



Universidad
de Navarra

Asignatura: Operation Management (F. ECONÓMICAS)

Guía Docente

Curso académico: 2014-15

Introduction

<http://www.unav.es/asignatura/opmanagementeconom/>

Operation Management (F. ECONÓMICAS)

Operations Management is a subject in which the Operations System of the company is analyzed. The Operations System includes all the activities and decisions related to the design and production of products and services in a company. In the case of production companies, the Operations Systems concerns especially decisions related to the flow of materials. The Operations System is a key area to ensure the competitiveness of a company, so their understanding is very important for comprehensive understanding of the company.

Credits ECTS: 6

Undergraduate degree (s): Degree in Business Administration and Degree in Economics

Profile: Business Management.

Module: Organization and Business Management

Subject: Operations Management

Department: Business

School: School of Economics and Business Administration

Type of course (basic, compulsory, optional): Compulsory in Business Administration and optional in Economics.

Professor Victoria Rodríguez Chacón, vrodriguez@unav.es



Competences

To develop the following competences.

TRANSVERSAL COMPETENCES:

1. Logical reasoning.
2. Capacity for analysis and synthesis of the issues addressed.
3. Motivation and improvement.
4. Sense of responsibility and effort.
5. Oral communication capacity.
6. Capacity teamwork.
7. Criticism and self-criticism.
8. Activity planning and time management.
9. Punctuality and work ethic.
10. Autonomous learning capacity.
11. Initiation into basic research techniques and written expression results in profound but short papers.
12. The management enough English to use scientific literature in that language and be able to carry out written work and oral presentations in English.

SPECIFIC COMPETENCES:

1. Obtain a theoretical and practical knowledge of the company, focusing points of interest in the management and decision-making and a practical overview of the basic tools for planning, scheduling and control that support these activities.
2. Familiar with the organizational structure of a company, and coordination relations/conflict between different areas/departments/subsystems that compose it.
3. Analyze business cases.

Program

TOPIC 1. Introduction

- PDCA.
- The evolution of the OM.
- Quality and operations management.

TOPIC 2. Project management.



- Introduction.
- Phases: Definition, Planning, Doing, Monitoring, Completion.

In this topic they do a small project and they learn how to manage each phase of the project, before doing the project they do a dossier that reflects the planning of all the phases of the project.

TOPIC 3. Process analysis.

- Describing the process: flowchart and indicators.
- Analyzing the process: they learn how to identify the main improvement sources in the processes.
- Developing the improvement (Tools): basic improvements tools: POKA-YOKE, SMED, 5S, CHECK LIST, etc....
- Evaluating the improvement: cost vs. profit.
- Implementation plan: scheduling and anticipation of possible problems in implementation and possible solutions.
- Presenting the proposal.

In this topic they develop a big project with a company and they have to follow the methodology in order to learn how to improve a process.

The project has three steps and in each step they have a feedback in order to improve the final report. After this course they should be able to improve any kind of process in the company (production processes, logistic, human resources, etc...)

Educational activities

The methodology of the subject will be the Project Based Learning. As a consequence students will develop a teamwork in which theoretical knowledge must be applied and improvements in the operational subsystem of the company must be proposed and justified. During the project, teamwork will have to present three technical reports and attend three meeting with the professor to review the project progress.

1. Classroom activities (40 hours):

a. Professor classes: 24 hours. These will cover the most relevant aspects of the topics included in the program. Students must attend class and read in advance the documentation supplied to them in ADI.



- b. Reviewing sessions (3 hours): at these sessions the work done by the teamwork will be reviewed, questions will be solved and recommendations for further work will be given.
 - c. Oral presentations (8hours). Each group has to present, at least twice, their work. All students must attend presentations in order to know the operations in other companies.
 - d. Evaluation sessions (5 hours).
2. Non-classroom activities (110 hours):
- a. Teamwork (80 hours): is the most effort required activity in the subject. Its goal is that students discover and develop basic skills in order to do a rapid diagnosis and propose improvements in the operations related activities.
 - b. The student will spend around 30 hours to study the course material, to understand the concepts explained in class, to apply them to the teamwork, to look for information, to prepare meeting with the company, and finally, to prepare the exams.

Assessment

Teamwork:

- Activity: the first week of the course the work is proposed.
- Description: the work is a learning activity through which the profesor guides students in the self-learning process.
- Evaluation: the development of the work, its technical contend, the oral presentation and the justification of decisions made are going to be evaluated.
- Teamwork 50%

Final exam:

- 50%

REQUIREMENT TO APPROBE THE SUBJECT: To pass the course, students must earn at least 4 out of 10 in each of the two parties. The final grade for the course will be determined by the weighted average.

June announcement:

1. Valuation of work done during the year: 50%
2. Final exam: 50%

In the announcement for June it will be allowed to deliver additional works to those performed during the course in order to increase the grade obtained in exercises and works.

Bibliography and Resources

Basic

[Find these books at the Library](#)



- Chase, R.B., Jacobs, F.R., Aquilano, N.J. (2005). Operations Management for Competitive Advantage. McGraw Hill (11 edition)
- Heizer, J., Render, B. (2008). Principles of Operations Management. Prentice Hall (7th edition).

Further readings:

- http://www.thomsonparaninfo.com/material_apoyo/8497322584/
- Salvendy, G. (2001) Handbook of Industrial Engineering: Technology and Operations Management. Adisson Wiley & Sons.
- Schroeder, Roger G. (1993) Operations management: Decision making in the operations function. McGraw-Hill (New York) 4th edition

Office hours

Professor Victoria Rodríguez Chacón, vrodriguez@unav.es: Monday 11:00-13:00 and 17:00-19:00.

Always send an email at least one day in advance.

Class schedule: Tuesday 10:00- 13:00

Classroom: Edificio Amigos.

Project

This is the first step of the project. Each team should deliver the basic information about the company you are going to work with according to the attached form.

The completed form must be loaded on ADI before the deadline. Emails are not allowed.

Any delay in delivery is a penalty of one point in the final grade. Therefore, in anticipation of possible technical problems it is advisable to make deliveries in advance.

Read carefully the attached statement of the project.

Each group should deliver a pdf file before the deadline. Please deliver the work in advance to solve any technical problems you may have with the platform before this date.

No work will be accepted after the deadline.

GRADING

- The evaluation of the project is going to be based on the attached rubric. The minimum requirements for each delivery are defined in the statement. However, if the group has worked on the following deliveries, the presented work will be



corrected but not graded.

- Any work submitted after the deadline will not be corrected.
- No works sent by email will be accepted.

WARNING

According to the Cambridge Dictionary: "Plagiarize: to use another person's idea or a part of their work and pretend that it is your own."

Whenever you use other people's ideas or work, these ideas must be properly referenced. If you cut and paste something from the internet or from another source, this should be in quotation marks and properly cited.

All reports will be subject to an anti plagiarism test. If plagiarism is discovered in some work the grading of that work will be ZERO.

Read carefully the statement of the project and prepare your second delivery.

Each group should delivery a pdf file before the deadline. Please deliver the work in advance to solve any technical problems you may have with the platform before this date.

No work will be accepted after the deadline.

GRADING

- The evaluation of the project is going to be based on the attached rubric. The minimum requirements for each delivery are defined in the statement. However, if the group has worked on the following deliveries, the presented work will be corrected but not graded.
- Any work submitted after the deadline will not be corrected.
- No works sent by email will be accepted.

WARNING

According to the Cambridge Dictionary: "Plagiarize: to use another person's idea or a part of their work and pretend that it is your own."

Whenever you use other people's ideas or work, these ideas must be properly referenced. If you cut and paste something from the internet or from another source, this should be in quotation marks and properly cited.

All reports will be subject to an anti plagiarism test. If plagiarism is discovered in some work the grading of that work will be ZERO.

Read carefully the statement of the project and prepare your final delivery.



Each group should delivery the report on a pdf file before the deadline. Please deliver the work in advance to solve any technical problems you may have with the platform before this date.

No work will be accepted after the deadline.

GRADING

- The evaluation of the project is going to be based on the attached rubric.
- Any work submitted after the deadline will not be corrected.
- No works sent by email will be accepted.

WARNING

According to the Cambridge Dictionary: "Plagiarize: to use another person's idea or a part of their work and pretend that it is your own."

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All reports will be subject to an anti plagiarism test. If plagiarism is discovered in some work the grading of that work will be ZERO.

Each group should prepare a Power Point presentation, the file must be at most 15 slides. Any member of the group can be chosen to make the presentation. The presentation may not be longer than 8 minutes.

No work will be accepted after the deadline.

GRADING

- The evaluation of the project is going to be based on the attached rubric.
- Any work submitted after the deadline will not be corrected.
- No works sent by email will be accepted.



- Market research methods and methodologies will be tough.

Marketing subject II is centered on the daily business of marketing, using marketing mix management and making a focus on the consumer approach through research and services marketing. The subject is divided in three parts which are marketing mix strategies and tools, consumer understanding through research and marketing applied to services. Consumer behavior and strategies that don't fit with people's desires and preferences are the most common problems in marketing departments where market research can help to re-define strategies and product mix.

The subject will cover how to build a competitive advantage in services companies with a process of classifying the activity, the environment and specially the expectations generated previous the use of the service for the customer which is key to deliver the adequate approach to increase satisfaction thus loyalty, efficiency and repetition.

The human factor relevant to develop a high quality service perception although the service delivered is technology based. Human Management policies and satisfaction rates of the employees is the foundation of a marketing service strategy, the 'moments of truth' where the customer builds an idea of satisfaction are finally managed by employees that must be well recruited, trained and satisfied following the theory of 'loyal employees generate loyal customers'

Competences

Skills and abilities:

- Analysis and critical thinking
- Strategic synthesis
- Decision making ability
- Team work
- Communication and public speaking

Specific Skills

- Marketing decision making
- Information management and synthesis for decision making
- Recommend decisions
- Understand the advantages and limitations of modelling economic variables.
- Understand and use appropriate statistical tools in the analysis of marketing

Programme

Part I MARKETING MIX MANAGEMENT:

Lesson 1: Managing Products Services and Brands (Ch11)



Lesson 2: Pricing Strategies (Ch12)

Lesson 3: Retailing and Wholesaling (Ch14)

Lesson 4: Advertising Sales, Promotion and Public Relations (Ch15)

Part II MARKETING MIX AND RESEARCH

Lesson 5: The Research Process (Ch2)

Lesson 6: Exploratory Research: Qualitative and In-Depth Interviews (Ch8)

Books:

- **Part I:** "Marketing The Core". 3rd Edition, Kevin. Hartley. Rudelius, McGraw-Hill (Chapters 11, 12, 14, 15)
- **Part II:** "Marketing Research: Within a Changing Information Environment", 3/e, Joseph Hair, Robert P. Bush, David J. Ortinau, ISBN: 0072830875
Copyright year: 2006 (Chapters, 3, 5 ,6, 7, 13)
- [Find these books in the library](#)

Learning Activities

1-MASTERCLASS and group discussion

2-Workshops in TEAMS of 3 people

3-Public Presentation of the Cases

4-Individual Coaching

5-Personal Work

6-Practical Teamwork

7-Evaluation

Evaluation

Final Exam (Theoretical aspects)

Qualitative project (group).

Quantitative project (group).

Homework and participation in class

Bibliography

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- **Part I:** "Marketing The Core". 3rd Edition, Kevin. Hartley. Rudelius, McGraw-Hill (Chapters 11, 12, 14, 15)
- **Part II:** "Marketing Research: Within a Changing Information Environment", 3/e, Joseph Hair, Robert P. Bush, David J. Ortinau, ISBN: [0072830875](#)
Copyright year: 2006 (Chapters, 3, 5, 6, 7, 13)

Office Hours

Professor Pedro Mir

Office 2020

Fridays: 11:00am- 17:00 pm