

TEACHING GUIDE

Course Information	
Full name	Operations Management
Code	0000012179
Degree	Master in International Management from Comillas Pontifical University / Master's Degree in International Business Management
Taught in	Advantere School of Management
Level	Postgraduate Official Master's Degree
Term	First Quarter
Credits	2,0 ECTS
Type	Mandatory
Person in charge	Marcelo Loporati
Office hours	Availability through email

Professor Information	
Professor Information	
Name	Marcelo Loporati
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SPECIFIC COURSE INFORMATION

Course contextualization
<p>Contribution to the professional profile of the degree</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 bullwhip 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>

Competences - Objectives		
Competences		
GENERAL		
CG01	Cognitive skills of analysis and synthesis applied to global business situations and international management organizational issues.	
	RA1	Be 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	Be able to search for and analyze information from diverse sources.
	RA2	Search for, know, synthesize and appropriately use primary and secondary data from diverse sources
	RA3	Search for, know, synthesize and use primary data adequately
	RA4	Incorporate information into one's own discourse
	RA5	Properly cite the sources one 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	Assume the deontology and values associated with the performance of the profession.
	RA2	Pursue excellence in professional performance.
	RA3	Assume a responsible attitude towards people, and with the means and resources used or managed in an organization.
	RA4	Worry about the consequences that one's activity and conduct may have for others.
	RA5	Incorporate in one's speech and proposals of actions, the consequences that they can have for the different stakeholders of a global organization.
	RA6	Understand and appreciate 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	Be able to organize and meet the deadlines assigned to the tasks.
	RA2	Prioritizes time and energy when carrying out one's studies.
CG07	Use critical thinking for decision making and problem solving in the management processes of companies or organizations.	
	RA1	Be able to organize and meet the deadlines assigned to the tasks.
	RA2	Be able to prioritize time and energy when carrying out his or her study.
	RA3	Be 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	Respect, value and celebrate diversity and have a cosmopolitan mentality.
	RA2	Describe the evolution and main dimensions of globalization.
	RA3	Explain the functions of the different institutions and organizations on which the management of the current global scenario rests.
	RA4	Know and understand 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	Describe the main theories of trade, liberalization and internationalization used to understand the current global business environment.
	RA6	Critically evaluate the regulatory environment in which international business operates.
	RA7	Identify salient issues impacting the global business environment (such as social responsibility and ethics; environment; global financial crisis) and evaluate the various responses of companies and other international bodies to these issues.
SPECIFIC		
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	Understand the organization of tasks according to the production system used.
	RA2	Know how to measure the results achieved as a consequence of the different possibilities of organizing tasks.
	RA3	Understand the influence of the product on the efficiency and effectiveness of production systems.
	RA4	Understand the importance of product and service quality for customer loyalty and customer acquisition in a global competitive environment.
	RA5	Know how to apply techniques to measure the quality of products and services.
	RA6	Understand 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	Know the quantitative and qualitative methods to reach a solution in the localization of processes.
	RA8	Solve the different inventory management models.
	RA9	Analyze the situation of an inventory through the evolution of indicators.
	RA10	Know 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	Show interest in extending one's training and be current in one's interventions.
	RA2	Show interest in contact with professionals, actively participating in those activities that allow one to approach the professional practice of international management.
	RA3	Know and regularly consult organizations, professional forums and publications that allow one to keep up to date in professional practices.

	RA4	Identify, 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		Know and understand 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	Know 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	Know how to identify possible sources of competitive advantage in the design, organization and execution of logistics activities of a global company.
	RA3	Know the mechanisms to achieve customer satisfaction in the provision of logistics tasks on a global scale.
	RA4	Know how to quantify the quality of the logistics service.
	RA5	Know the logistics costs and their evolution with the provision of the logistics service.

THEMES AND CONTENT

Contents - Themes

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 course aspects
Presential Methodology: Activities
<p>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.</p> <p>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.</p> <p>The presentations must be evaluated and critiqued by the rest of the classmates or by the professor in order to go deeper into the course . Lessons of an expository nature.</p>
Non-presential Methodology: Activities
<p>Individual study.</p> <p>Individual reading of texts of different types (cases, books, magazines, articles, press, publications on the Internet, reports on practical experiences, etc.) related to the course s of study.</p> <p>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.</p>

SUMMARY OF STUDENT WORK HOURS

PRESENTIAL 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 CREDITS: 2.0 (50.00 hours)		

EVALUATION AND GRADING CRITERIA

Graded Activities	Evaluation Criteria	% of total grade
Assessment of individual or group work done by students, some of them presented in class.	<ul style="list-style-type: none"> • Work adequacy to the objectives set • On-time delivery • Reached goals. • The participation of ALL members of each team in the presentations and elaborations is required. 	30
Performance of oral and written examinations, public defenses and multiple-choice tests, concept tests and case studies as exams.	<ul style="list-style-type: none"> • Throughout the program there will be exams or written tests in which the solidity of the acquired concepts will be tested. • 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. 	50
Class participation	<ul style="list-style-type: none"> • 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. 	20

GRADING

The evaluation criteria of the course are governed by the following regulations:

1. All students must comply with 100% attendance on the days set for this course. Any absence must be justified.
2. The final grade corresponds to the sum of the graded activities, evaluation criteria and % of total grade described in the Evaluation and Grading Criteria section.
3. Individual and group work must be delivered on time and in the manner planned by the course professor.
4. A final mark below 5 implies the completion of an extraordinary test. The final grade in this exam may not be higher than the median of those passed at the time of set exams.

The Evaluation Criteria to enroll for a second year

The student enrolled in the course for the second year must comply with the individual and group tasks set by the course professor. The same evaluation criteria described in the Evaluation and Grading Criteria section will be maintained.

For those circumstances not foreseen in this Teaching Guide, the Advantere School of Management Regulations and the Comillas General Regulations will apply.

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 professor or the program management.

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

BIBLIOGRAPHIES AND RESOURCES**Basic Bibliographies**

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". 12th ed. Pearson, 2017

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

Complementary Bibliographies

In compliance with current regulations regarding the **protection of personal data**, we inform you and remind you that you can consult the aspects related to privacy and data protection that [you have accepted in your registration](#) by entering this website and pressing "download".

[https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA6F4A81663AD10CED66792](https://servicios.upcomillas.es/sedeelectronica/inicio.aspx?csv=02E4557CAA6F4A81663AD10CED66792)