

Guía docente / *Course Syllabus*

2018-19

1. Descripción de la Asignatura / *Course Description*

Asignatura <i>Course</i>	DIRECCIÓN DE OPERACIONES I (docencia en inglés)
Códigos <i>Code</i>	504024; 902056
Facultad <i>Faculty</i>	Facultad de Ciencias Empresariales
Grados donde se imparte <i>Degrees it is part of</i>	Grado en Administración y Dirección de Empresas (Inglés); Doble Grado en Administración y Dirección de Empresas (Inglés) y Derecho
Módulo al que pertenece <i>Module it belongs to</i>	Organización de empresas
Materia a la que pertenece <i>Subject it belongs to</i>	Organización de empresas
Departamento responsable <i>Department</i>	Organización de Empresas y Marketing
Curso <i>Year</i>	3º
Semestre <i>Term</i>	1º
Créditos totales <i>Total credits</i>	6
Carácter <i>Type of course</i>	Obligatoria
Idioma de impartición <i>Course language</i>	Inglés
Modelo de docencia <i>Teaching model</i>	B1

Clases presenciales del modelo de docencia B1 para cada estudiante: 27 horas de enseñanzas básicas (EB), 18 horas de enseñanzas prácticas y de desarrollo (EPD) y 0 horas de actividades dirigidas (AD). Hasta un 10% de la enseñanza presencial puede sustituirse por docencia a distancia (también presencial, pero posiblemente asincrónica), de acuerdo con la programación de la Asignatura publicada antes del comienzo del curso.

Number of classroom teaching hours of B1 teaching model for each student: 27 hours of general teaching (background), 18 hours of theory-into-practice (practical group tutoring and skill development) and 0 hours of guided academic activities. Up to 10% of face-to-face sessions can be substituted by online teaching, in accordance with the course schedule published before it begins.

2. Responsable de la Asignatura / *Course Coordinator*

Nombre <i>Name</i>	Cristina López Vargas
Departamento <i>Department</i>	Organización de Empresas y Marketing
Área de conocimiento <i>Field of knowledge</i>	Organización de Empresas
Categoría <i>Category</i>	Profesora Contratada Doctora
Número de despacho <i>Office number</i>	7.3.09
Teléfono <i>Phone</i>	954977324
Página web <i>Webpage</i>	http://www.upo.es/doem/?p=clopvar&lang=es
Correo electrónico <i>E-mail</i>	clopvar@upo.es

3. Ubicación en el plan formativo / *Academic Context*

Breve descripción de la asignatura <i>Course description</i>	This course is within the Module VII: BUSINESS ORGANIZATION, first semester of third year of the Degree in Business Administration and Management. It covers the main strategic decisions in the production and operations area.
Objetivos (en términos de resultados del aprendizaje) <i>Learning objectives</i>	Be familiar with key strategic decisions, including: product selection and design, technology and process design, capacity, localization, distribution and work design. Develop the ability to carry out diagnostics. Develop the ability to differentiate between relevant and superficial information when dealing with a strategic problem relating to production management. Acquire efficient communication skills both for expressing and presenting ideas and for understanding ideas expressed/presented by others.
Prerrequisitos <i>Prerequisites</i>	None.
Recomendaciones <i>Recommendations</i>	The background knowledge required to succeed in this course is primarily obtained in Business Administration (501004), offered in the first year of the Degree in Business Administration and Management.
Aportaciones al plan formativo <i>Contributions to the educational plan</i>	In particular it analyses product selection and design, technology and process design, capacity, localization, distribution and work design.

4. Competencias / *Skills*

<p>Competencias básicas de la Titulación que se desarrollan en la Asignatura <i>Basic skills of the Degree that are developed in this Course</i></p>	<p>CB2 - Que los estudiantes sepan aplicar sus conocimientos a su trabajo o vocación de una forma profesional y posean las competencias que suelen demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su área de estudio CB4 - Que los estudiantes puedan transmitir información, ideas, problemas y soluciones a un público tanto especializado como no especializado CB5 - Que los estudiantes hayan desarrollado aquellas habilidades de aprendizaje necesarias para emprender estudios posteriores con un alto grado de autonomía</p>
<p>Competencias generales de la Titulación que se desarrollan en la Asignatura <i>General skills of the Degree that are developed in this Course</i></p>	<p>CGI1 - Capacidad de análisis y síntesis CGI2 - Capacidad de organización y planificación CGI7 - Capacidad para la resolución de problemas. CGI8 - Capacidad para tomar decisiones CGI9 - Habilidad para analizar y buscar información proveniente de fuentes diversas CGP1 - Capacidad para trabajar en equipo CGP3 - Trabajo en un contexto internacional CGP4 - Habilidad en las relaciones personales CGP6 - Capacidad crítica y autocrítica CGP8 - Trabajar en entornos de presión CGS3 - Capacidad de aprendizaje autónomo CGS4 - Creatividad CGS5 - Motivación por la Calidad CGS6 - Capacidad de Adaptación a nuevas situaciones CGS8 - Liderazgo</p>
<p>Competencias transversales de la Titulación que se desarrollan en la Asignatura <i>Transversal skills of the Degree that are developed in this Course</i></p>	<p>CT1 - Comunicación oral y escrita en castellano. CT2 - Comunicación oral y escrita en una lengua extranjera. CT3 - Iniciativa y espíritu emprendedor. CT5 - Capacidad para trabajar en entornos diversos y multiculturales. CT6 - Compromiso ético en el trabajo. CT7 - Sensibilidad hacia temas ambientales y sociales. CT8 - Actuar de acuerdo con criterios de responsabilidad social, principios de igualdad de oportunidades entre hombres y mujeres, principios de igualdad de oportunidades y accesibilidad universal de las personas con discapacidad y los valores propios de una cultura de la paz y de valores democráticos.</p>
<p>Competencias específicas de la Titulación que se desarrollan en la Asignatura <i>Specific competences of the Degree that are developed in the Course</i></p>	<p>CE02 - Aplicar distintos métodos de resolución de problemas de programación y control de la producción y problemas logísticos simples mediante modelos básicos CE04 - Desempeñar las funciones básicas que conforman el proceso de administración: planificación, dirección, organización y control. CE08 - Gestionar el proceso de innovación en las empresas</p>
<p>Competencias particulares de la asignatura, no incluidas en la memoria del título <i>Specific skills of the Course, not included in the Degree's skills</i></p>	<ul style="list-style-type: none"> • Cognitive (Know...): - Learn key terms and concepts underpinning Operations Management both in the service and the industrial sectors. - Analyze the importance of the operations subsystem within the context of business systems; understand the key strategic decisions which operations managers make in order to reach production and overall business goals. - Identify the main tools and techniques used in production management to optimize strategic production decisions: the product, process strategy, long-term capacity, localization and distribution.

- Procedural-Instrumental (Know how to...):
 - Calculate and improve productivity within a company in both industrial and service sectors.
 - Analyze criteria and factors taken into account by operations managers when making both strategic decisions in order to reach production and overall business goals.
 - Effectively apply key production management tools and techniques to optimize strategic production decisions: the product, process strategy, long-term capacity, localization and distribution.
- Attitudinal (Be...):
 - Able to communicate effectively both when presenting/expressing ideas and when understanding the ideas expressed by others.
 - Able to distinguish between specific production functions and more general company functions.
 - Equipped to identify and deal with problematic production scenarios, making good use of available information.
 - Prepared to be a leader and direct a company's production or operations department.

5. Contenidos de la Asignatura: temario / *Course Content: Topics*

PARTE I	SECTION 1. INTRODUCTION TO OPERATIONS STRATEGY
TEMA 1	CHAPTER 1. INTRODUCTION TO OPERATIONS MANAGEMENT.
1.1	What is OM?
1.2	Why study OM?
1.3	What Operations Managers Do
1.4	The Heritage of Operations Management
1.5	Operations in the Service Sector
1.6	The Productivity Challenge
TEMA 2	CHAPTER 2. OPERATIONS STRATEGY AND COMPETITIVENESS
2.1	Global Strategies
2.2	A Global View of Operations
2.3	Developing Missions and Strategies
2.4	Achieving Competitive Advantage Through Operations
2.5	Ten Strategic OM Decisions
2.6	Dynamics of Operations Strategy
2.7	Strategy Development and Implementation
2.8	Global Operations Strategy Options
PARTE II	SECTION 2. STRATEGIC DESIGN
TEMA 3	CHAPTER 3. PRODUCT DESIGN.
3.1	Product Decision
3.2	Generating New Products
3.3	Product Development
3.4	Techniques for Product Design
3.5	Service Design
TEMA 4	CHAPTER 4. PROCESS SELECTION AND DESIGN.
4.1	Process Strategy
4.2	Process Focus

4.3	Repetitive Focus
4.4	Product Focus
4.5	Mass Customization
4.6	Comparison of Processes
4.7	Process Analysis and Design
4.8	Service Process Design
TEMA 5	CHAPTER 5. JOB DESIGN AND WORK MEASUREMENT.
5.1	Job Design
5.2	Methods Analysis
5.3	Labor Standards and Work Measurement
TEMA 6	CAPACITY PLANNING.
6.1	Capacity Measurement
6.2	Long-Term Capacity Strategies
6.3	Short-Term Capacity Strategies
6.4	Break-Even Analysis: Comparison of Alternatives
TEMA 7	CHAPTER 7. FACILITY LOCATION.
7.1	The Strategic Importance of Location
7.2	Factors that Affect Location Decisions
7.3	Methods of Evaluating Location Alternatives
7.4	Service Location Strategy
TEMA 8	CHAPTER 8. FACILITY LAYOUT
8.1	The Strategic Importance of Layout Decisions
8.2	Basic Production Layout Formats
8.2.1	<i>Fixed-Position Layout</i>
8.2.2	<i>Process-Oriented Layout</i>
8.2.3	<i>Repetitive and Product-Oriented Layout</i>
8.2.4	<i>Group Technology (Cellular) Layout</i>
8.3	Office Layout
8.4	Retail Layout
8.5	Warehousing and Storage Layouts

6. Metodología y recursos / *Methodology and Resources*

Metodología general <i>Methodology</i>	<p>A combination of different methodologies is required due to the nature of course content itself and the number of students enrolled: theory-based sessions, praxis-based sessions, theory-into-practice seminars and monitoring/follow-up of autonomous learning activities.</p> <p>Students are expected to make good use of the following in order to successfully complete the course: explanations provided in class, course material made available on the course campusvirtual site, as well as required and recommended bibliography. In-class presentations on each topic need not be exhaustive; students will have the opportunity to delve into the recommended bibliography and carry out in-depth analysis of cases during specific class sessions.</p>
Enseñanzas básicas (EB)	Initially, the professor will provide an introduction to the key

<i>General teaching</i>	concepts and ideas for each topic based on the course reading list. The professor will also advise students with respect to required and suggested reading. As interaction is sought in theory-based sessions students will be asked, on the professor's discretion, to present on course reading and/or specialized literature individually or in groups. Theoretical knowledge will be complimented through praxis-based sessions, seminars and debates where real life cases will be studied. Both theory and praxis-based learning will be reinforced in specialized office hours with the professor and personalized control sessions.
Enseñanzas prácticas y de desarrollo (EPD) <i>Theory-into-practice</i>	Praxis-based activities will, for the most part, be centred on the analysis of different case studies and real life business scenarios. Student's work will focus on solving practical cases and commenting on pertinent news from a variety of sources, culminating in in-class presentations and debates. Students—both individually and in groups—will also be encouraged to seek out and present real life examples which serve as a pretext for analysis of the concepts presented in theory-based sessions. Moreover, practical problems will be solved. The professor will serve as guide and moderator throughout.
Actividades académicas dirigidas (AD) <i>Guided academic activities</i>	None

7. Criterios generales de evaluación / *Assessment*

Primera convocatoria ordinaria (convocatoria de curso) <i>First session</i>	<p>El 40% de la calificación procede de la evaluación continua. El 60% de la calificación procede del examen o prueba final. We will have practical teaching classes (PT) and it will account for 40% of the final grade. Students must attend the PT sessions in order to obtain any grade. Missing one PT, even if the activity is submitted, leads to lose the grade on that PT. The student must do all the activities scheduled in the PT session in order to obtain the corresponding grade. Attending late to the PT session leads to lose 50% of the PT grade.</p> <p>There is no need for a minimum grade in the PT sessions in order to make average with the final exam.</p> <p>The grades of the PT sessions will be maintained for all the exams in the current academic year but not for the next academic year.</p> <p>**Those UPO students who are not able to attend the practical teaching classes due to being abroad under official mobility programs (Sócrates-Erasmus, SICUE-Séneca, Atlanticus...) will be able to obtain the 40% grade of the PT sessions by an additional exam.</p> <p>IMPORTANT: The students in this situation** must contact the professor before academic course finishes indicating the exam in which he/she is going to take the additional test and assignment. If the student misses the deadline to communicate this situation due to his/her mobility contract he/she needs for the Academic Coordinator to contact the professor to explain the situation. There will be a written exam. The first part will include a multiple choice test and/or short questions. 50% of the exam grade. The</p>
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	<p>second part will include several problems. 50% of the exam grade</p> <p>In any case the final structure of the exam will be communicated in the corresponding call for exam.</p> <p>It is mandatory to obtain a minimum of 4 points out of 10 to average with the grade obtained in the assessment for practical teaching. If in the theoretical or practical part the student obtains a grade lower than 3 points over 10 or if the grade of one of the problems is zero, the exam is automatically failed.</p>
<p>Segunda convocatoria ordinaria (convocatoria de recuperación) <i>Second session (to re-sit the exam)</i></p>	<p>There will be a written exam. The first part will include a multiple choice test and/or short questions. 50% of the exam grade. The second part will include several problems. 50% of the exam grade</p> <p>In any case the final structure of the exam will be communicated in the corresponding call for exam.</p> <p>It is mandatory to obtain a minimum of 4 points out of 10 to average with the grade obtained in the assessment for practical teaching. If in the theoretical or practical part the student obtains a grade lower than 3 points over 10 or if the grade of one of the problems is zero, the exam is automatically failed.</p>
<p>Convocatoria extraordinaria de noviembre <i>Extraordinary November session</i></p>	<p>Se activa a petición del alumno siempre y cuando éste esté matriculado en todas las asignaturas que le resten para finalizar sus estudios de grado, tal y como establece la Normativa de Progreso y Permanencia de la Universidad.</p> <p>Se evaluará del total de los conocimientos y competencias que figuren en la guía docente del curso anterior, mediante el sistema de prueba única.</p> <p>There will be a written exam. The first part will include a multiple choice test and/or short questions. 50% of the exam grade. The second part will include several problems. 50% of the exam grade</p> <p>In any case the final structure of the exam will be communicated in the corresponding call for exam.</p> <p>If in the theoretical or practical part the student obtains a grade lower than 3 points over 10 or if the grade of one of the problems is zero, the exam is automatically failed.</p>
<p>Criterios de evaluación de las enseñanzas básicas (EB) <i>General teaching assessment criteria</i></p>	<p>Durante la evaluación continua: Durante el examen o prueba final (1ª convocatoria): Durante el examen o prueba final (2ª convocatoria):</p>
<p>Criterios de evaluación de las enseñanzas prácticas y de desarrollo (EPD) <i>Theory-into-practice assessment criteria</i></p>	<p>Durante la evaluación continua: Durante el examen o prueba final (1ª convocatoria): Durante el examen o prueba final (2ª convocatoria):</p>
<p>Criterios de evaluación de las actividades académicas dirigidas (AD) <i>Criteria of assessment of guided academic activities</i></p>	<p>Durante la evaluación continua: Durante el examen o prueba final (1ª convocatoria): Durante el examen o prueba final (2ª convocatoria):</p>
<p>Puntuaciones mínimas necesarias para aprobar la</p>	<p>1ª convocatoria: In order to pass the course, students must achieve at least a final grade of 5 points out of 10 (50% exam + 50% PT). It is mandatory to obtain a minimum of 4 points out of 10 in the</p>

Asignatura <i>Minimum passing grade</i>	exam to average with the grade obtained in the assessment for practical teaching. If in the theoretical or practical part the student obtains a grade lower than 3 points over 10 or if the grade of one of the problems is zero, the exam is automatically failed. 2ª convocatoria: In order to pass the course, students must achieve at least a final grade of 5 points out of 10 (50% exam + 50% PT). It is mandatory to obtain a minimum of 4 points out of 10 in the exam to average with the grade obtained in the assessment for practical teaching. If in the theoretical or practical part the student obtains a grade lower than 3 points over 10 or if the grade of one of the problems is zero, the exam is automatically failed.
Material permitido <i>Materials allowed</i>	None
Identificación en los exámenes <i>Identification during exams</i>	En cualquier momento de la realización de una prueba de evaluación los profesores podrán requerir la acreditación de la identidad de cualquier estudiante, mediante la exhibición de su carnet de estudiante, documento nacional de identidad, pasaporte u otro documento válido a juicio del examinador. Si no lo hiciese, el estudiante podrá continuar la prueba, que será calificada solo si la documentación es presentada en el plazo que el examinador establezca.
Observaciones adicionales <i>Additional remarks</i>	

Los estudiantes inmersos en un programa de movilidad o en un programa de deportistas de alto nivel, así como los afectados por razones laborales, de salud graves o por causas de fuerza mayor debidamente acreditadas, tendrán derecho a que en la convocatoria de curso se les evalúe mediante un sistema de evaluación de prueba única. Para ello, deberán comunicar la circunstancia al profesor responsable de la asignatura antes del fin del periodo docencia presencial.

Students enrolled in a mobility program or a program for high-level athletes, as well as students affected by work or serious health problems or reasons of force majeure duly accredited, will have the right to be evaluated during the first session through a single test evaluation system. To do this, they must report changes in their circumstances to the program coordinator before the end of the teaching period.

8. Bibliografía / Bibliography

BOOK	<ul style="list-style-type: none"> • Heizer, J, Render, B. y Munson, C. (2017) “Operations management: sustainability and supply chain management”, <i>Pearson Education</i> , pp. 1-912 • Heizer, J. and Render, B. (2014) “Operations management: sustainability and supply chain management”, <i>Pearson Education</i> , pp. 1-796 • Heizer, J. and Render, B. (2006) “Operations management”, <i>Pearson Education</i> • Macarena Sacristán Díaz (2015) “Notes on Operations and Supply Chain Management”, <i>Iris-Copy SL</i> , pp. 1-360 • Stevenson, William J. (2007) “Operations management”, <i>McGraw-Hill</i> • Schroeder, Roger G. (2011) “Operations management: contemporary concepts and cases”, <i>McGraw-Hill</i> • Chase, Richard B. (2007) “Operations management for competitive advantage”, <i>McGraw-Hill</i>
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