

Operations Management (4 ECTS)

Introduction

Operations Management is about finding better ways of doing things in a company to be able to deliver value to customers while achieving sustainable profits. Creating better or new ways of operating has been central to some of the greatest business success stories: think of Wal-Mart's cross-docking distribution system, Dell's build-to-order model, or Zara's ultra-responsive replenishment system.

Objectives

In this course, we will explore the basic tools and concepts that will allow us to leverage operations as a major source of competitive advantage. In most organizations, improving upon existing operations is more crucial than ever and, fortunately, it usually is more reliable and cheaper than most other ways of strengthening your company's value proposition.

Content

In this course, we will cover the following topics:

- Process analysis
- Queuing analysis
- Inventory management
- Lean and agile operations
- Human factors in operations

Evaluation

To reach the course objectives most effectively you will need to: prepare the cases and participate in class discussions, actively work with your group in preparing the group assignments, check your understanding of the tools and concepts through the self-evaluation problems, and take and pass the

final exams.

There will be three major elements to formally evaluate your performance:

- Class participation (40%)
- Offline show & tell contributions (10%)
- Quizzes and final exam (50%)

Competences

Basic

- CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas.
- CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.
- CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.
- CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

General

- CG1. Expose and discuss business situations rigorously and effectively, using both formal and informal procedures and providing relevant data to support their observations and conclusions.
- CG6. Prioritize the objectives, program the activities in an appropriate way and execute them in the foreseen term.

Specific

- CE14. Analyze and design optimized operations and logistics systems with attention to processes, queues, and inventory management.
- CE16. Implement product and service delivery strategies that integrate all the actors in the production chain: suppliers, manufacturers, distributors, and customers.