5	Properly cites the sources he/she uses
CG03	Project-based learning: Ability to develop and execute in its different phases group projects based on real situations, proposing real solutions and making efficient all interactions with the team, customers and any other participant.	
	RA1	Ability to engage in the development of experimental collective projects based on the real world, managing and aligning the client's needs with the available resources, optimally distributing the work, communicating and projecting its different phases, proposing real solutions and making all interactions with the team, clients and other stakeholders efficient.
CG05	Ethical commitment in the application of universal moral values and of the organization in the face of ethical dilemmas and corporate social responsibility, with special sensitivity to international diversity.	
	RA1	Assumes the deontology and values associated with the performance of the profession.
	RA2	Pursues excellence in professional performance.
	RA3	Assumes a responsible attitude towards people, and with the means and resources used or managed in an organization.
	RA4	Is concerned about the consequences that his or her activity and conduct may have for others.
	RA5	Incorporates in his speech and in his proposals of actions, the consequences that they can have for the different stakeholders of a global organization.
	RA6	Understands and appreciates different cultural and ideological perspectives.
CG06	Time management skills with the objective of improving personal and team effectiveness within the framework of business organizations, their environment and management.	
	RA1	Is able to organize and meet the deadlines assigned to the tasks.
	RA2	Hierarchizes time and energy when carrying out their studies.
CG07	Use critical thinking for decision making and problem solving in the management processes of companies or organizations.	
	RA1	Is able to organize and meet the deadlines assigned to the tasks.
	RA2	Is able to prioritize time and energy when carrying out his or her study.
	RA3	Is capable of constructing his/her own discourse, in a context of debate and exchange of opinions.

CG08	Recognition as global citizens who value diversity and intercultural dialogue as a source of human enrichment.	
	RA1	Respects, values and celebrates diversity and has a cosmopolitan mentality.
	RA2	Describes the evolution and main dimensions of globalization.
	RA3	Explains the functions of the different institutions and organizations on which the management of the current global scenario rests.
	RA4	Knows and understands a variety of theories, models and tools that can be applied to analyze and assess the global business environment and to solve problems and case studies.
	RA5	Describes the main theories of trade, liberalization and internationalization used to understand the current global business environment.
	RA6	Critically evaluates the regulatory environment in which international business operates.
	RA7	Identifies salient issues impacting the global business environment (such as social responsibility and ethics; environment; global financial crisis) and evaluates the various responses of companies and other international bodies to these issues.
<b>SPECIFICS</b>		
CE07	Ability to strategically manage the operations of a company in a global environment, with the knowledge and tools applicable to product and process design, production control and organization, logistics and quality management in an industrial or service company.	
	RA1	Understands the organization of tasks according to the production system used.
	RA2	Knows how to measure the results achieved as a consequence of the different possibilities of organizing tasks.
	RA3	Understands the influence of the product on the efficiency and effectiveness of production systems.
	RA4	Understands the importance of product and service quality for customer loyalty and customer acquisition in a global competitive environment.
	RA5	Knows how to apply techniques to measure the quality of products and services.
	RA6	Understands the strategic importance that a specific location can have for the company and the possible advantages derived from it, in a global competitive environment.
	RA7	Knows the quantitative and qualitative methods to reach a solution in the localization of processes.
	RA8	Solves the different inventory management models.
	RA9	Analyzes the situation of an inventory through the evolution of indicators.
	RA10	Knows the importance of inventories in the service and financial management of the company.
CE10	Ability to identify and understand the most current dynamics and practices in the management of global companies, applying them to real situations as appropriate.	
	RA1	He shows interest in extending his training and is up-to-date in his interventions.
	RA2	Shows interest in contact with professionals, actively participating in those activities that allow him/her to approach the professional practice of international management.
	RA3	Knows and regularly consults organizations, professional forums and publications that allow him/her to keep up to date in professional practice.

	RA4	Identifies, through contact with professionals, participation in case studies and events, and attendance at conferences, among other activities, the challenges and tools of international management.
CE 14		Knows and understands the need to coordinate the activities of suppliers and customers within a global supply chain, as well as the impact of its optimization as a source of competitive advantage for an international company.
	RA1	Knows how to distinguish the different logistics activities in the company and the importance in the operation of other activities such as commercial, financial and human resources, among others.
	RA2	Knows how to identify possible sources of competitive advantage in the design, organization and execution of logistics activities of a global company.
	RA3	Knows the mechanisms to achieve customer satisfaction in the provision of logistics tasks on a global scale.
	RA4	Knows how to quantify the quality of the logistics service.
	RA5	Knows the logistics costs and their evolution with the provision of the logistics service.

## THEMATIC BLOCKS AND CONTENTS

### Contents - Thematic Blocks

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
8. Inventory Management
9. Production Planning
10. Just In Time and Lean Production Systems

## TEACHING METHODOLOGY

### General methodological aspects of the subject

#### In-class Methodology: Activities

Cooperative work of students who, in pairs or small groups, are given a task, case or assumption that requires sharing information and resources among members in order to achieve the common goal. Based on the case method, studied by each student and discussed by each group before the individual interventions of each general session.

The case method stimulates inductive learning. From the analysis of concrete examples, the different tools of analysis are constructed and general rules of application to all types of companies and sectors are induced. Therefore, prior study of the cases and active participation in the discussions of the general sessions is essential.

The presentations must be evaluated and criticized by the rest of the classmates or by the teacher in order to go deeper into the subject. Lessons of an expository nature.

#### Non-presential Methodology: Activities

Individual study.

Individual reading of texts of different types (cases, books, magazines, articles, press, publications on the Internet, reports on practical experiences, etc.) related to the subjects of study.

Cooperative work of students who, in pairs or small groups, are given a task that requires sharing information and resources among members with a view to achieving the common goal.

## SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lessons	Analysis and resolution of cases and exercises	Individual or group collaborative learning
12	8	6
NON-PRESENTIAL HOURS		
Analysis and resolution of cases and exercises	Collaborative learning	Individual study, documentation, and individual or group organized reading.
10	10	4

**ECTS: 2,0 (50,00 hours)**

## ASSESSMENT CRITERIA

Assesment activity	Criteria	Weight
Assessment of individual or group work done by students, some of them presented in class.	<p>Delivery on time</p> <p>Adequacy and orientation to the objectives. Results achieved.</p> <p>It is necessary the participation of ALL members of each team in the presentations and elaborations.</p>	30
Performance of oral and written examinations, public defenses and multiple-choice tests, concept tests and case studies as exams.	<p>Throughout the program there will be exams or written tests in which the solidity of the acquired concepts will be tested.</p> <p>In order to pass the course, the final exams and tests of each section of the course must be passed. If there are several exams in the same section or block of a course, the weighted average of them must be higher than 4.90 as a necessary condition to pass the course.</p>	50
Class participation	<p>When we talk about participation, it is clear that both the positive and the negative ones are counted and that the quality of participation is as important as the quantity. The students' participation in class, the quality and timeliness of their interventions, the quality in the preparation and presentation of the work, predisposition and commitment, initiative, attendance.</p>	20

## GRADING

Los criterios de evaluación de la asignatura se rigen por la siguiente normativa:

1. Todos los alumnos deben de cumplir con el 100% de asistencia en los días fijados para esta asignatura. Cualquier ausencia deberá ser justificada.
2. La nota final se corresponde a la suma de las actividades de evaluación, criterios de evaluación y peso descritos en el apartado Evaluación y Criterios de Calificación.
3. Se tienen que entregar los trabajos, individuales y en grupo, en el tiempo y la forma prevista por el profesor de la asignatura.
4. Una nota final por debajo de 5 implica la realización de una prueba extraordinaria. La nota final en este examen no podrá ser superior a la mediana de los aprobados en convocatoria ordinaria.

### **Criterios de evaluación para aplicar a la segunda matrícula**

El alumno matriculado en la asignatura por segundo año deberá de cumplir con las tareas individuales y de grupo fijadas por el profesor de la asignatura. Se mantendrán los mismos criterios de evaluación expresados en el apartado Evaluación y Criterios de Calificación.

Para aquellas circunstancias no previstas en esta Guía Docente, se aplicará el Reglamento de Advantere School of Management y el Reglamento general de Comillas.

### **Criteria in health alert:**

The student must be permanently identified, in class with identifying sign and in remote with his/her full name. Students should not change the spaces they occupy in the classroom until instructed by a teacher or the program management.

Failure to comply with any of the health recommendations during class sessions may result in failure of the course.

## REFERENCES AND RESOURCES

### Basic

Chopra, S. "Supply chain management: Strategy, planning, and operation". 8th ed. Boston, MA: Pearson, 2021.

Heizer, J.; Render, B.; Munson, Ch.; "Operations management: Sustainability and Supply Chain Management". 12 th ed. Pearson, 2017

Leporati, M; Martul, L.; Morales-Contreras,. "Global supply chain: An integrative view". Thompson Retuers Aranzadi, 2021. ISBN 978-84-1345-903-5

### Complementary

En cumplimiento de la normativa vigente en materia de **protección de datos de carácter personal**, le informamos y recordamos que puede consultar los aspectos relativos a privacidad y protección de datos [que ha aceptado en su matrícula](#) entrando en esta web y pulsando "descargar"

[https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792](https://servicios.upcomillas.es/sedeelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792)