

27326 - Production Management

Información del Plan Docente

Academic Year	2016/17
Academic center	109 - Facultad de Economía y Empresa 228 - Facultad de Empresa y Gestión Pública 301 - Facultad de Ciencias Sociales y Humanas
Degree	454 - Degree in Business Administration and Management 458 - Degree in Business Administration and Management 448 - Degree in Business Administration and Management
ECTS	6.0
Course	3
Period	Second semester
Subject Type	Compulsory
Module	---

1. Basic info

1.1. Recommendations to take this course

Class assistance is highly recommended, as well as participation on the activities and assignments handed-out in class.

It is considered that all students on Operations Management properly manage production concepts taught in the subject "Essences of Management".

1.2. Activities and key dates for the course

The assignments and deadlines will be appropriately announced at the beginning of the second semester. Final examination dates are already published at FECEM's web page.

2. Initiation

2.1. Learning outcomes that define the subject

- To know, understand and manage theoretical concepts related to Operations Management: definitions, available options for decision making, techniques and models for problem solving.
- To solve problems related with every fundamental aspect linked with the management, organization and administration of functional production decisions.
- To prepare reasoned reports about complex situations involving production departments on real or simulated firms.

2.2. Introduction

Operations Management is a compulsory course that belongs to the Department of Management and Organization. It is taught in the third course, second semester, of the Business Administration and Management degree. It is equivalent to 6.0 credits.

3. Context and competences

27326 - Production Management

3.1. Goals

This course provides students with concepts, techniques and tools to design, analyze, and improve core operational capabilities, and apply them to a broad range of application domains and industries.

3.2. Context and meaning of the subject in the degree

Once the student has followed the basic subjects to get a global vision about the economy, firms and organizations, Operations Management will provide students with basic skills and knowledge to manage operations decisions, to put them in context with the strategy of each firm, and to make the operations department a source of competitive advantage for firms.

3.3. Competences

Specific skills:

1. To manage, organize and administrate firms and organizations
2. To know the functioning of Operations Management area and to be able to solve management questions related to it.
3. To prepare advice reports about specific situations related with production decisions in markets, industries, organizations and firms.
4. To understand and to be able to apply professional knowledge and scientific methodologies in solving economic or business related problems.

Cross skills:

1. Problem solving
2. Organization and planning
3. Look for information from different sources and correctly analyze it
4. Decision making
5. Motivation to quality and excellence
6. Capacity to adapt to new situations
7. Capacity to apply theory to practice.

3.4. Importance of learning outcomes

This course will introduce concepts and techniques for design, planning and control of manufacturing and service operations. The course provides basic definitions of operations management terms, tools and techniques for analyzing operations, and strategic context for making operational decisions. It improves their core operational capabilities, and let the students to apply them to a broad range of jobs in the operations field. It is considered that this knowledge is fundamental to get any job related to operations field that implies certain responsibility.

4. Evaluation

1: Continuous assessment

The student will have the opportunity to pass the course in JUNE being continuously evaluated. Continuous assessment comprises the following assignments :

- To prepare a global report about the operations management decisions on a real firm. The report will be divided into 4 compulsory hand-outs along the semester. Students are required to form teams of 2. This is a strict constraint, and any exception must be previously approved by the instructor.
- Public presentation of the global report at the end of the semester
- Global written exam consisting of theoretical short question answers, problems to solve and a case study resolution

27326 - Production Management

Students that choose this option are required to participate on and prepare all activities and hand-outs proposed by the instructor. Otherwise they will be eliminated from the continuous evaluation process. In team assignments the students are allowed to discuss the assignment only with their team members. In individual assignments you should not consult any other student including your team members.

2: Global assessment

Students who do not choose the continuous assessment system, do not pass the subject through this system or would like to improve their mark, will be able to participate in the global assessment. This is the only choice in September exams.

The global assessment grades two parts:

- Global written exam consisting of theoretical short question answers, problems to solve and a case study resolution.
- Individual global report about the operations management decisions on a real firm.

The short question answers and the case study resolution will be held on the examination date proposed by the University. The individual global report will be handed-out together with the written exam.

Students who attend the global evaluation but had been working in the continuous one, will be allowed to prepare individually a modified version of the global report worked in teams. The required changes will be decided by the instructor and communicated to the student once the continuous evaluation will conclude.

Evaluation criteria

1: Continuous assessment

To pass the course in continuous assessment, it is compulsory to participate on and to prepare EVERY assignment described in the previous section "Grading Assignments 1: Continuous assessment". Percentages over the final grade corresponding to each activity are the following:

- To prepare a global report about the operations management decisions on a real firm. The report will be divided into 4 compulsory hand-outs along the semester. Each hand-out will be worth 10%. It will be graded according to: presentation; writing; structure; operations management reasoning; data interpretation; use of complementary sources of information; final solution given; and explanation of the implications of the proposed solution over the entire firm.
- Oral presentation about the required part of the global report counts up to 10%
- Global written exam consisting of short question answers and a case study resolution will be worth 50%. It will be graded according to: precision; rigor; correct, clear and organized reasoning; correct operations management terminology us>= precision in the practice resolution.

To pass the course in continuous assessment (with a minimum total score of 5 points), it is required to obtain a minimum grade of 4 over 10 as mean of the global report hand-outs, 4 over 10 at the oral exposition, and 4 over 10 at the global written exam.

When a student does not obtain the required grade to pass the continuous assessment in at least one of the three parts, the global assessment is the lower of the three separated grades.

Students that do not participate on every described assignment will compulsory have to follow the global assessment.

2: Global assessment:

27326 - Production Management

Percentages over the final grade corresponding to each activity are the following:

- Global written exam consisting of short question answers and a case study resolution will be worth 70%. It will be graded according to: precision; rigor; correct, clear and organized reasoning; correct operations management terminology us>= precision in the practice resolution.
- To prepare a global report about the operations management decisions on a real firm. It will be worth 30% and should be handed out together with the global written exam. It will be graded according to: presentation; writing; structure; operations management reasoning; data interpretation; use of complementary sources of information; final solution given; and explanation of the implications of the proposed solution over the entire firm.

To pass the course in global assessment (with a minimum total score of 5 points), it is required to obtain a minimum grade of 4 over 10 at the global written exam hand-outs and 4 over 10 at the global report.

When a student does not obtain the required grade to pass the global assessment in at least one of the two parts, the global assessment is the lower of the two separated grades.

5. Activities and resources

5.1. General methodological presentation

The selection of the assignments that students will work in the Operations Management course pretends to be varied enough to help them to develop the specific skills required to pass the course.

5.2. Learning activities

Theoretical sessions: to explain the theoretical concepts of the subject

Practical sessions: to allow to put into practice the theoretical concepts and to help students to develop their skills solving practical exercises and case studies, searching for information, elaborating the global report, and presenting it, etc

5.3. Program

UNIT 1: Introduction to Operations Management

1.1. Operations Management

1.2. The heritage of Operations Management

1.3. Operations for services

1.4. Productivity

1.5. Product-by-value analysis

UNIT 2: Process Design

2.1. Process strategies

27326 - Production Management

2.2. Process analysis and design

2.3. Just in time

UNIT 3: Location Decisions

3.1. The strategic importance of location

3.2. Factors that affect location decisions

3.3. Methods of evaluating location alternatives

3.4. Service location strategy

UNIT 4: Capacity Planning

4.1. Capacity concept

4.2. Capacity decisions

4.3. Break-even analysis

4.4. Applying expected monetary value to capacity decisions

UNIT 5: Quality Management

5.1. Defining quality

5.2. Quality and strategy

5.3. House of quality

5.4. Total quality management

5.5. The role of inspection

UNIT 6: Supply Chain Management

6.1. The supply chain's strategic importance

6.2. Sourcing Issues:

6.2.1. Make or buy vs. Outsourcing

6.2.2. Six sourcing strategies

27326 - Production Management

6.3. Building the supply base

UNIT 7: Managing Inventory

7.1. The importance of Inventory and its management

7.2. Inventory models for independent demand

7.3. Probabilistic Models

UNIT 8: Managing Projects

8.1. The importance of project management

8.2. PERT

8.3. CPM

5.4.Planning and scheduling

Calendar for the different sessions

Learning and assessment activities	Distribution	ECTS
In-class activities		2.4
Lectures	2 hours per week	1.2
Practical sessions	2 hours per week P2	1.2
Outside activities		3.6
Final report	14 hours	0.56
Final exam	2 hours	0.08
Personal work including test preparation	74 hours	2.96

5.5.Bibliography and recommended resources

UPDATED BIBLIOGRAPHY IS AVAILABLE THROUGH THE WEBSITE OF THE LIBRARY:

<http://psfunizar7.unizar.es/br13/eBuscar.php?tipo=a>

27326 - Production Management