COURSE DESCRIPTION

BUSINESS OPERATIONS MANAGEMENT
3RD YEAR, 2ND SEMESTER
DEGREE (S) BUSINESS MANAGEMENT
TYPE OF COURSE/ ATTENDANCE IS REQUIRED
ACADEMIC YEAR 2019/2020
SCHOOL OF BUSINESS AND ECONOMICS
1. COURSE IDENTIFICATION

1.- COURSE/SUBJECT:

| Name: Business Operations Management |
| Code: b301 |
| Year (s) course is taught: 3<sup>rd</sup> Year |
| Semester (s) when the course is taught: 6<sup>th</sup> Semester |
| Type: Compulsory |
| ECTS of the course: 60 |
| Hours ECTS: (30) |
| Language: Spanish and English |
| Modality: on campus |
| Degree (s) in which the course is taught: Business Administration Degree |
| School which the subject is taught: Business and Economics School |

2.- ORGANIZATION OF THE COURSE:

| Department: Business Economy |
| Area of knowledge: Business Management |

2. LECTURERS OF THE SUBJECT

1.-LECTURERS:

<table>
<thead>
<tr>
<th>Responsible of the Course</th>
<th>CONTACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: Sonia Martín Gómez</td>
<td></td>
</tr>
<tr>
<td>Phone (ext): 15368</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:margom@ceu.es">margom@ceu.es</a></td>
<td></td>
</tr>
<tr>
<td>Office: 1.01B</td>
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<table>
<thead>
<tr>
<th>Lecturer(s)</th>
<th>CONTACT</th>
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<tbody>
<tr>
<td>Name: Manuel M. Molina López</td>
<td></td>
</tr>
<tr>
<td>Phone (ext): 15472</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:manuelmaria.molinalopez@ceu.es">manuelmaria.molinalopez@ceu.es</a></td>
<td></td>
</tr>
<tr>
<td>Office: 1.08B</td>
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<tr>
<th>Lecturer(s)</th>
<th>CONTACT</th>
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<tbody>
<tr>
<td>Name: Cristina Isabel Dopacio</td>
<td></td>
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<tr>
<td>Phone (ext): 15375</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:dopacio.fcee@ceu.es">dopacio.fcee@ceu.es</a></td>
<td></td>
</tr>
<tr>
<td>Office: 1.15B</td>
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2.- TUTORIALS:

For any queries students can contact lecturers by e-mail, phone or visiting their office during the teacher’s tutorial times published on the students’ Virtual Campus.

3. SUBJECT DESCRIPTION

Study of all activities that includes the operations management (physical system) in the company. On the one hand, strategic operations decisions are analyzed: long-term capacity, optimal location and quality management in manufacturing processes.

On the other hand, the decisions of tactical operations are analyzed: warehouse management, deterministic and random, balanced in the assembly lines and the programming and control of projects.

To study this subject it is advisable to have taken the subject of Fundamentals of Business Management.

4. COMPETENCIES

1.- COMPETENCIES

<table>
<thead>
<tr>
<th>BASIC SKILLS</th>
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<tbody>
<tr>
<td>BS1</td>
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<tr>
<td>BS2</td>
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<tr>
<td>BS3</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>GENERAL SKILLS</th>
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<tbody>
<tr>
<td>GS1</td>
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<table>
<thead>
<tr>
<th>SPECIFIC SKILLS</th>
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<tbody>
<tr>
<td>SS1</td>
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</table>
SS2  | Capacity to identify, formulate and resolve problems, applying professional criteria and understanding the competitive and institutional position of the organization, identifying its strengths and weaknesses.

SS3  | Capacity to manage a company efficiently in terms of time, motivation, behavior and handling of changes in order to adapt to the business environment.

SS4  | Capacity of critical analysis in quantitative and qualitative terms, including data analysis, interpretation and extrapolation to a given business reality.

2.- LEARNING OUTCOMES:

Learning outcomes

- To manage the different aspects of the operations management at a strategic and a tactical level.
- To determine the operations flow of the company as a whole.

5. LEARNING ACTIVITIES

1.- DISTRIBUTION OF STUDENTS` ASSIGNMENT:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>On-campus hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>EA1</td>
<td>LECTURE</td>
<td>2</td>
</tr>
<tr>
<td>EA2</td>
<td>SEMINAR</td>
<td>53</td>
</tr>
<tr>
<td>EA4</td>
<td>PRACTICE</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>Presence Hours</td>
<td>60</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Name</th>
<th>Not on-campus hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFO Independent work</td>
<td>120</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Educational Activity</th>
<th>DEFINITION</th>
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<tbody>
<tr>
<td>Independent Work (EA0)</td>
<td>Educational activity whereby students independently manage their own learning by the study of the course material.</td>
</tr>
<tr>
<td>Lecture (EA1)</td>
<td>Educational activity focused especially on the competence of the students to acquire the basic knowledge of the field of Economic Science and its interrelation as well as basic knowledge of the disciplines related to Economics, both from a theoretical and applied point of view. Priority is given to the transmission of knowledge by the professor, requiring of the student prior preparation or subsequent study.</td>
</tr>
</tbody>
</table>
| Seminar (EA2)        | Educational activity focused especially on the competence of the students to develop the learning skills enabling them to assimilate content acquired beforehand, while relating economic concepts and those of similar and/or auxiliary disciplines and different theoretical and methodological
approaches. Students study each subject in depth to a large extent independently. This educational activity is also centered on encouraging students to acquire the skills necessary to communicate their conclusions – and the understanding and underlying reasons supporting them – to both the specialist and non-specialist public clearly and unequivocally. Priority is given to the participation of students and their sharing of the reasoned interpretation of knowledge and the sources of their fields of study, all of which is coordinated by the professor.

Practice (EA4) Educational activity focused especially on the competence of the students to collect, manipulate and process relevant data and variables for economic, statistical, financial, accounting and tax analyses. Priority is placed on students undertaking activities that involve the application of theoretical and/or technical knowledge acquired, which may be done individually or in a group, depending on the subject and the skills to be acquired.

6. ASSESSMENT OF LEARNING

1.- CLASS ATTENDANCE:

In order to be eligible for examination by continuous assessment students must attend at least 75% of scheduled class time (attendance sheets will be used). As students may be absent 25% of the classes, no attenuating circumstances will be accepted for absences.

Students, who due to reasonably justified reasons cannot attend classes in the percentage indicated above, must notify the teaching unit at the beginning of the semester, which will establish the corresponding Course Plan adapted to overcome the subject. The absence of communication or the delay in the same will make that the student is applied the same criteria of evaluation predicted for his classmates.

2.- ASSESSMENT SYSTEM AND CRITERIA:

<table>
<thead>
<tr>
<th>EVALUATION SYSTEM</th>
<th>Code</th>
<th>Name</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS3</td>
<td>Written examination on reasoning questions</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>AS4</td>
<td>Written or computer-based examination on exercises</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>AS7</td>
<td>Team work</td>
<td>10%</td>
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3.- DESCRIPTION OF THE EVALUATION SYSTEMS

ORDINARY EVALUATION (continuous assessment)

The ordinary final grade will be calculated as follows:

• Continuous Assessment (60% of final grade):
  - Applied business cases (50% of the final mark): consists of two written practical cases, with the resolution of reasoning questions, with a value of 25% each.
  - Group practice applying the Case Study Method (10% of the final mark): it consists of the resolution of a global operations management case in groups. It will be accompanied by an in-class presentation.
• Final Test (40% of the final mark): consists on the resolution of a global case that covers all the subject.

As the schedule of the activities or face-to-face tests (exams, practices, exercises, work, presentations, etc.) has been established in advance, and in order to guarantee fairness among all students, tests will not be repeated, except for reasons of force majeure.

EXTRAORDINARY EVALUATION

The student who does not pass the subject in the ordinary call must attend the examination of the extraordinary call, which will include a global case that encompasses the knowledge of the subject. In the qualification of the extraordinary convocation the percentages established in the continuous evaluation will not be applied, being the extraordinary exam the final mark of the course.

7. COURSE PROGRAMME

1.- COURSE PROGRAMME:

THEORETICAL:

BLOCK I.- INTRODUCTION TO OPERATIONS MANAGEMENT
Unit 1.- INTRODUCTION TO THE MANAGEMENT AND STRATEGY OF OPERATIONS
1.1. Production Concept and Operations Management
1.2. History and Current Focus of Operations Management
1.3. Operations Management in Service Sector
1.4. Objectives of the Operations Management
1.5. Operations Strategy

BLOCK II.- STRATEGIC DECISIONS
Unit 2.- LONG-TERM PLANNING OF CAPACITY AND LOCATION OF FACILITIES
2.1. Long-term capacity planning
2.2. Determination of productive capacity
2.3. Quantitative methods of localization
   2.3.1. Factor weighting
   2.3.2. Cost-volume analysis (cost-effectiveness threshold)
   2.3.3. Decision criteria at risk and uncertainty
   2.3.4. Method of center of gravity
   2.3.5. Method of transport
2.4. Layout Strategies.
Annex: Practical application Method of Transportation.

Unit 3.- QUALITY MANAGEMENT
3.1. Quality Concept
3.2. Dimensions of quality
3.3. Quality costs
3.4. Total Quality Management (TQM)
3.5. Quality control of processes.
   3.5.1. Control of processes by variables.
   3.5.2. Control of processes by attributes.

BLOCK III.- TACTICAL DECISIONS
Unit 4.- MANAGEMENT OF WAREHOUSES
4.1. Supply Chain Management or Logistics Management
4.2. The management of supplies
4.3. Warehouse control
4.4. Warehouse management with independent demand
   4.4.1. Fixed order quantity models
4.4.2. Economic order period model
4.4.3. Orders for articles with independent and random demand

Unit 5.- MRP SYSTEMS AND JUST IN TIME (JIT)
5.1. Warehouse management with dependent demand: MRP system
5.2. Just in time Philosophy
5.3. Pull systems versus push systems
5.4. Elements of the JIT system
5.5. Advantages of JIT system and comparison with MRP
5.6. JIT in service companies

Unit 6.- PROGRAMMING AND CONTROL OF PROJECTS
6.1. Introduction
6.2. Technical PERT
   6.2.1. PERT- Uncertainty
   6.2.2. PERT-Cost
   6.2.4. Limitations of PERT and CPM techniques

PRACTICAL WORK PROGRAMME:
Practical cases, comments and discussion of readings and articles of each of the topics that make up the theoretical program will be carried out.

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8. RECOMMENDED READING

1.- ESSENTIAL BIBLIOGRAPHY:


2.- ADDITIONAL BIBLIOGRAPHY:


4.- WEB RESOURCES:

- Institute of operations management, http://www.iomnet.org
- Production and operations society, http://www.poms.org

9. ATTITUDE IN THE CLASSROOM

1.- REGULATIONS

Any irregular act of academic integrity (no reference to cited sources, plagiarism of work or inappropriate use of prohibited information during examinations) or signing the attendance sheet for fellow students not present in class will result in the student not being eligible for continuous assessment and possibly being penalized according to the University regulations.

Likewise, the use of the documentation provided by the teacher through the student portal (presentations, questions, exercises, etc.) is restricted to the preparation of the subject. The teachers reserve the right to make use of the measures contained in the current legislation on Intellectual Property, in cases where an unauthorized use and / or disclosure of said material is detected.