Course Syllabus

Name of course/module:
Production and International Operations Management

Year: 2019/2020
Code: 9885001310
Coordinating professor: Felipe Graeml Reis
Degree program: International Business
School: Social Sciences and Communication
Languages: English

The mission of Universidad Europea de Madrid is to offer its students a holistic education, helping them become leaders and professionals capable of responding effectively to the needs of today's global world, adding value within their career fields, and contributing to social advancement through their entrepreneurial spirit and ethical integrity. We also strive to create and transfer knowledge through applied research, thus making our own contribution to progress and putting ourselves at the forefront of intellectual, scientific, and technological development.

Contents

1. Basic information on the course/module

ECTS	6
Credit type	University Core Requirement
Language	English
Delivery mode	Face-to-face
Trimester/Semester	3

2. Presentation of the course/module

This course is an introduction to production and international operations management and focus on understanding theories and methods that allow a company to increase benefits by reducing costs and/or adding value by increasing perceived value. Understand clients' needs are crucial to add value without significantly increase the costs of the final product. Flexibility in a mass production is another key concept that will be seen on this course. Although they can look like contradictory concepts, mass customization is already a feasible reality for many factories and business and must be understood by students. Some topics studied in this course are related to project and process design, forecast, supply chain and logistics, production systems, location strategies, flexibility, quality systems, layout, capacity planning, warehousing and inventory management.

3. Competencies and learning outcomes

Core competencies:
- BS2: Students must apply their knowledge to their work and vocation in a professional way and must demonstrate their skills in sustaining arguments and solving problems within their field of study.

- BS3: Students must be able to gather data, usually within their field of study, interpret it and make judgments and considerations on relevant social, scientific or ethical issues.

- BS4: Students must be able to convey information, together with ideas, problems and solutions to a specialized or non-specialized audience.

Cross-curricular competencies:

- CS3: Capacity to adapt to new situations: Being able to assess and understand different situations, adapting our approach to a situation insofar as is necessary or appropriate.

- CS4: Analysis and synthesis skills: Being able to break down complex situations into their constituent parts, and also to assess other alternatives and approaches in order to find the best solutions. Synthesis seeks to reduce complexity in order to facilitate understanding and/or problem solving.

- CS5: Capacity to apply knowledge: Being able to use knowledge acquired in academic contexts in situations that resemble as closely as possible the reality of the chosen future profession.

- CS10: Initiative and entrepreneurial spirit: The ability to decisively undertake difficult or risky actions. The ability to anticipate problems, suggest improvements and persevere in carrying them through, with a preference for initiating activities and completing them.

- CS12: Critical reasoning: The ability to analyze an idea, phenomenon or situation from different points of view and take a personal approach to it based on rigor and objective reasoning, and not on intuition.

Specific competencies:

- SS2: Capacity to define, design, explain and apply the international business process and the different phases that comprise it: planning, organization, management and control.

- SS10: Ability to use the tools available in the area of production management including planning, sales forecasting, inventory management and quality control of the production process.

- SS15: Ability to perform market analysis prior to making decisions on international expansion and business growth.

Learning outcomes:

- LO1: To know and understand the various activities related to production management and international operations.

- LO2: To identify, understand and apply various actions and production tactics to improve the competitiveness of the product and the company, through the improvement of the production process and international operations.

The table below shows the relation between the competencies developed during the course and the envisaged learning outcomes:

Competencies	Learning outcomes
BS2 CS3, CS4, CS5 SS2	LO1
BS3, BS4, CS10, CS12 SS10, SS15	LO2

The following table shows how the different types of activities are distributed and how many hours are assigned to each type:

Type of educational activity	Number of hours
Lectures	40 h
Individual Work	30 h
Problem solving.	25 h
Group Participation Activities	20 h
Formative evaluation	10 h
Tutorials	10 h
Case studies	15 h
TOTAL	**150 h**

To develop the competencies and achieve the learning outcomes, you will have to complete the activities indicated in the table below:

Learning outcomes	Learning activity	Type of educational activity	Content
LO1	Activity 1	Lectures, Individual work	LU1
LO1	Activity 2	Lectures, Group Participation Activities	LU2
LO2	Activity 3	Lectures, Case Study	LU3
LO2	Activity 4	Lectures, Individual work	LU4
LO1, LO2, LO3	Activity 5	Lectures, Problem Solving	LU5
LO1, LO2, LO3	Activity 6	Lectures, Group Participation Activities	LU6
LO1, LO2, LO3	Activity 7	Lectures, Problem solving	LU7
LO4	Activity 8	Lectures, Tutorials, Group Participation Activities	LU8

When you access the course on the *Virtual Campus,* you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

4. Monitoring and assessment

The following table shows the assessable activities, their respective assessment criteria, and the weight each activity carries towards the final course grade.

Assessable activity	Assessment criteria	Weight (%)
Activity 1	• Understand what is Operations Management • Understand the heritage of OM • Know the operations in the service sector • Know the new trends and challenges in OM • Understand ethics and social responsibility	10%
Activity 2	• Understand the implications of operations strategy in a global environment • Understand about OM strategic decisions, strategic development and implementation • Understand the main issues in operation strategy • Understand about global strategic operations	15%
Activity 3	• Understand about project planning • Learn the main steps for good forecast • Learn how to schedule and control • Learn how to use PM techniques • Understand about project crashing	15%

Activity 4	• Learn to design of goods and services • Know how to manage a product development • Understand the main issues of product design • Understand about time-based competition	15%
Activity 5	• Learn the four process strategy • Learn about process analysis and design • Learn about service process design • Know the production technology available • Learn about process redesign	10%
Activity 6	• Learn about capacity and capacity planning • Learn how to find the break-even point • Apply decision trees to capacity decisions	10%
Activity 7	• Learn about the factors and methods of evaluating location alternatives and inventory models • Learn about the issues regarding service location • Study about warehousing and storage layouts and inventory management • Study the different types of layout	10%
Activity 8	• Study quality systems and methods • Study just in time and lean production	15%

When you access the course on the *Campus Virtual*, you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

4.1. First exam period

To pass the course in the first exam period you should….

- Obtain a final grade of 5 or more. However, in the objective test of knowledge, at least, a 5 must be obtained in order to take into account other activities.

4.2. Second exam period

To pass the course in the second exam period you should ….

- Obtain a final grade of 5 or more. However, in the objective test of knowledge, at least, 5 must be obtained in order to take into account other activities. Tasks and assignments already delivered and passed in the ordinary exam will be kept for later when calculating the final grade together with the works delivered in the extraordinary call (when required by the professor).

5. Bibliography

Here is the recommended bibliography:

- Jay Heizer & Barry Render: Operations Management. Pearson, 11th ed. 2014.

- Nigel Slack, Alistair Brandon-Jones, Robert Johnston: Operations Management. United Kingdom, Pearson Education Limited, 7th ed. 2013.

- Administração da produção: operações industriais e de serviços / Jurandir Peinado e Alexandre Reis Graeml. Curitiba: UnicenP, 2007. (Portuguese)

6. How to communicate with your professor

Whenever you have a question about the content or activities, don't forget to post it to your course forum so that your classmates can read it.

<p align="center">You might not be the only one with the same question!</p>

If you have a question that you only want to ask your professor, you can send him/her a private message from the *Campus Virtual*. And if you need to discuss something in more detail, you can arrange an advisory session with your professor.

It's a good idea to check the course forum on a regular basis and read the messages posted by your classmates and professors, as this can be another way to learn.

7. Study recommendations

When you study at university, you need to plan and be consistent from the first week. It's very useful to exchange experiences and opinions with professors and other students, as this will help you develop core competencies such as flexibility, negotiating skills, teamwork, and, of course, critical thinking.

To help you, we recommend using a general method of study based on the following points:

- Study systematically and at a steady pace.

- Attend class and regularly check the course forum on the *Campus Virtual* so that you keep up to date with what's happening.

- Participate actively in the course by sharing your opinions, doubts and experiences relating to the topics covered and/or suggesting new topics of interest for discussion.

- Read the messages posted by your classmates and/or professors.

Active participation in physical and virtual classroom activities is of special interest and academic value. You can participate in many different ways: asking questions, giving your opinion, doing all the activities your professor suggests, taking part in collaborative activities, helping your classmates, etc. This way of working requires effort, but it will help you get better results as you develop your competencies.

Annexes with detailed information on the Campus Virtual

The annexes that are presented include the specific information of the course:

• Annex 1. Content of the subject.

• Annex 2. Description of activities.

• Annex 3. Schedule of content and weeks. Work plan.

• Annex 4. Team work rubric.

Annex 1. Contents of the subject

- Basic concepts of production management and international operations.

- The product and the productive process.

- The production strategy (productive capacity and layout).

- Inventory management (raw material, WIP and finished product).

- JIT and planning and quality management.

- The production strategy (location, specialization and vertical integration).

Annex 2. Description of activities

Learning outcomes	Learning activity	Type of educational activity	Content
LO1	Activity 1	Lectures, Individual work	LU1
LO1	Activity 2	Lectures, Group Participation Activities	LU2
LO2	Activity 3	Lectures, Case Study	LU3
LO2	Activity 4	Lectures, Individual work	LU4
LO1, LO2, LO3	Activity 5	Lectures, Problem Solving	LU5
LO1, LO2, LO3	Activity 6	Lectures, Group Participation Activities	LU6
LO1, LO2, LO3	Activity 7	Lectures, Problem solving	LU7
LO4	Activity 8	Lectures, Tutorials, Group Participation Activities	LU8

Anexe 3. Schedule of content and weeks. Work plan

Weeks	Theory	Activity	Exams
1	Welcome/Presentation		
2	Unit 1	Activity 1	
3	Unit 2		
4	Unit 2	Activity 2	
5	Unit 3		
6	Unit 3	Activity 3	
7	Unit 4		
8	Unit 4	Activity 4	
9	Unit 5		
10	Unit 5	Activity 5	
11	Unit 6		
12	Unit 6	Activity 6	
14	Unit 7		
15	Unit 7	Activity 7	
16	Unit 8	Activity 8	
17	All units	Team work project	
18	All units		Final exam

Annex 4. Team work rubric

	0 – 3,9 INSUFFICIENT	4 – 5,9 NEEDS IMPROVEMENT	6,0 – 7,9 GOOD	8,0 – 10 VERY GOOD
CONTENT (50%) ☐ **Preparation** ☐ **Information** ☐ **Comparative Data**	• Poor preparation, • Missing some main information, • Data incomplete, • No Comparisons.	• Some preparation, but lack of clarity, • A lot of irrelevant information, • Missing some main information, • Limited comparative data.	• Good preparation and good overall summary, • Contains all the main ideas, • Contains comparative data for all main points.	• Very well prepared, info concise and clear, • Develops all main ideas with additional information, • Uses clear comparisons.
OTHER FACTORS (30%) ☐ **PowerPoint** ☐ **Coordination amongst group** ☐ **Timekeeping** ☐ **Presentation skills**	• PowerPoint unattractive and unclear, • Bad coordination among participants, • Time management poor (too short or long), • Lack of expression, eye contact, and poor posture.	• PowerPoint unimaginative and poorly developed, • Some coordination among participants, • Length ok, but time not used well, • Showed limited expressiveness and eye contact, can improve posture.	• PowerPoint clear and well developed, • Good coordination among participants, • Time management good, and well used, • Expressiveness and eye contact good, and good posture.	• PowerPoint interesting and creative, • Rehearsed entrances and exits of participants, • Excellent time management and used effectively, • Strong expressiveness and eye-contact, and posture professional.

DELIVERY (20%) ☐ **Structure** ☐ **Information and Answers** ☐ **Attention generated**	• Presentation poorly structured, • The presentation aroused no interest in listeners, • Unable to answer questions.	• Structured presentation, but with flaws and little uniformity, • The attention generated was limited, • Some ability to answer questions.	• Presentation well structured, • Kept the attention of listeners in general, • No problem answering questions.	• Presentation very well structured and signposted, • Aroused interest and raised questions spontaneously, • Excellent response to questions.