

## COURSE SYLLABUS

Academic year 2012-2013

### 1. COURSE DESCRIPTION

<b>Degree:</b>	<b>Administración y Dirección de Empresas (English teaching)</b>
<b>Double Degree:</b>	
<b>Course:</b>	<b>OPERATIONS MANAGEMENT II Dirección de Operaciones II - English teaching)</b>
<b>Module:</b>	<b>VII: Business Organization</b>
<b>Department:</b>	<b>Business Organization and Marketing</b>
<b>Academic Year:</b>	<b>2012-2013</b>
<b>Term:</b>	<b>Second term</b>
<b>Total Credits:</b>	<b>6</b>
<b>Year:</b>	<b>4<sup>th</sup></b>
<b>Type of Course:</b>	<b>Obligatory</b>
<b>Course Language:</b>	<b>English</b>

<b>Teaching model:</b>	<b>B1</b>	
<b>a. General/background:</b>		<b>60%</b>
<b>b. Theory-into-practice/developmental knowledge-building</b>		<b>40%</b>
<b>c. Guided Academic Activities:</b>		

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### 2. TEACHING TEAM INFORMATION

#### 2.1. Course coordinator: Rocío Ruiz Benítez

#### 2.2. Teachers

<b>Name:</b>	Rocío Ruiz Benítez
<b>Faculty:</b>	<b>Business Administration</b>
<b>Department:</b>	<b>Business Organization and Marketing</b>
<b>Academic Area:</b>	<b>Business Organization</b>
<b>Category:</b>	<b>Profesora Contratado Doctor</b>
<b>Office hours:</b>	<b>To be determined</b>
<b>Office No.:</b>	<b>7.3.25</b>
<b>E-mail:</b>	<b>rruiben@upo.es</b>
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### 3. ACADEMIC CONTEXT

#### 3.1. Course Description and Objectives

Be familiar with key tactical decisions, including: short and medium-term operations planning, production plans hierarchy analysis, MRP and JIT production systems, inventory management and supply chain management. This course also covers the topic of maintenance and reliability.

Develop the ability to carry out diagnostics.

Develop the ability to differentiate between relevant and superficial information when dealing with a operational problem relating to production management.

Acquire efficient communication skills both for expressing and presenting ideas and for understanding ideas expressed/presented by others.

#### 3.2. Contribution to the Training Plan

This course is within the Module VII: BUSINESS ORGANIZATION, second semester of forth year of the Degree in Business Administration and Management.

This course is complementary to Operations Management I and it covers the main tactical and operational decisions in the production and operations area. In particular it analyses inventory management, aggregate planning, MRP, short-term scheduling, JIT and lean management, supply chain management and maintenance and reliability in the production environment.

#### 3.3. Recommendations or Prerequisites

None. 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.

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### 4. SKILLS

#### 4.1 Degree Skills Developed during this Course

- Be able to put theory into practice.
- Oral and written communication abilities
- Organizational & Planning skills
- Collaborative learning/Teamwork skills
- Critical thinking & auto-criticism skills
- Interpersonal skills
- Analysis & synthesis skills
- Ethics in the workplace
- Work under pressure
- Creativity
- Concern for environmental and social issues

#### 4.2. Module Skills Developed during this Course

Knowledge of management functions: decision making, planning, organizing, managing and controlling.

Knowledge of processes, decisions and techniques in the operations management system.

#### 4.3. Course-specific Skills

- *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 tactical and operative 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 tactical and operative production decisions: inventory management, aggregate production planning, materials planning and just-in-time (JIT) production.
  - Learn the principal guidelines for supply chain management within a company.
  - Learn the importance of maintenance and reliability in the production environment.

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- ***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 tactical/operative decisions in order to reach production and overall business goals.
  - Effectively apply key production management tools and techniques to optimize tactical and operative production decisions: aggregate production planning, materials planning and just-in-time production.
  - Establish a framework for supply chain management within a company.
  - Create adequate maintenance programs and increase reliability in the company.
- ***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.



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### **5. COURSE CONTENT (COURSE TOPICS)**

#### **SECTION 1. INTRODUCTION TO OPERATIONS PLANNING**

Chapter 1. The planning process

#### **SECTION 2. TACTICAL/OPERATIONAL DECISIONS**

Chapter 2. Inventory Management

Chapter 3. Aggregate Planning

Chapter 4. Material Requirements Planning (MRP)

Chapter 5. Short-Term Scheduling

#### **SECTION 3. NEW TENDENCIES IN OPERATIONS MANAGEMENT**

Chapter 6. Just in Time and Lean Production Systems

Chapter 7. Maintenance and Reliability

Chapter 8. Supply Chain Management



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### 6. METHODOLOGY AND RESOURCES

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.

Initially, the professor will provide an introduction to the key 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.

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. The professor will serve as guide and moderator throughout.

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 WebCT 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.



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### 7. ASSESSMENT

#### A) ASSESSMENT FOR GENERAL TEACHING (GT) - 60%: Exam

There will be a written exam that may include a multiple choice test and/or short questions and/or multiple problems. In any case the final structure of the exam will be communicated in the corresponding call for exam. 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.

#### B) ASSESSMENT FOR PRACTICAL TEACHING (PT) - 40%: Exams and individual activities based on the knowledge of the practical teaching classes. There is no need for a minimum grade to be able to take the general teaching exam.

The grades for this part will be maintained for the second exam period.

#### Student mobility:

Those UPO students who are not able to attend the practical teaching classes due to being abroad under official mobility programs (Socrates-Erasmus, Séneca, Atlanticus...) will have an additional exam, or work that will be clearly defined by the professor, in order to obtain the 40% of the grade corresponding to the continuous evaluation. Students in this situation must inform the responsible lecturers at the beginning of the academic year, before the 30<sup>th</sup> of April.

#### **IMPORTANT, please note:**

All students enrolled in the course must turn in a fully completed photo card to the professor within the first two weeks of class. Failure to do so may result in delays in marks being posted.

International exchange students (Socrates/Erasmus/PIMA) will sit the same exams and be evaluated according to the same criteria as other students with the exception that they will be allowed to use a dictionary when sitting exams.

Exams will never be scheduled for dates not previously agreed upon with the Student Body except in cases where Art. 18 or Art. 19 (exams scheduled for the same day) of the Academic Guidelines are applicable. In the latter case, students must request an alternative exam date at least 15 days prior to the official scheduled exam date. On the discretion of the professor(s), oral exam(s) may be given in lieu of scheduled written exam(s) where deemed necessary.

**PLEASE NOTE:** In compliance with Title II, Chapter II, Articles 12.2 and 14.3 of the *Normativa de Régimen Académico y de Evaluación del Alumnado* (signed in *Consejo de Gobierno de la Universidad Pablo de Olavide de Sevilla* on July 18, 2006): “With regard to essays or other homework, plagiarism and/or the use of unoriginal material—including information obtained from online sources—without explicit and proper citing





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(and, where required, the express permission of the author), may warrant a grade of ***FAIL*** for the module, in addition to any other applicable academic sanctions warranted by academic misconduct on the part of students. [...] After consulting professors, students and any other university bodies deemed necessary, the Director of the Department responsible for the module in question will decide on the need for further measures including an official academic integrity hearing.”



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### 8. BIBLIOGRAPHY

#### 8.1. GENERAL READING:

Power Point Slides published in the University Copy Office and online in the web page:  
<http://www.fce.upo.es/fce/>

Heizer, J; Render, B. *Operations Management*. Prentice Hall.

Chase, R.B.; Jacobs, F.R.; Aquilano, N.J. *Operations Management for Competitive Advantage*, McGraw-Hill.

#### 8.2. SPECIFIC READING:

Collier, D. A.; Evans, J.R. *Operations Management: Goods, Service and Value Chains*. South-Western College Pub; 2 edition (July 5, 2006).

Davis, M.; Heineke, J. *Operations Management: Integrating Manufacture and Services*. McGraw-Hill.

Krajewski, L.; Ritzman, L. P.; Malhotra, M.K. *Operations Management: Processes and Value Chains*. Prentice Hall.

Russel, R.R.; Taylor, W. *Operations Management: Quality and Competitiveness in a Global Environment*. Wiley.

Schroeder, R. G. *Operations Management: Contemporary Concepts and Cases*. McGraw-Hill.

Stevenson, W.J. *Operations Management*. McGraw-Hill.