INTRODUCTION

In most organizations, both public and private, whether engaged in making products or delivering services, the bulk of their human resources are invested in their operations functions. In addition, in many service environments these same human resources are in direct contact with the customer at the moment in which the service is delivered; in other words they determine not only the quality, but at the same time also "the face" of the service.

Furthermore, in many cases the operational processes are responsible for almost the entire added value of companies’ products or services towards their customers, since a company's competitiveness depends to a large extent on the efficient and effective execution of precisely these processes.

The objective of the Operations Management course is to identify and analyze the key factors in operations processes within a company and the impact these factors might have on the mix between cost, quality and flexibility. We look at these factors both from an operational day-to-day perspective as well as from a more strategic point of view.

Whereas the focus of this course mainly lies on the perspective from within one company, it has a clear and logical connection with the course on Supply Chain Management offered afterwards, where the focus will be on the entire chain from raw material suppliers all the way down to the final consumer.

AIMS

From a content-oriented perspective, the objective of the course is to familiarize participants with the most generic and useful concepts, techniques, and fundamental areas of Operations Management, such as Manufacturing, Services, Quality, Innovation. This is done taking an integral perspective, establishing clear relationships between Operations and the other areas of a company.

From the perspective of development of managerial skills and competencies, the objective of the course is to confront the participants with the "typical" challenges of Operations Management: (i) putting them in the leading role of different situations, (ii) having to analyze and understand the dynamics of operations processes and their importance for the competitive strategy of the company, (iii) discussing their ideas with their classmates and (iv) making decisions about specific responses or operations strategies for different company situations, both in manufacturing and service environments.

METHODOLOGY

Case method is the basic methodology used in this course, complemented with lectures and exercises.
EVALUATION

Each participant will be evaluated based on his/her knowledge of the specific subject as well as on the quality and consistency of participation. More specifically, the grade depends upon:
- participation (30%)
- 2 written assignments in teams (10%): Totopo Express and PortAventura
- pop quizzes (10%)
- final exam (50%):

In order to get a passing grade on the subject the participant needs to pass the exam.

The final grade for participation is an average of the individual grades for each session. The criteria used to grade participation include the following aspects:
1. sound, rigorous, and insightful diagnosis (e.g., sharpening of key issues, depth and relevance of analysis);
2. realistic and effective action recommendations;
3. integrative comments (across cases and/or courses);
4. evidence of active listening (e.g., relevance and timing of comments) and constructive critiques of others' contributions;
5. evidence that the participant has read the cases and the articles given in class;
6. impact on peers' thinking.

BIBLIOGRAPHY


