

Guía docente / *Course Syllabus*

2019-20

1. Descripción de la Asignatura / *Course Description*

Asignatura <i>Course</i>	DIRECCIÓN DE OPERACIONES II (docencia en inglés)
Códigos <i>Code</i>	504035; 902066
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>	4º
Semestre <i>Term</i>	2º
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 asíncrona), 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.

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2. Responsable de la Asignatura / Course Coordinator

Nombre <i>Name</i>	Rocío Ruiz Benítez
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 Titular de Universidad
Número de despacho <i>Office number</i>	07.03.25
Teléfono <i>Phone</i>	954977972
Página web <i>Webpage</i>	https://www.upo.es/profesorado/rruiben
Correo electrónico <i>E-mail</i>	rruiben@upo.es

3. Ubicación en el plan formativo / Academic Context

Breve descripción de la asignatura <i>Course description</i>	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.
Objetivos (en términos de resultados del aprendizaje) <i>Learning objectives</i>	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.
Prerrequisitos <i>Prerequisites</i>	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.
Recomendaciones <i>Recommendations</i>	
Aportaciones al plan formativo <i>Contributions to the educational plan</i>	This course is within the Module VII: BUSINESS ORGANIZATION, second semester of fourth 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.

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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>CG11 - Capacidad de análisis y síntesis CG12 - Capacidad de organización y planificación CG17 - Capacidad para la resolución de problemas. CG18 - Capacidad para tomar decisiones CG19 - Habilidad para analizar y buscar información proveniente de fuentes diversas CGP1 - Capacidad para trabajar en equipo CGP3 - Trabajo en un contexto internacional 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.</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 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,

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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.
- 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.

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

PARTE I	INTRODUCTION TO OPERATIONS PLANNING
TEMA 1	THE PLANNING PROCESS
PARTE II	TACTICAL/OPERATIONAL DECISIONS
TEMA 2	INVENTORY MANAGEMENT
TEMA 3	AGGREGATE PLANNING
TEMA 4	MATERIAL REQUIREMENTS PLANNING (MRP)
TEMA 5	SHORT-TERM SCHEDULING
PARTE III	MISCELLANEOUS TOPICS IN OPERATIONS MANAGEMENT
TEMA 6	JUST IN TIME AND LEAN PRODUCTION SYSTEMS
TEMA 7	MAINTENANCE AND RELIABILITY
TEMA 8	SUPPLY CHAIN MANAGEMENT

6. Metodología y recursos / *Methodology and Resources*

Metodología general <i>Methodology</i>	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.
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	<p>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.</p> <p>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.</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 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.</p>
<p>Enseñanzas básicas (EB) <i>General teaching</i></p>	<p>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.</p>
<p>Enseñanzas prácticas y de desarrollo (EPD) <i>Theory-into-practice</i></p>	<p>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.</p> <p>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.</p>
<p>Actividades académicas dirigidas (AD) <i>Guided academic activities</i></p>	N/A

7. Criterios generales de evaluación / Assessment

<p>Primera convocatoria ordinaria (convocatoria de curso) <i>First session</i></p>	<p>El 40% de la calificación procede de la evaluación continua. El 60% de la calificación procede del examen o prueba final. Exams and individual activities based on the knowledge of the practical teaching classes. There is no need for a minimum grade to</p>
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	<p>be able to take the general teaching exam. The grades for this part will be maintained for the second exam period. 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.</p>
<p>Segunda convocatoria ordinaria (convocatoria de recuperación) <i>Second session (to re-sit the exam)</i></p>	<p>The same as the first call exam.</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. Se evaluará del total de los conocimientos y competencias que figuren en la guía docente del curso anterior, mediante el sistema de prueba única. 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. In order to obtain the corresponding grade to the practical teaching there will be an additional test.</p>
<p>Criterios de evaluación de las enseñanzas básicas (EB) <i>General teaching assessment criteria</i></p>	<p>Durante la evaluación continua: 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. Durante el examen o prueba final (1ª convocatoria): 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. Durante el examen o prueba final (2ª convocatoria): 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.</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: 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. 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</p>

	<p>the continuous evaluation.</p> <p>Durante el examen o prueba final (1ª convocatoria): 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.</p> <p>The grades for this part will be maintained for the second exam period.</p> <p>To obtain the practical teaching grade, in case of ERASMUS students, or having failed the practical teaching classes, there will be an additional exam.</p> <p>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 30th of April.</p> <p>Durante el examen o prueba final (2ª convocatoria): 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.</p> <p>The grades for this part will be maintained for the second exam period.</p> <p>To obtain the practical teaching grade, in case of ERASMUS students, or having failed the practical teaching classes, there will be an additional exam.</p> <p>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 30th of April.</p>
<p>Criterios de evaluación de las actividades académicas dirigidas (AD)</p> <p><i>Criteria of assessment of guided academic activities</i></p>	<p>Durante la evaluación continua: None</p> <p>Durante el examen o prueba final (1ª convocatoria): None</p> <p>Durante el examen o prueba final (2ª convocatoria): None</p>
<p>Puntuaciones mínimas necesarias para aprobar la Asignatura</p> <p><i>Minimum passing grade</i></p>	<p>1ª convocatoria: Minimum of 4 out of 10 in GT exam</p> <p>No minimum for PT</p> <p>2ª convocatoria: Minimum of 4 out of 10 in GT exam</p> <p>No minimum for PT</p>
<p>Material permitido</p> <p><i>Materials allowed</i></p>	<p>Only calculator. No phones, no classnotes, no books.</p>
<p>Identificación en los exámenes</p> <p><i>Identification during exams</i></p>	<p>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.</p>
<p>Observaciones adicionales</p> <p><i>Additional remarks</i></p>	

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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

	<ul style="list-style-type: none"> • Heizer, J; Render, B “Operations Management”, <i>Prentice Hall</i>. • Chase, R.B.; Jacobs, F.R.; Aquilano, N.J. “Operations Management for Competitive Advantage”, <i>McGraw-Hill</i> • Krajewski, L.; Ritzman, L. P.; Malhotra, M.K. “Operations Management: Processes and Value Chains”, <i>Prentice Hall</i> • Schroeder, R. G. “Operations Management: Contemporary Concepts and Cases.”, <i>McGraw-Hill</i>. • Stevenson, W.J. “Operations Management.”, <i>McGraw-Hill</i>.
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