

MODULES AND SUBJECTS

MÁSTER UNIVERSITARIO EN GESTIÓN EMPRESARIAL
UNIVERSITY MASTER IN MANAGEMENT

MODULE NAME:	OPERATIONS (INTERNATIONAL MANAGEMENT)				
SEMESTER	2	TYPE	SPECIALISM	ECTS	4
FACULTY	Prof. Davide Luzzini Dr. Desirée Knoppen Dr. Rita Difrancesco				

SKILL PROFILE

BASIC SKILLS		TRANSVERSAL SKILLS		GENERAL SKILLS		SPECIFIC SKILLS	
CB 6	X	CT 1	X	CG 1		CE 1	X
CB 7	X	CT 2	X	CG 2	X	CE 2	X
CB 8		CT 3	X	CG 3	X	CE 3	X
CB 9	X	CT 4	X	CG 4	X	CE 4	
CB 10	X	CT 5	X	CG 5	X	CE 5	X
		CT 6	X	CG 6	X	CE 6	X
		CT 7	X	CG 7	X	CE 7	X
				CG 8		CE 8	X
				CG 9	X	CE 9	X
				CG 10	X	CE 10	X
						CE 11	X
						CE 12	X

OBJECTIVES

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.

This subject is divided into two courses: Operations Management and Supply Chain Management.

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.

Supply Chain Management aims to develop a critical understanding of key drivers of supply chain performance and their interrelationships with strategy and other functions of the company such as marketing, manufacturing and product development, the ability to apply basic frameworks to design and evaluate upstream flows (related to purchasing), intrafirm flows (related to manufacturing footprint), and downstream flows (related to distribution). This should be based on a comprehensive understanding of the context and implications of global markets and supply networks for sustainable development.

LEARNING OBJECTIVES

- Becomes familiar with the most generic areas of Operations Management, such as Manufacturing, Services, Quality, Capacity, Inventory and Innovation. [RA17, RA19]
- Analyses and understands the dynamics of operations processes and their importance for the competitive strategy of the company.
- Identifies key areas for process improvement, from a strategic business perspective.
- Becomes familiar with the most generic areas of Supply Chain Management, such as distribution network design, purchasing, coordination, etc.
- Understands the key trade-offs and takes balanced decisions bearing in mind these trade-offs.
- Identifies initiatives in the supply chain that have the potential to impact the triple-bottom line.
- Identifies alternative forms of strategic directions for growth, related to the choices of solutions and markets to pursue as well as the necessary resources to allocate
- Considers the importance of executing the strategy with a special focus on the importance of the structure and the culture of a company as well as the leadership abilities of the top managers in order to execute successfully the strategic decisions that have been made.

CONTENTS

- Introduction to Operations Management
- Operations and Processes
- Process analysis: the main variables
- Capacity analysis
- Theory of constraints
- Capacity planning
- Queuing management
- The "waiting experience"
- Inventory management
- Push and Pull Systems
- Improving processes
- Supply chain simulation: strategy and execution
- Strategic purchasing and portfolio management
- Portfolio management
- Distribution and eCommerce
- Alternative networks: value and costs of Distribution
- Global SCM, responsive supply chains
- 3D Printing
- Sustainable supply chains, triple bottom line
- Circular economy

METHODOLOGY

Case method is the basic methodology used in this course, complemented with exercises, assignments, and a competitive simulation.

EVALUATION

The final evaluation will be calculated as follows:

1. Class participation: quality, consistency and feedback. (30% min* - 40% max).
2. Specific evaluation tests: exams. (40% min - 50% max)
3. Carrying out work or projects (10% min –30% max)

In the event of a new health emergency that involves confinement, the activities and evaluation weights will not be altered. In case they cannot be done in person, they will be transferred to a virtual environment. Due to the difficulties in correctly evaluating participation in online environments, EADA may reduce the weighting of this component of the evaluation due to the current pandemic circumstances.