



## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Operations Management
Subject code	E000011588
Main program	<a href="#">Official Master's Degree in Business Administration - MBA</a>
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	Jorge Alonso Monge
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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## SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
<b>Contribution to the professional profile of the degree</b>
<p>This course will help the student to acquire the management capabilities related to quality, productivity, flexibility, planning and task management.</p> <p>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.</p> <p>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.</p> <p>As operations are related to many aspects of the Organization, from product design to delivery to the customer, knowledge on this</p>



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

<b>CG02</b>	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.	
	<b>RA01</b>	Busca, conoce, sintetiza y utiliza adecuadamente datos primarios y secundarios procedentes de diversas fuentes.
	<b>RA02</b>	Conoce y usa Internet para buscar y manejar información, textos y datos.
	<b>RA03</b>	Discierne el valor y la utilidad de diferentes fuentes y tipos de información.
<b>CG04</b>	Application of concepts and theories on business organizations in order to discover new business opportunities and acquire long-term competitive advantages.	
	<b>RA01</b>	Relaciona conceptos de manera interdisciplinar o transversal.
	<b>RA02</b>	Identifica correctamente los conocimientos aplicables a cada situación.
	<b>RA03</b>	Determina el alcance y la utilidad de las nociones teóricas.
<b>CG06</b>	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.	
	<b>RA01</b>	Asume la deontología y los valores asociados al desempeño de la profesión.
	<b>RA02</b>	Persigue la excelencia en las actuaciones profesionales.
	<b>RA03</b>	Asume una actitud responsable hacia las personas, con los medios y recursos que se utilizan o gestionan.
	<b>RA04</b>	Se preocupa por las consecuencias que su actividad y su conducta puede tener para los demás.
	<b>RA04</b>	Se preocupa por las consecuencias que su actividad y su conducta puede tener para los demás.
<b>CG08</b>	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.	



	<b>RA01</b>	Identifica, establece y contrasta las hipótesis, variables y resultados de manera lógica y crítica.
	<b>RA02</b>	Revisa las opciones y alternativas con un razonamiento crítico que permita discutir y argumentar opiniones contrarias.
<b>CG09</b>		Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan.
	<b>RA01</b>	Realiza sus trabajos y su actividad necesitando sólo unas indicaciones iniciales y un seguimiento básico.
	<b>RA02</b>	Busca y encuentra recursos adecuados para sostener sus actuaciones y realizar sus trabajos
	<b>RA03</b>	Amplía y profundiza en la realización de sus trabajos
<b>ESPECÍFICAS</b>		
<b>CE08</b>		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.
	<b>RA01</b>	Comprende la organización de las tareas en función del sistema productivo utilizado.
	<b>RA02</b>	Sabe medir los resultados conseguidos como consecuencia de las diferentes posibilidades de organizar tareas.
	<b>RA03</b>	Comprende la influencia del producto en la eficiencia y eficacia de los sistemas productivos.
	<b>RA04</b>	Entiende la importancia de la calidad del producto y del servicio para la fidelización y consecución de clientes.
	<b>RA05</b>	Sabe aplicar técnicas para medir la calidad de productos y servicios.
	<b>RA06</b>	Comprende la importancia estratégica que un emplazamiento determinado tiene para la empresa.
	<b>RA07</b>	Conoce los métodos cuantitativos y cualitativos para alcanzar una solución en la localización de procesos.
	<b>RA08</b>	Resuelve los diferentes modelos de gestión de inventarios.
	<b>RA09</b>	Analiza la situación de un inventario por medio de la evolución de indicadores.
	<b>RA10</b>	Conoce la importancia de los inventarios en el servicio y las finanzas de la empresa.

## 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

#### In-class Methodology: Activities

- Masterclass
- Oral presentations, cases, practice and exercises.
- Collaborative learning

CG02, CG04, CG06,  
CG08, CG09, CE08

#### Non-Presential Methodology: Activities

- Individual study and organized reading
- Analysis and resolution of cases and exercises, individual or collective
- 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
<b>ECTS CREDITS: 3,0 (75,00 hours)</b>		

## EVALUATION AND CRITERIA



Evaluation activities	Evaluation criteria	Weight
Individual evaluation.	Theoretical practical exam (Theory, Exercises, Business case). A minimum grade of 5.00 is required to pass the course.	50
Active participation in class.	Individual and collective activities	30
Elaboracion, 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%).

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

#### Textbooks



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**Syllabus**  
**2024 - 2025**

- 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.