

**Operations Management II**

Code: 102392  
ECTS Credits: 6

Degree	Type	Year	Semester
2501572 Business Administration and Management	OT	4	0

**Contact**

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**Use of languages**

Principal working language: catalan (cat)  
Some groups entirely in English: Yes  
Some groups entirely in Catalan: No  
Some groups entirely in Spanish: Yes

**Teachers**

Julio Pérez Ortega  
Alexandra Simon Villar

**Prerequisites**

There is not prerequisite knowledge to take this course

**Objectives and Contextualisation**

To show the concepts and techniques used within the area of operations, both in industrial and service companies, but with special emphasis on the latter

To learn the techniques that are used to manage the supply chain (SCM)

To learn the techniques and tools for project management

To introduce the concepts associated with the processes management (BPM) through its modeling and simulation

To introduce the concepts of quality management

To know and use professional software for operations management

**Skills**

- Apply mathematical instruments to synthesise complex economic-business situations.
- Apply theoretical knowledge to improve relations with clients and suppliers, identifying the advantages and disadvantages of those relations for both sides: company and client or supplier.
- Capacity for adapting to changing environments.
- Capacity for independent learning in the future, gaining more profound knowledge of previous areas or learning new topics.
- Capacity for oral and written communication in Catalan, Spanish and English, which enables synthesis and oral and written presentation of the work carried out.
- Demonstrate initiative and work individually when the situation requires it.

- Identify, justify and reason the appropriate decisions according to the basic parameters of a business problem.
- Organise the work in terms of good time management, organisation and planning.
- Select and generate the information necessary for each problem, analyse it and take decisions based on that information.
- Show motivation for carrying out quality work and sensitivity to the consequences for the environment and society.
- Take decisions in situations of uncertainty, demonstrating an entrepreneurial and innovative attitude.
- Use of the available information technology and adaptation to new technological environments.
- Value ethical commitment in professional practice.
- Work well in a team, being able to argue proposals and validate or reject the arguments of others in a reasoned manner.

## Learning outcomes

1. A capacity of oral and written communication in Catalan, Spanish and English, which allows them to summarise and present the work conducted both orally and in writing.
2. Apply algorithmic resolution techniques to optimisation problems.
3. Apply the basic principles of modelling in business decision-making.
4. Assess ethical commitment in professional activity.
5. Capacity to adapt to changing environments.
6. Capacity to continue future learning independently, acquiring further knowledge and exploring new areas of knowledge.
7. Demonstrate initiative and work independently when required.
8. Demonstrate motivation regarding the quality of the work performed and sensitivity regarding the consequences on the environment and society.
9. Differentiate between alternative methods of analysis, and apply the appropriate quantitative tools to resolve business management problems.
10. Make decisions in situations of uncertainty and show an enterprising and innovative spirit.
11. Model the management of business operations by applying quantitative support techniques.
12. Organise work, in terms of good time management and organisation and planning.
13. Select and generate the information needed for each problem, analyse it and make decisions based on this information.
14. Solve problems optimising and obtaining forecasts through information technology applications.
15. Use available information technology and be able to adapt to new technological settings.
16. Use forecasting techniques in business contexts.
17. Work as part of a team and be able to argue own proposals and validate or refuse the arguments of others in a reasonable manner.

## Content

### 1. PROJECT MANAGEMENT

Types of projects

Techniques for project management

GANTT chart

ROY chart

PERT / CPM chart

Resources and projects

Resource balancing

Costs and projects

Software for project management

### 2. FACILITIES LOCATION

Features of the location decisions

Score models  
Center of gravity models  
Median geometric models  
Cost Models  
Coverage models

### 3. SIMULATION

Concept and usefulness of the simulation  
Methodology for simulation  
Main statistical distributions. Approximation of observed data to theoretical distributions. Stat :Fits software  
Introduction to Simio software

### 4. QUALITY MANAGEMENT

Principles and definitions of quality  
Dimensions of quality. Quality of Service  
The cost of the quality  
Models for quality management: ISO 9000 and EFQM  
Failure Mode and Effect Analysis (FMEA)  
Statistical Process Control (SPC)  
Poka-Yokes systems

### 5. BUSINESS PROCESS MANAGEMENT

General concepts and definitions  
Types of processes  
Relationship between processes and projects  
Application to quality systems ISO and EFQM  
Process Map  
Description and representation of processes. PROCESS MAPPING  
Key performance indicators  
Process Improvement  
Continuous improvement

### 6 PRODUCTION MANAGEMENT WITH ERPs: THE CASE OF SAP

Introduction to SAP  
Product files, routing and processing centers  
Forecast Sales  
The SOP, MRP and MPS

## Methodology

Through the course the different chapters of the course will be developed.  
Usually a series of materials and activities will have to be worked by the student prior to the classes to motivate and improve the comprehension of the subject.  
Through each chapter, a series of exercises and activities will be proposed to the students to reinforce the contents. These activities will be developed by reduced groups of students.  
Each week the teachers will be available some hours to attend the students individually to solve any doubts they may have (tutorial time).

## Activities

Title	Hours	ECTS	Learning outcomes
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**Type: Directed**

Lectures and software utilisation	40	1.6	3, 2, 5, 6, 9, 11, 8, 10, 14, 13, 15, 16, 4
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**Type: Supervised**

Work sessions with software	5	0.2	3, 2, 6, 7, 11, 14, 13, 17, 15, 16
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**Evaluation**

The student will receive a grade of "Not Evaluable" when she/he does not present any of the tests of the continuous evaluation

**Calendar of evaluation activities**

The dates of the evaluation activities (midterm exams, exercises in the classroom, assignments, ...) will be announced well in advance during the semester.

The date of the final exam is scheduled in the assessment calendar of the Faculty.

*"The dates of evaluation activities cannot be modified, unless there is an exceptional and duly justified reason why an evaluation activity cannot be carried out. In this case, the degree coordinator will contact both the teaching staff and the affected student, and a new date will be scheduled within the same academic period to make up for the missed evaluation activity."* **Section 1 of Article 115. Calendar of evaluation activities**

**(Academic Regulations UAB).** Students of the Faculty of Economics and Business, who in accordance with the previous paragraph need to change an evaluation activity date must process the request by filling out an **Application for exams' reschedule**

[https://eformularis.uab.cat/group/deganat\\_feie/application-for-exams-reschedule](https://eformularis.uab.cat/group/deganat_feie/application-for-exams-reschedule)

**Grade revision process**

After all grading activities have ended, students will be informed of the date and way in which the course grades will be published. Students will be also be informed of the procedure, place, date and time of grade revision following University regulations.

**Retake Process**

*"To be eligible to participate in the retake process, it is required for students to have been previously been evaluated for at least two thirds of the total evaluation activities of the subject."* **Section 3 of Article 112 ter. The recovery (UAB Academic Regulations).** Additionally, it is required that the student to have achieved an **average grade of the subject between 3.5 and 4.9.**

The date of the retake exam will be posted in the calendar of evaluation activities of the Faculty. Students who take this exam and pass, will get a grade of 5 for the subject. If the student does not pass the retake, the grade will remain unchanged, and hence, student will fail the course.

**Irregularities in evaluation activities**

In spite of other disciplinary measures deemed appropriate, and in accordance with current academic regulations, *"in the case that the student makes any irregularity that could lead to a significant variation in the grade of an evaluation activity, it will be graded with a 0, regardless of the disciplinary process that can be instructed. In case of various irregularities occur in the evaluation of the same subject, the final grade of this subject will be 0".* **Section 10 of Article 116. Results of the evaluation. (UAB Academic Regulations).**

**Evaluation activities**

Title	Weighting	Hours	ECTS	Learning outcomes
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Business process management- Written report with technical software support	15%	15	0.6	3, 5, 1, 6, 7, 11, 8, 12, 10, 14, 13, 17, 15
Facilities location- Written report with software support	20%	21	0.84	3, 2, 5, 6, 7, 9, 11, 8, 12, 10, 14, 13, 17, 15, 16, 4
Production planning with SAP ERP- Case study with technical software support	10%	8	0.32	3, 6, 7, 12, 14, 13, 15
Project Management- Case study with technical software support	15%	15	0.6	3, 2, 1, 6, 7, 9, 11, 8, 12, 10, 14, 17, 15, 16, 4
Quality management - Written report	15%	16	0.64	5, 1, 6, 7, 9, 11, 8, 12, 13, 17, 15, 4
Simulation- Oral presentation with technical software support	25%	30	1.2	3, 2, 5, 1, 6, 7, 9, 11, 8, 12, 10, 14, 13, 17, 15, 16, 4

## Bibliography

### Basic Bibliography:

- Heizer, I. y Render, B. (2007): Operations Management. 8ª edición. Prentice-Hall.

### Additional Bibliography:

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- Companys, R. y Fonollosa, J.B. (1999): Nuevas técnicas de Gestión de stocks: MRP i JIT. 1ª edición. Marcombo.
- Gaither, N y Frazier, G. (2000): Administración de Producción y Operaciones. 4ª edición. Thomson Editores.
- Greasley, A. (2005): Operations Management. 1ª edición. John Wiley & sons
- Miranda Gonzalez, F.J. y otros. (2008): Manual de Dirección de Operaciones. 1ª edición. Thomson
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- Marc J Schniederjans and Qing Cao. (2002) E-Commerce Operations Management. 1ª edición. World Scientific
- Schroeder, R. G. (2011): Administración de Operaciones. 5ª edición. McGraw-Hill
- Verge, X. y Martínez J.L.(1992): Estrategia y Sistemas de Producción de las Empresas Japonesas. 1ª edición. Gestió 2000