BASIC DETAILS:

Subject:	DIRECCIÓN DE OPERACIONES Y LOGÍSTICA		
Id.:	32285		
Programme:	GRADUADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (CA)		
Module:	ORGANIZACIÓN DE EMPRESAS		
Subject type:	OBLIGATORIA		
Year:	4	**Teaching period:**	Primer Cuatrimestre
Credits:	6	**Total hours:**	150
Classroom activities:	61	**Individual study:**	89
Main teaching language:	Inglés	**Secondary teaching language:**	Castellano
Lecturer:	BINTANED ARA, MARTIN JOSE (T)	**Email:**	mjbintaned@usj.es

PRESENTATION:

Operations management is about how organizations produce goods and services. Operations management is the activity of managing the resources which are devoted to the production and delivery of products and services and is a key element in the improvement and increase of productivity in all kind of business, from industrial to service companies.

The students will learn how to analyze and improve business processes, be it in services or in manufacturing. The course will introduce and develop how to improve productivity, how to provide more choice to customers, how to reduce response times, and how to improve quality. The aim of this course is to provide a clear, well structured and interesting treatment of operations management as it applies to a variety of businesses and organizations. The course provides both a logical path through the activities of operations management and an understanding of their strategic context.

PROFESSIONAL COMPETENCES ACQUIRED IN THE SUBJECT:

General programme competences	G01	Ability to analyse and summarise information from several sources.
	G02	Creative and efficient resolution of problems that arise in day-to-day, in order to ensure the highest levels of quality of professional work.
	G03	Ability to organise and plan the work in the context of continuous improvement.
	G04	Use of information and communication technologies.
	G05	Ability to work effectively in interdisciplinary teams, integrating and participating in scientific and professional teamwork, contributing ideas and respecting and valuing the diversity of views of other team members.
	G07	Ability to work in an international context and innovate and adopt new approaches used in other national contexts.
	G08	Oral and written communication in Spanish.
	G13	Ability to develop learning strategies throughout life to be able to acquire new knowledge, by developing their own academic and professional path.
	G16	Ability to assimilate concepts of a social and humanistic nature into a comprehensive university education to enable the development of ethical values such as solidarity, multiculturalism, equality, commitment, respect, diversity, integrity, etc.
	G17	Ability to create, from a critical and constructive point of view, proposals for social transformation based on democracy and fundamental rights of individuals.
Specific programme competences	E01	Understand the specific aspects of the operation, management and control of the different functional areas of the company.
	E09	Appreciate how the domestic and international financial markets operate.
	E12	Ability to propose, design and implement an appropriate human resources management plan into the reality of the company.
	E14	Understand the principles of business ethics and be able to design scenarios in which these principles can

		be put into business practice.
	E15	Propose, plan and lead business innovation projects that ensure the competitiveness of the company.
Learning outcomes	R01	Know about the design and organisation of a product and service production process
	R02	Design control systems and production management
	R03	Implement operations management systems and programming production processes
	R04	Establish corrective measures and quality control systems.
	R05	Learn about the different aspects and areas related to logistics in a business organisation.

PRE-REQUISITES:

Basic knowledge of logistics strategies and operations management. Having passed Strategic Management (32275) course is recommended.

SUBJECT PROGRAMME:

Subject contents:

1 - UNIT ONE: Directing & Designing
1.1 - Operations management
1.2 - Operations performance
1.3 - Operations strategy
1.4 - The structure and scope of operations
1.5 - Process design
1.6 - Layout and flow
1.7 - Process tecnology
1.8 - People in operations
2 - UNIT TWO: Deliver & Development
2.1 - Planning and control
2.2 - Capacity management
2.3 - Supply chain management
2.4 - Planning and control systems
2.5 - Lean operations
2.6 - Operations improvement
2.7 - Quality management
2.8 - Managing risk and recovery
2.9 - Project management
3 - COURSE REVIEW
4 - PROJECT PRESENTATIONS

Subject planning could be modified due unforeseen circumstances (group performance, availability of resources, changes to academic calendar etc.) and should not, therefore, be considered to be definitive.

Learning activities:

Week		Unit/Block/Theme	Classroom sessions	Hours	Individual study activities	Hours
1	08/09/2025	1.1.Operations management	Course presentation. Theoretical exposition, discussion, case studies.	4	Classroon session review and reparation for the next session.	4
2	15/09/2025	1.2.Operations performance	Theoretical exposition, discussion, case studies.	4	Classroon session review and preparation for the next session.	4
3	22/09/2025	1.3.Operations strategy	Theoretical exposition, discussion, case studies.	2	Classroon session review and preparation for the next session.	4
4	29/09/2025	1.4.The structure and scope of operations	Theoretical exposition, discussion, case studies.	4	Classroon session review and preparation for the next session.	4

5	06/10/2025	1.5.Process design	Theoretical exposition, discussion, case studies.	4	Classroon session review and preparation for the next session.	4
6	13/10/2025	1.6.Layout and flow	Theoretical exposition, discussion, case studies.	4	Classroon session review. Unit 1 exam preparation.	6
7	20/10/2025	1.UNIT ONE: Directing & Designing	Unit review. Unit 1 Exam.	4	Exam preparation. Preparation for the next session.	4
8	27/10/2025	2.1.Planning and control	Theoretical exposition, discussion, case studies.	4	Classroon session review and preparation for the next session.	4
9	03/11/2025	2.2.Capacity management	Theoretical exposition, discussion, case studies.	4	Classroon session review and preparation for the next session.	4
10	10/11/2025	2.3.Supply chain management	Theoretical exposition, discussion, case studies.	4	Classroon session review and preparation for the next session.	4
11	17/11/2025	2.4.Planning and control systems	Theoretical exposition, discussion, case studies.	4	Classroon session review and preparation for the next session.	4
12	24/11/2025	2.5.Lean operations	Theoretical exposition, discussion, case studies.	4	Classroon session review and preparation for the next session.	4
13	01/12/2025	2.6.Operations improvement	Theoretical exposition, discussion, case studies.	4	Classroon session review and preparation for the next session.	4
14	08/12/2025	2.7.Quality management	Theoretical exposition, discussion, case studies.	2	Classroon session review and preparation for the next session. Unit 2 exam preparation.	6
15	15/12/2025	2.UNIT TWO: Deliver & Development	Unit review. Unit 2 Exam.	4	Exam preparation	6
16	22/12/2025	1.UNIT ONE: Directing & Designing 2.UNIT TWO: Deliver & Development	Christmas Break	0	Course review and Project preparation	4
17	29/12/2025	3.COURSE REVIEW	Christmas holidays	0	Course review and Project preparation	5
18	05/01/2026	1.UNIT ONE: Directing & Designing 2.UNIT TWO: Deliver & Development	Final exam	2	Course review and Project preparation	5
19	12/01/2026	4.PROJECT PRESENTATIONS	Review	2	Project preparation	4
20	19/01/2026	4.PROJECT PRESENTATIONS	Exam review	1	Project preparation	5
			TOTAL CLASSROOM HOURS:	61	**TOTAL INDIVIDUAL STUDY HOURS:**	89

Observations for students exempt from compulsory attendance due to special circumstances:

Those students who are unable to attend 80 % of classes during the semester due to justified reasons (previously communicated to the Programme Coordinator) will have to get in contact with the lecturer by 26st of September. They will be required to follow the progress of the subject by doing the reading and case work (both individual and group work) which will be indicated on the PDU. Failure to pass this coursework with a minimum mark of 5 out of 10 will imply not being able to sit the final exam. The remaining % will be determined by sitting the final exam. The mark of the final exam will have to be of at least 5 to be able to average out with the practical part (continuous assessment). Students who fail the subject will have to retake the exam in July for the whole subject (practical and theoretical). Students will sit exams on the same day and time as all other students of the subject. Each particular case will be analysed to design a learning strategy and related individualized activities that guarantee the achievement of the stated objectives. In these cases, the student will have to attend the tutorials previously agreed with the lecturer. In the event that the student does not contact the lecturer on the indicated date, he or she may lose the right to be evaluated on first call by having exceeded the absences allowed (20 %). Those students who have been exempt from compulsory attendance will be assessed with the same criteria as attending students. Students will only be allowed to be exempt from class attendance when absence has been justified and agreed.

TEACHING AND LEARNING METHODOLOGIES AND ACTIVITIES:

Teaching and learning methodologies and activities applied:

Regular lectures are combined with case studies. It is highly recommended reading the topics before the classes. Active participation is expected throughout the entire class with thoughtful contributions to advance the quality of the discussion and case solving. The case method and discussion about a specific area is used throughout the course unless lecture method is used in order to present the topic. Each student should prepare one discussions and participate in the resolution of all case studies. In order to calculate the qualifications, all case studies have the same value. The structure of the class will be as follow: Discussions: one student will present and will lead a twenty minutes debate about one topic that will be provide one week before. All basic information is in the text book, other sourcers are welcome. Case studies: the professor will provide the studens a case study that once

solved, should be upload in the PDU. In the classroom all the students, with the professor's help, will analyze the different solutions. All class members are expected to have read the asigned case and reflected upon the assigned questions. Furthermore, class members are encouraged to apply concepts from the assigned readings to their analysis of the case. The notes will be published in the PDU in the due time. Active participation is expected throughout the entire class with thoughtful contributions to advance the quality of the discussion and case solving. In order to be eligible for the Part One Test or Part Two Test, the student should obtain a minimun qualification of 5 (from 0 to 10) in the Discussion and Case assignments. The students with a minimun mark of 5 in one test and 5 in the other test don't need to attend the final test. Those students that did not reach the minumun of 5 will attend the final test of this part. The final written test mark will be calculated with the arithmetic mean of both tests. Tutorials will take place once per week after the class (day of the week will be published later). Qualifications for second call will be reserved.

Integration of English language in the subject:

The subject will be taught in English. The material provided and the lectures will also be in English. Internationalization is one of the main objectives of CESUGA. The teaching staff will be gradually introducing materials, texts, audio-visual media and other content through English in the subjects they teach. This course of action is included in the principles of the European Area of Higher Education (EAHE). The aim is for students to naturally and effectively use English in authentic situations while studying subjects included in their degree programs. Exposure to the English language forms an intrinsic part of each degree programme's plan of studies. All activities in this subject will be carried out in English. These activities can be seen in the provisional activity plan and are marked: basically oral presentations, writing abstracts, use of sources in English, etc.

Student work load:

Teaching mode	Teaching methods	Estimated hours
Classroom activities	Master classes	23
	Practical exercises	14
	Practical work, exercises, problem-solving etc.	10
	Debates	8
	Coursework presentations	2
	Assessment activities	4
Individual study	Tutorials	2
	Individual study	30
	Individual coursework preparation	24
	Project work	6
	Compulsory reading	26
	Recommended reading	1
	Total hours:	150

ASSESSMENT SCHEME:

Calculation of final mark:

Written tests (there are two: 30% each):	60	%
Individual coursework (there are two: 20% each):	40	%
TOTAL	100	%

Specific assessment criteria

- Two written exams: 60% (30% each). A minimum of 5 out 10 is required in both exams.

- Individual work: 40% - case studies, class assignments. The quality of the answers as well as the presentation and discussion skills will be evaluated.

This course covers two different units. At the end of each unit there will be a written exam. In January/ February students will have to repeat the written exams that did not pass during the semester. The student will need to pass all case work with a minimum of 5 as a mark and the final exam mark must be at least 5 to average out with the case work. Not obtaining this mark in a part of the assessment will force the student to resit the exam in July. Students having to sit exams in July will have to sit all parts. In the event of sitting the July exam with all parts of the subject the student will sit the written exams that did not pass during the semester. The material given by the lecturer will be an indication of what needs to be researched. The student will have to look up and work on various sources of information. The evaluation system on second call will be identical to that of first call, with the same percentages. It is compulsory to pass the theoretical exam of this call. All those students, therefore, who do not pass the subject in the first call will be either because they did not pass the final exam, or because even if they did not reach the minimum grade of 5 in the sum of the corresponding percentages, either because they failed casework and theory, they will sit an exam that will cover all the contents of the subject only in the event that they have failed the theoretical exam. The marks of the "Individual coursework" will be kept if they have been passed, keeping the same percentages on the final mark. If you have passed the final exam but have not passed the exam by adding it with the marks obtained in the coursework, because you have failed your work or any of them, you must redo the one or those indicated by the lecturer and resubmit them in the second call. The percentages to be applied to these works will be the same as those indicated in the first call. For this, the student must attend the review of the exam of the first call to know exactly what to submit in the second call. It is the student's responsibility to contact the lecturer for this purpose.

Spelling: Within the evaluation criteria, the University considers spelling a priority issue. Under the protection of the changes in the language standard in the Spanish language included in the Spelling of the Spanish Language (2010), published by the Real Academia Española, CESUGA has established some correction criteria related to this work that will be applied in all tests of the matter. The document that includes the set of criteria and its sanction is published in the University Teaching Platform (PDU) of the subject. The same applies if English is the main language. Refer to unacceptable grammar errors.

Plagiarism: Likewise, and in accordance with the University's Good Practices manual, the commission of plagiarism in any of the work carried out will be considered a very serious offense, since it violates the deontological code of any profession.

Electronic devices that disturb the attention and the correct development of the subject will not be allowed in class, unless expressly mentioned by the lecturer and those provided by the University.

Absences: Failure to attend class more than 20 % of the stipulated hours without authorization may lead to the loss of the evaluation on first call.

Regulation for plagiarism and illegal practices

Any total or partial copying or plagiarism in an evaluation will result in a fail (zero) in said evaluation. In the case of group evaluations, they will be scored in the same way, trying to individualise the responsibility of each member, if possible. If this is not possible or the responsibility is clearly of all members, all of them will be awarded a fail (zero). In the case of external work placements, the resulting grade (fail, zero) obliges the student to repeat said work placements.

The scope of the grade of the final assessment (fail, zero) in an evaluation with respect to the final subject grade is at the discretion of the subject teacher.

To find out more about what plagiarism is and how to avoid it, you can consult: **https:/ / www.usj.es/ alumnos/ vidauniversitaria/ biblioteca/ investigacion/ como-publicar/ plagio**

Regulation for the use of AI system

The use of any form of Artificial Intelligence (AI) in carrying out learning activities such as assignments and exams, including projects, assignments, essays or research, requires due authorisation and supervision of the corresponding teaching staff. This authorisation will appear in the specific statement of the assessed learning activity and the scope, and limits established therein must be strictly respected.

Where the use of AI is authorised for the development of a learning activity, it will be limited primarily to the early stages of the research, where it can provide inspiration or suggest direction, but not to produce content that is included directly in the final submission. If authorisation is given to reproduce texts generated by AI, the student must clearly disclose this fact in the submitted document. The AI methods and tools used must be expressly specified. In any case, the student must provide a detailed explanation about how the AI has been used in the research or process of the activity and/ or work, including any prompts used, the verifications carried out to guarantee the authenticity of the information proposed by the AI and the modifications made to the content generated by the AI.

The use of AI in learning activities and/ or academic work must respect the ethical principles of academic integrity and intellectual honesty. If the student makes inappropriate use of AI in violation of the established regulations, the result of the grade in the corresponding learning activity will be a fail (zero).

The scope of the grade of the final assessment (fail, zero) in an evaluation with respect to the final subject grade is at the discretion of the subject teacher.

Assessment methods:

Assessment method	Learning outcomes assessed	Assessment criteria	%
Written tests	R01 R02 R03 R04 R05	Answering questions based in the topics covered	60
Individual coursework	R01 R02 R03 R04 R05	Case studies solving, presentations an discussionss.	40
		Total weighting:	100

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Extract from the internal regulations of the permanence regime

A student who does not appear for the final test provided in the Teaching Guide when it has a weight equal to or greater than 40% will be considered a "Not Presented" and will not use up the sitting. If the final exam percentage is lower or there is no final exam, the student will be considered "Not Presented" if he or she has taken assessment elements that represent less than 40% of the final grade.

A student will be considered ”Presented” to a test or assessment item if he or she takes it and, once the questions or instructions have been submitted and/or viewed and/or read, decides to withdraw.

In the event of a failure, the Teaching Guide may specify whether the results of the tests or assessment elements taken will be carried over to the next sitting within the same academic year. In any case, the results of tests or assessment elements from a sitting, if considered a "Not Presented," cannot be used for the next sitting within the same academic year. In general, the results of the evaluation tests of a course cannot be saved for the next courses.

Regulation for plagiarism and illegal practices

Any total or partial copying or plagiarism in an evaluation will result in a fail (zero) in said evaluation. In the case of group evaluations, they will be scored in the same way, trying to individualise the responsibility of each member, if possible. If this is not possible or the responsibility is clearly of all members, all of them will be awarded a fail (zero). In the case of external work placements, the resulting grade (fail, zero) obliges the student to repeat said work placements. The scope of the grade of the final assessment (fail, zero) in an evaluation with respect to the final subject grade is at the discretion of the subject teacher. To find out more about what plagiarism is and how to avoid it, you can consult: **https://www.usj.es/alumnos/vidauniversitaria/biblioteca/investigacion/como-publicar/plagio**

Regulation for the use of AI systems

The use of any form of Artificial Intelligence (AI) in carrying out learning activities such as assignments and exams, including projects, assignments, essays or research, requires due authorisation and supervision of the corresponding teaching staff. This authorisation will appear in the specific statement of the assessed learning activity and the scope, and limits established therein must be strictly respected.

Where the use of AI is authorised for the development of a learning activity, it will be limited primarily to the early stages of the research, where it can provide inspiration or suggest direction, but not to produce content that is included directly in the final submission. If authorisation is given to reproduce texts generated by AI, the student must clearly disclose this fact in the submitted document. The AI methods and tools used must be expressly specified. In any case, the student must provide a detailed explanation about how the AI has been used in the research or process of the activity and/or work, including any prompts used, the verifications carried out to guarantee the authenticity of the information proposed by the AI and the modifications made to the content generated by the AI. The use of AI in learning activities and/or academic work must respect the ethical principles of academic integrity and intellectual honesty. If the student makes inappropriate use of AI in violation of the established regulations, the result of the grade in the corresponding learning activity will be a fail (zero).

The scope of the grade of the final assessment (fail, zero) in an evaluation with respect to the final subject grade is at the discretion of the subject teacher.

BIBLIOGRAPHY AND DOCUMENTATION:

Basic bibliography:

GOLDRATT, E., The Goal - A Process of Ongoing Improvement (1984)
SLACK, N., BRANDON-JONES, A. JOHNSTON, R., Operations Management, Pearson, 2016 (8th ed.).

Recommended bibliography:

BOZARTH, C.C. & HANDFIELD, R.B. Introduction to Operations and Supply Chain Management. Pearson, 2013. 3rd ed.
CROCKER, B., JESSOP, D. & MORRISON, A. Inbound Logistics Management: Inbound Logistics Management: Storage and Supply of Materials for the Modern Supply Chain. Pearson, 2012. 7th ed.
GRANT, D., LAMBERT, D., STOCK, J. & ELLRAM, L. Fundamentals of Logistics Management. London: McGraw-Hill, 2006.European ed.

HEIZER, J.; RENDER, B. Operations Management. New Jersey: Prentice Hall, 2011. 10th ed.
KRAJEWSKI., L. J. & MALHOTRA, M. K., Operations Management: Processes and Supply Chains, Pearson, 2022 (13th ed.).
PATRIK, J. Logistics and Supply Chain Management. McGraw-Hill, 2008.
REID, R. D. & SANDERS, N. D., Operations Management: An Integrated Approach, Wiley, 2013 (5th ed.).
SLACK, N. & LEWIS, M., Operations Strategy, Pearson, 2017 (5th ed.)
STEVENSON, W. J., Operations Management, McGraw Hill, 2021 (14th ed.).

Recommended websites:

EurOMA - European Operations Management Association	www.euroma-online.org
Logistics Management	www.logisticsmgmt.com/
Production and Operations Management Society (POMS)	www.poms.org
System Dynamics Society	www.systemdynamics.org

OBSERVATIONS: