

---

## OPERATIONS MANAGEMENT.

**Professor:** Ernest Solé Udina

**Office hours:** by appointment

**Course Type:** Elective

**Credits:** 4

**Term:** 2nd.

### Course Description

Operations management (OM) is defined as the design, operation, and improvement of the systems that create and deliver the firm's primary products and services. Every organization has the Operations Function and this function has been a key element in the improvement of the productivity in businesses around the world. Creating a competitive advantage through operations requires an understanding of the main topics of the operations area. Well-managed operations can provide significant strategic advantage to a firm as demonstrated by the success of companies like Wal-Mart, IKEA, FedEx, INDITEX, Amazon and Toyota among others. Understanding the role of the operations function and its impact on the competitiveness of the firm is an important part of any manager's training.

### Objectives

The objectives of the course are the following:

- 1) Learn the foundational skills and concepts on Operations Management;
- 2) Learn how to develop and apply analytic tools, approaches, and techniques used in operations decision systems and management;
- 3) Develop business insights and skills, and also learn from business experiences in Operations Management in different industries.

### Methodology

The methodology of this course will be based on Lecture classes to learn the foundational skills and concepts; Exercises and Problem Solving to learn how to apply the analytic tools and techniques; the presentation of Case Studies, Role Play Game and the development of a group project to develop the business insights and skills; and finally business visits and presentations to learn some business experiences (to be confirmed later on). These interactive and participative activities should be done individually or in groups, and the students are expected to read and prepare them before class, and eventually deliver a report. The students are also expected to participate actively in any activity proposed in the course.

Note: This document is for informational purposes only. Course contents and faculty may change.

## Evaluation criteria

The final grade in the course is determined as follows:

- Group project and Video – 30%
- Online tests (in class and off class) – 40%
- Game results – 10%
- Class participation – 20%

To pass the course the student must have an overall final grade of 5 or higher (out of 10) as well as on each of the following activities: class participation, online tests and game activity. The retake exam will consist in a multiple-choice test and oral exam.

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program.

Students who fail the course during the regular evaluation are allowed ONE re-take of the evaluation, in the conditions specified above. If the course is again failed after the retake, the student will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the “Retake” period). In the meantime, the student will get an “incomplete”, which will be replaced by the actual grade after the final exam is taken. The “incomplete” will not be reflected on the student’s Academic Transcript.

Plagiarism is to use another’s work and to present it as one’s own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the “Honor Code,” students acknowledge that they understand the schools’ policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program.”

## Calendar and Contents

The course will focus on latest and most important issues faced by the Operations Management area, as well as the basic tools and techniques used in the area. Some topics to be discussed include (to be confirm later on):

Note: This document is for informational purposes only. Course contents and faculty may change.

1. Introduction to the Operations Management
2. Operations and Supply Chain Management
3. Operations and Supply Chain Management Strategies
4. Customer Management in Operations
5. Inventory and Warehouse Management
6. Manufacturing and Scheduling Management
7. Procurement Management
8. Transportation Management
9. Sustainable Operations and Logistics

Calendar to be announced later on.

## Reading Materials/ Bibliography/Resources

F.R. Jacobs, R.B. Chase, 2018, "Operations and Supply Chain Management, 14th ed., McGraw- Hill.

L.V. Snyder Z.-J.M. Shen, 2019, "Fundamentals of Supply Chain Theory", 2nd Edition, John Wiley & Sons. DOI:10.1002/9781119584445

Ghiani G., Laporte G. & Musmanno R. (2013) "Introduction to Logistics Systems Management", Wiley (e-book)

## Bio of Professor

Ernest Solé Udina is a Senior Lecturer in the Operations and Technology Area of the UPF Barcelona School of Management, and the representative of the Eutopia Network at the School. He was Head of Studies at UPF-BSM between 2019 and 2021, and he has also taught at Escola Superior de Comerç Internacional (an UPF-affiliated center), Universitat de Barcelona, Universitat Internacional de Catalunya, Toulouse Business School, and Elisava. Previously, he has held various responsibilities in the financial and logistics sectors and business consulting for more than twenty years. He is an Associate Professor of Operations Management, Finance, and Strategic Management at Universitat Pompeu Fabra, and a tutor for International Business Economics students and the Double Degree in Business Administration and Management/Law. He is a member of the Language Policy Committee of the Universitat Pompeu Fabra. His area of research is high-tech company financing with a high degree of information asymmetry.

He is a Doctor in Business from the Universitat de Barcelona, Master of Research in Business, Finance, and Insurance. He holds a Degree in Business Administration and Management, and a Diploma in Radical Innovation from the Massachusetts Institute of Technology (MIT, Boston, MA). Webpage (in construction) for more information:

<https://corredormediterrani.com>

Note: This document is for informational purposes only. Course contents and faculty may change.

## Annex: Specific competences

SC3. Solve managerial problems through the use of analytical and research techniques.

SC4. Acquire the skills for the design and implementation of problem-solving models, based on insights from the social sciences.

SC7. To integrate relevant and current scientific research to generate insights in support of business practice.

SC8. Apply the techniques and theories acquired in the Master's Degree to solve problems relevant to the business world.

MSc in Management

Note: This document is for informational purposes only. Course contents and faculty may change. 4