

1. BASIC INFORMATION

Module	Operations management
Degree program	Máster Universitario en Dirección de Empresas MBA
School	Facultad de Ciencias Económicas, Empresariales y de la Comunicación
ECTS	6
Credit type	optional
Language	English and Spanish
Delivery mode	Campus bases & online (only in Spanish)
Semester	Second semester
Academic course	2024/2025
Module Coordinator	Noel Gonzalez
Teachers	Noel González, Pablo Gonzalo, Antonio de la Torre, Fernando Muñoz, Ángel Andreu

2. PRESENTATION

The Operations Management module is focused on training students to implement operations plans that guarantee the efficiency and productivity of a national or international company.

Operations is one of the functional areas of vital importance for the achievement of a company's strategic position. Operations management is fundamental within business management and operations are the source and support of business strategies. Likewise, their relationship with the other functional areas has synergistic effects, the result of which is the achievement of high profitability in the corresponding sector. For the integral development of a person who aspires to occupy management positions in a company, it is necessary to know and deepen in this subject.

3. LEARNING RESULTS

Knowledges:

- KNO01. Explain how businesses are run, including planning, organizing, leading, and controlling an organization.

- KNO05. Recognize factors that affect a company's ethical and sustainable practices, including risks related to environmental and social impact, and efforts to minimize them

Skills:

- SK01. Make decisions considering various internal and external business factors.
- SK04. Critically assess environmental, social, and governance risks affecting the company's future.
- SK06. Design optimal business management structures that are ethically sound and aligned with sustainable development goals.

Competencies:

- CP06. Show business leadership skills in scenarios focused on strategic planning, conflict resolution, motivation, talent attraction, and professional ethics.
- CP08. Analyze and apply advanced operational business management tools aligned with strategic goals.
- CP09. Design plans for different areas (marketing, communication and sales, finance, production, human resources), using coordination criteria among them and aligned with the company's overall strategy.

4. CONTENTS

The contents are grouped into the following learning units:

- General aspects of the Operations Directorate: Operations management function, operations strategies as a competitive weapon, operations in the service sector.
- Operations Strategies: the development of the product, the development of the technological processes, the productive capacity and the localization, the distribution in plant: development.
- Operations Management: strategic initiatives, logistics and supply chain, demand forecasting, procurement management.
- Materials Management: Inventory management, storage management, physical distribution, informatics and logistic outsourcing.
- Planning of the activities: Planning and Production Control: MRP, TOC, DBR. Excellence in Manufacturing: JIT, LEAN, Kanban system.
- System of improvement of the operations: the quality assurance, the systems of improvement: Kaizen and Quality Management Total, the Economic management of maintenance, the workstation: means and systems of improvement.

5. TEACHING-LEARNING METHODOLOGIES

The following are the types of teaching-learning methodologies to be applied:

- Master class.
- Case method.

- Cooperative learning.
- Problem-based learning.
- Project-based learning.

6. LEARNING ACTIVITIES

Listed below are the types of learning activities and the number of hours the student will spend on each one:

Presential modality:

Training activity	Number of hours
Master classes	36
Debates and colloquiums	8
Case Analysis	4
Troubleshooting	20
Oral presentations of work	4
Preparation of reports and writings	15
Virtual tutoring	8
Autonomous work	25
Research and projects	28
Face-to-face assessment test	2
TOTAL	150

Online modality (only in Spanish):

Training activities	Number of hours
Synchronous master classes	20
Reading content topics	28
Debates and colloquia through virtual seminars	3
Case analysis	4
Troubleshooting	20
Oral presentations of synchronous works	2
Preparation of reports and written assignments	15
Virtual tutoring	8
Autonomous work	20
Scientific/case studies and projects	9
Virtual forum	9

Group participatory activities (seminars, participation in online forums, etc.) through web conference	10
Virtual assessment tests	2
TOTAL	150

7. ASSESSMENT

Listed below are the assessment systems used and the weight each one carries towards the final course grade:

Presential Modality:

Evaluation system	Weight
Oral presentations	20%
Case/problems	15%
Reports and writings	15%
Performance assessment	10%
Assessment test	40%

Online modality (only in Spanish):

Evaluation system	Weight
Oral presentations	15%
Case/problems	15%
Reports and writings	15%
Performance evaluation	5%
Assessment test	50%

In the virtual campus, when you access the course, you will be able to consult in detail the evaluation activities to be performed, as well as the due dates and evaluation procedures for each of them.

7.1. Ordinary call

In order to pass the course in the ordinary exam, you must obtain a grade higher or equal to 5.0 out of 10.0 in the final grade (weighted average) of the course.

In any case, it will be necessary to obtain a grade higher or equal to 4.0 in the classroom knowledge test, so that it can be averaged with the rest of the activities.

For face-to-face students (presential modality), it is compulsory to attend classes as a necessary part of the continuous evaluation process and to comply with the student's right to receive advice, assistance and academic monitoring by the teacher. Failure to attend more than one third of the face-to-face classes may result in the loss of the right to take the presential knowledge test.

7.2. Extraordinary call

In order to pass the course in the ordinary exam, you must obtain a grade higher or equal to 5.0 out of 10.0 in the final grade (weighted average) of the course.

In any case, it will be necessary to obtain a grade higher or equal to 4.0 in the classroom knowledge test, so that it can be averaged with the rest of the activities.

The activities that were not passed in the ordinary exam must be handed in, after having received the corresponding corrections from the teacher, or those that were not handed in.

8. CHRONOGRAM

The chronogram with dates of delivery of evaluable activities of the course is available in each edition and group in the virtual campus.

Activity	Week
Activity 1	4
Activity 2	8
Activity 3	12
Activity 4	14
Assessment test	16

This schedule may be subject to modifications due to logistical reasons. Any modification will be notified to the student in due time and form.

9. BIBLIOGRAPHY

The following is a bibliography related to the topics to be covered in the units

Unit 1:

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- Heizer, Jay y Render, Barry (2001). Dirección de la producción y de operaciones: decisiones estratégicas. Madrid: Pearson Educación.
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Unit 5

- Heizer, Jay y Render, Barry (2001). Dirección de la producción y de operaciones: decisiones tácticas. Madrid: Pearson Educación.
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- Understanding the fundamentals of KANBAN and CONWIP pull systems using simulation Richard P. Marek, Debra A. Elkins, Donald R. Smith Department of Industrial Engineering Texas A&M University 238 Zachry Engineering Centre College Station, TX 77843-3131, U.S.A.
- Manual técnico de carretillas elevadoras Vicenç Ripoll. Iftem Almacenática S.L (2008)
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10. EDUCATIONAL GUIDANCE, DIVERSITY AND INCLUSION UNIT

From the Educational Guidance, Diversity and Inclusion Unit (ODI) we offer support to our students throughout their university life to help them achieve their academic achievements. Other pillars of our action are the inclusion of students with specific educational support needs, universal accessibility in the different campuses of the university and equal opportunities.

This unit offers students

1. Accompaniment and monitoring by means of counselling and personalised plans for students who need to improve their academic performance.
2. In terms of attention to diversity, non-significant curricular adjustments are made, that is, in terms of methodology and assessment, for those students with specific educational support needs, thereby pursuing equal opportunities for all students.
3. We offer students different extracurricular training resources to develop different competences that will enrich their personal and professional development.
4. Vocational guidance through the provision of tools and counselling for students with vocational doubts or who believe they have made a mistake in their choice of degree.

Students who need educational support can write to us at: Students with specific educational support needs:

orientacioneducativa@universidadeuropea.es

11. SATISFACTION SURVEYS

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Surveys will be available in the survey area of your virtual campus or through your e-mail. Your assessment is necessary to improve the quality of the degree.

Thank you very much for your participation.