

TERM	CREDITS (ECTS)	TYPE	MODE OF DELIVERY	LANGUAGE(S) OF INSTRUCTION
3rd	4	Elective	Face-to-face / Blended / Distance	English
MODULE		Module III: 3 rd Term		
SUBJECT		Operations Management		
CENTRE / FACULTY / SCHOOL RESPONSIBLE FOR THE PROGRAMME		International School for Postgraduate Studies (EIP)		
MASTER'S DEGREE		Master in Economics		
FACULTY / SCHOOL		Facultad de Ciencias Económicas y Empresariales		
TEACHING STAFF ⁽¹⁾				
Luis Miguel Molina Fernández				
CONTACT DETAILS		Dpto. Organización de Empresas I, Facultad de Ciencias Económicas y Empresariales. Office A-208. Email address: lmolina@ugr.es		
OFFICE HOURS		https://organizacionempresas.ugr.es/docencia/profesorado		
Matilde Ruiz Arroyo				
CONTACT DETAILS		Dpto. Organización de Empresas I, Facultad de Ciencias Económicas y Empresariales. Office B-217. Email address: matilderuiz@ugr.es		
OFFICE HOURS		https://organizacionempresas.ugr.es/docencia/profesorado		
GENERAL AND SPECIFIC COMPETENCES				
GENERAL COMPETENCES Related to knowledge - Ability to acquire, understand and systematize theoretical knowledge linked to specific topics in the areas of Economics and Business - Ability to apply and use the knowledge acquired to solve real problems in the world of economy and business				

¹ Consulte posible actualización en Acceso Identificado > Aplicaciones > Ordenación Docente

(∞) Esta guía docente debe ser cumplimentada siguiendo la "Normativa de Evaluación y de Calificación de los estudiantes de la Universidad de Granada" (<http://secretariageneral.ugr.es/pages/normativa/fichasugr/ncg7121/>)

Related to procedural skills

- Ability to communicate and transmit knowledge, skills and abilities
- Skills to manage information (ability to search and analyze information from diverse sources)
- Skills to develop research both theoretical and applied

Related to attitudes

Ability to apply the principles of quality in the development of their training and professional activities

OBJECTIVES OR LEARNING OUTCOMES (ACCORDING TO THE MASTER'S PROGRAMME VALIDATION REPORT)**At the end of the subject, the student must:**

- Know advances in Operations Management related to new production management techniques.
Specifically:
 - o Lean Production
 - o Supply Chain Management
 - o Introduction to project management
- Know the main lines of research in the direction of service operations
- Be able to read and understand the scientific articles of the area of operations

BRIEF DESCRIPTION OF THE COURSE CONTENT (ACCORDING TO THE MASTER'S PROGRAMME VALIDATION REPORT)

The main aim of this course is the analysis of the different processes and types of decisions that constitutes the management of a firm's operations in any firm, with a focus on service firms. Innovation is nowadays a main source for competitive advantage as well as for firm survival, therefore this course will encompass the study of innovation strategies, both at the internal and external level (outsourcing). Specifically for those students interested in develop future research, this course will offer an overview of research opportunities in operations management and innovation.

SYLLABUS**THEORY SYLLABUS:**

- 1: Lean Production (Luis M. Molina)
- 2: Supply Chain Management (Luis M. Molina)
- 3: Introduction to project management (Luis M. Molina)
- 4: Operations Management in service companies (Matilde Ruiz)
- 5: Servitization (Matilde Ruiz)
- 6: Research lines in Operations Management (Luis M. Molina and Matilde Ruiz)

PRACTICAL SYLLABUS:

The practical syllabus is the same as the theory syllabus

LABORATORY SESSIONS:

Not applicable

FIELDWORK:

Not applicable



REQUIRED AND RECOMMENDED READING

Throughout the course, UGR databases will be used to access the main research journals in the field of study, so that students can access the most **relevant articles** on the topics discussed.

REQUIRED READING:

EATON, M. (2013): The lean practitioner's handbook. Chapter 2

WANG, J.X. (201). Lean manufacturing. Business Bottom-Line based. CRC Press. Chapter 1 pp. 1-21.

KUMAR et al. (2019): Industry 4.0. Development towards the Fourth Industrial Revolution. Chapter 1: Intelligent Manufacturing. Ppp. 1-17. (<https://link.springer.com/book/10.1007%2F978-981-13-8165-2>)

ROOS, D., WESTON, F., STEPHEN, W. (2010): Introduction to Supply Chain Management Technologies, Taylor & Francis, Boca Raton, FL. Chapter 1. Pg. 1-33.

RECOMMENDED READING:

ARIAS ARANDA, D.; MINGUELA RATA, B. (2018): Dirección de la Producción y Operaciones: Decisiones Estratégicas, Ed. Pirámide

ARIAS ARANDA, D.; MINGUELA RATA, B. (2018): Dirección de la Producción y Operaciones: Decisiones Operativas, Ed. Pirámide

FERNÁNDEZ SÁNCHEZ, ESTEBAN, AVELLA CAMARERO, LUCÍA, FERNÁNDEZ BARCALA, MARTA. Estrategia De La Producción. McGraw-Hill, 2003.

FERNÁNDEZ SÁNCHEZ, ESTEBAN. Dirección De La Producción: I Fundamentos Estratégicos. Civitas. Madrid, 1993.

ESTEBAN FERNÁNDEZ SÁNCHEZ; CAMILO J. VAZQUEZ ORDAS. Dirección De La Producción: II Métodos Operativos. Civitas. Madrid, 1994.

CHASE, R.; AQUILANO, N.; JACOBS, F.R. Administración De La Producción Y Operaciones. McGraw – Hill 2000

FITZSIMMONS, J.A.; FITZSIMMONS, M.J. Information Technology, Irwin- McGraw – Hill 1.998

DAVIS, M.; AQUILANO, N. ; CHASE, R. Fundamentos De Dirección De Operaciones, 3ª edición, McGraw – Hill 2.001

HILL, T. Manufacturing Strategy: Text and Cases, 2ª edición, Irwin, Homewood, IL, 1.994.

NAHMIAS, S. Análisis De La Producción Y Las Operaciones., McGraw – Hill 2000.

SCHROEDER R. J.; KNOD, E.M.JR. Operations Management – Customer Focused Principles, McGraw - Hill, 1.997

USEFUL LINKS (OPTIONAL)



TEACHING METHODOLOGY

Teaching methodology:

1. Master lessons.
2. Discussion of case studies and selected papers.
3. Assessing and supporting students' work in class.

Training activities:

1. Theoretical lessons.
2. Practical lessons, including exercises and/or reading and debate of selected papers.
3. Autonomous work of the student.

ASSESSMENT (EVALUATION INSTRUMENTS, EVALUATION CRITERIA, PERCENTAGE OF FINAL MARK, ETC)

ORDINARY ASSESSMENT SESSION

Article 17 of the UGR Assessment Policy and Regulations establishes that the ordinary assessment session (*convocatoria ordinaria*) will preferably be based on the continuous assessment of students, except for those who have been granted the right to a single final assessment (*evaluación única final*), which is an assessment method that only takes a final exam into account.

In the continuous assessment system, **class attendance** is mandatory in at least 70% of the sessions in order to pass the course in the ordinary call, being necessary an active participation in the sessions. Failure to comply with this requirement will prevent the course from being approved in its ordinary call and the qualification of the course will be Not Submitted.

In addition, it is also necessary to pass the **written exam** of each course to pass the course.

Covered these two requirements, the final grade in the course is obtained from the weighting of the following factors:

- **Exam:** 5 points out of the total of 10 points for the course.
- **Final work/project** (presentation and content): up to 2 points over the total of 10 points for the course.
- Resolution and/or commentary of **exercises-discussions** proposed throughout the course: up to 2 points over the total of 10 points for the course.
- **Attendance** and active **participation** in sessions, and based on the quality of the interventions and relevant contributions: up to 1 point over the total of 10 points in the course.

EXTRAORDINARY ASSESSMENT SESSION

Article 19 of the UGR Assessment Policy and Regulations establishes that students who have not passed a course in the ordinary assessment session (*convocatoria ordinaria*) will have access to an extraordinary assessment session (*convocatoria extraordinaria*). All students may take part in this extraordinary assessment session, regardless of whether or not they have followed continuous assessment activities. In this way, students who have not carried out continuous assessment activities will have the opportunity to obtain 100% of their mark by means of an exam and/or assignment.

The extraordinary call will be evaluated on 10 points by means of an **exam** referring to the contents of the course (based on the same syllabus of the ordinary call).

DATES OF EVALUATION

Ordinary assessment session: Date of the evaluation will be fixed no longer than 2 weeks after the end of the lecture period and, at least 15 days before the exam.

Extraordinary assessment session: Date of the evaluation will be fixed within the periods 1st – 31st July or 1st – 25th September 2021, and communicated at least 15 days before the exam.



DESCRIPTION OF THE EXAMS/TESTS THAT WILL FORM PART OF THE SINGLE FINAL ASSESSMENT "*EVALUACIÓN ÚNICA FINAL*" (AN ASSESSMENT METHOD THAT ONLY TAKES A FINAL EXAM INTO ACCOUNT) AS ESTABLISHED IN THE UGR ASSESSMENT POLICY AND REGULATIONS)

Article 8 of the UGR Assessment Policy and Regulations establishes that students who are unable to follow continuous assessment methods due to justifiable reasons shall have recourse to a single final assessment (*evaluación única final*), which is an assessment method that only takes a final exam into account.

In order to opt for a single final assessment (*evaluación única final*), students must send a request, using the corresponding online procedure (<https://sede.ugr.es/procs/Gestion-Academica-Solicitud-de-evaluacion-unica-final/>), to the coordinator of the master's programme, in the first two weeks of the course or in the two weeks following their enrolment (if the enrolment has taken place after the classes have already begun). The coordinator will communicate this information to the relevant teaching staff members, citing and verifying the reasons why the student is unable to follow the continuous assessment system.

For **students authorized** to do a single final assessment, the assessment will be based on an **exam** evaluated by 10 points and referred to the contents of the course (based on the same syllabus of the ordinary call).

SCENARIO A (ON-CAMPUS AND REMOTE TEACHING AND LEARNING COMBINED)

TUTORIALS

TIMETABLE (According to Official Academic Organization Plan)

TOOLS FOR TUTORIALS (Indicate which digital tools will be used for tutorials)

Prof. Luis Miguel Molina Fernández
Prof. Matilde Ruiz Arroyo
<https://organizacionempresas.ugr.es/docencia/profesorado>

Tutorial hours will be developed on-campus if the competent authority allows so.

In case of remote tutorials, please contact by e-mail to set an appointment for tutorials in Google Meet (or any other platform established by UGR):
Luis M. Molina Fernández: lmolina@ugr.es
Matilde Ruiz Arroyo: matilderuiz@ugr.es

MEASURES TAKEN TO ADAPT TEACHING METHODOLOGY

When security distance can be kept, and if the competent authority allows so, sessions will be developed in on-campus mode.

In case of a remote scenario, teaching methodology is suitable to be fully adapted and applied, by using the on-line tools established by the University of Granada (e.g., PRADO, Google Meet...).

MEASURES TAKEN TO ADAPT ASSESSMENT (Instruments, criteria and percentage of final overall mark)

Ordinary assessment session

When security distance can be kept, and if the competent authority allows so, assessment sessions will be developed on-site in the room, with the same assessment distribution explained above.

In case of a remote scenario, sessions will be developed online with the same assessment distribution explained above, but adapted to on-line mode:



- **On-line exam** (in PRADO): 5 points out of the total of 10 points for the course.
- **Final work/project** submitted through PRADO (content and on-line presentation): up to 2 points over the total of 10 points for the course.
- Resolution and/or on-line commentaries of **exercises-discussions** proposed throughout the course: up to 2 points over the total of 10 points for the course.
- **Attendance** and active **participation** to on-line sessions, and based on the quality of the interventions and relevant contributions: up to 1 point over the total of 10 points in the course.

Extraordinary assessment session

When security distance can be kept, and if the competent authority allows so, assessment sessions will be developed on-site in the room, with the same assessment distribution explained above.

In case of a remote scenario, the same assessment criteria explained above will apply to the extraordinary call, but adapted to on-line mode, as follows: The extraordinary call will be evaluated on 10 points by means of an on-line **exam** referring to the contents of the course (based on the same syllabus of the ordinary call).

Single final assessment

When security distance can be kept, and if the competent authority allows so, assessment sessions will be developed on-site in the room, with the same assessment distribution explained above.

In case of a remote scenario, the same assessment criteria explained above will apply to the single final assessment for **students authorized** to do so, but adapted to on-line mode, as follows. The assessment will be based on an on-line **exam** evaluated by 10 points and referred to the contents of the course (based on the same syllabus of the ordinary call).

SCENARIO B (ONCAMPUS ACTIVITY SUSPENDED)

TIMETABLE (According to Official Academic Organization Plan)	TOOLS FOR TUTORIALS (Indicate which digital tools will be used for tutorials)
Prof. Luis Miguel Molina Fernández Prof. Matilde Ruiz Arroyo https://organizacionempresas.ugr.es/docencia/profesorado	Please contact by e-mail to set an appointment for tutorials in Google Meet (or any other platform established by UGR): Luis M. Molina Fernández: lmolina@ugr.es Matilde Ruiz Arroyo: matilderuiz@ugr.es

MEASURES TAKEN TO ADAPT TEACHING METHODOLOGY

In a remote scenario teaching methodology is suitable to be fully adapted and applied, by using the on-line tools established by the University of Granada (e.g., PRADO, Google Meet...).

MEASURES TAKEN TO ADAPT ASSESSMENT (Instruments, criteria and percentage of final overall mark)

Ordinary assessment session

In a remote scenario sessions will be developed online with the same assessment distribution explained above, but adapted to on-line mode:



- **On-line exam** (in PRADO): 5 points out of the total of 10 points for the course.
- **Final work/project** submitted through PRADO (content and on-line presentation): up to 2 points over the total of 10 points for the course.
- Resolution and/or on-line commentaries of **exercises-discussions** proposed throughout the course: up to 2 points over the total of 10 points for the course.
- **Attendance** and active **participation** to on-line sessions, and based on the quality of the interventions and relevant contributions: up to 1 point over the total of 10 points in the course.

Extraordinary assessment session

In a remote scenario the same assessment criteria explained above will apply to the extraordinary call, but adapted to on-line mode, as follows: The extraordinary call will be evaluated on 10 points by means of an on-line **exam** referring to the contents of the course (based on the same syllabus of the ordinary call).

Single final assessment

In a remote scenario the same assessment criteria explained above will apply to the single final assessment for **students authorized** to do so, but adapted to on-line mode, as follows. The assessment will be based on an on-line **exam** evaluated by 10 points and referred to the contents of the course (based on the same syllabus of the ordinary call).

