Course: Operations Management III  
Code: 10BBA40005  
Type: Required  
Year:  
Semester: 1  
ECTS Credits: 3  
Language: Spanish  
Coordination:  

Faculty:  
Miguel Angel Heras Forcada  
Jaume Hugas Sabater  
Juan Ramis Pujol  
Carles Roig Navarro  

Course Requirements:  
To do Operations Management III, students must have completed Operations Management I and II.  

Previous knowledge:  

Workload distribution:  
Lectures: 22.5  
Participatory classes: 7.5  
Individual tutorials: 3.0  
Independent work: 57.0  

Approximate distribution.  
Work: 30 hours  
Case study preparation: 5 hours  
Study: 22 hours  

Course Contribution to the Programme:  
1. Ability to contribute, from a functional point of view, to the company’s global strategy, with an international vision of the organisation.  
2. Development of the necessary skills enabling them to have a comprehensive general overview of organisations and the environments in which they exist, beyond their functional aspects.  

Course Learning Objectives:  
1. To create the context for interpretation and implementation of Operations and Innovation Strategy within the framework of business strategy. In other words, to understand and operationalise process management and the creation of value in companies.  
2. To study the most recent concepts regarding innovation as a basic part of business strategy.
3. To develop a framework for strategic development of innovation management. To understand the various categories of innovation and their capacity for value creation.

4. To analyse the importance of the Supply Chain design, in terms of its interaction with Marketing and Operations. The main trends in SCM, and its organisational effects.

5. To approach the most relevant subjects that executives in the area have to deal with. Introduction to problem solution tools and methods.

6. To revise the implementation process through real practical case studies. Tools to facilitate the processes of organisational change.

7. To study the elements making up Management by Process. Analysis will be made of the value created by the implementation of Management by Process.

8. To analyse how Performance Measurement Systems and Scorecards bring company strategy into being at every level of the organisation, and how to overcome resistance to the changes that will start it off.

9. Introduction to the processes of reengineering and benchmarking.

**Skills Developed:**

- The ability to apply knowledge to obtain results.
- The ability to communicate information and/or knowledge.
- Strategic and systematic thinking.
- The ability to understand the organisational context.
- The ability to work in a team and collaborate.

**Contents and Methodology:**

**SESSION 1:**

Part 1: Course introduction.

Part 2: INNOVATION MANAGEMENT STRATEGY

- Framework for strategy formulation

  Reading:

  - Ramis-Pujol, J., Book Chapter: Change and innovation management. Theoretical foundations and practical questions for an MBA. Lo que se aprende en los mejores MBA’s. Ed. Gestión 2000 (Planeta) 2008

  Professor: Juan Ramis

**SESSION 2:**

Part 1: Innovation at Progressive Case Study (a)
Part 2: HOLISTIC VISION OF INNOVATION

- Creating value through new products, services, business lines and business models.
- Innovation Management Tools.
- How to ensure Value Creation.

Reading:

- (Refresher reading from Operations I: Hammer, M: “Deep Change”. HBR)

Professor: Juan Ramis

SESSION 3:

Part 1 SCM IN THE COMPETITIVE ENVIRONMENT

- What is SCM’s value proposal?
- How do you compete through SCM
- Multidisciplinarity Management
- State of the Art

Part 2: Strategies for developing SCM Programmes

- 10 facilitating tools for developing Supply Chain Management Programmes.

Reading:


Professor: Carles Roig

SESSION 4:

Part 1: Barilla Case Study

Part 2: STRATEGIES FOR DEVELOPING SCM PROGRAMMES (cont)

- Organisational impact

* SCM - Are you ready for it?

Reading:

- Economist Intelligence Unit. 'Operational innovation: Fortune favours the brave.' The Economist Dec. 2007

Professor: Carles Roig
SESSION 5:

LEAN SUPPLY CHAIN

- Vendor Management Inventories (Bullwhip effect)
- Integration vs. Modularisation (Clockspeed Law)
- RFID and Remix Projects at WalMart..

Case study: Supply Chain Management at WALMART.

Reading:


Professor: Jaume Hugas

SESSION 6:

AGILE SUPPLY CHAIN

- Integration of the Supply Chain and ‘3DCE Design'
- Localisation with Globalisation: JIT Manufacturing and logistics

Case Study: ZARA, Fast Fashion.

VCR & Reading:

- Video Inditex & Zara (25 minutes)

Professor: Jaume Hugas

SESSION 7:

BUSINESS PROCESS MANAGEMENT

- Introduction to BPM.
- Process Ownership.
- Benchmarking.
- Reengineering of Business Processes
- Value creation through BPM implementation.
- Teamwork: The road to BPM.

Reading:
SESSION 8:

Part 1: Taco Bell Case Study.

Parte 2: INDICATORS AND PERFORMANCE MEASUREMENT SYSTEMS

- Indicators and Performance Measurement Systems.
- The Balanced Scorecard.
- Strategy Map.
- Strategic and operational indicators.
- Indicator definition: 14 areas.
- Implementation of the Performance Measurement System.

Reading:


Professor: Miguel Ángel Heras

The methodology used is geared towards active student participation. It consists of a combination of class presentation of subjects, analysis and case study discussions, with group work and critical reading of selected articles.

During the course the student will learn to:

- Work in a team, collaborating actively and in supportively to reach the agreed objectives.
- Contrast/apply knowledge and skills acquired in the theory classes to the practical/participatory sessions (case study analysis).
- Synthesise the proposals and analysis and communicate them in oral presentations adapted to the set objectives and the characteristics of the audience.

The course includes the development of a Business Project, monitored by tutors, in which the conceptual elements taught throughout the Operations courses are dealt with in a practical and instructional way.

Evaluation:

The system of evaluation consists of:

- Group tasks on Case Studies, reading and Operations and Innovation concepts. Weighted at 25%.
- Company work. Weighted at 35%.

- Final course exam. Weighted at 40%. In order for the exam grade to be averaged in with the course’s other grades, students must obtain a grade of 4 out of 10 or over.

Because the methodology of this course focuses on active student participation, there is a significant continuous assessment factor in the evaluation, necessitating major effort on the part of both the students and the Professors. Case Study preparation and reading for the sessions is therefore indispensable.

Articles given as preparatory reading for each session must be read and analysed before the class. The readings are assessable final exam material.

No test or group presentation can be made up at a later date, even if the non-attendance was for work reasons, as these tests are used for random attendance measurement.

All the groups will submit the chosen Case Studies to the practicals professors at the beginning of the practicals classes.

**Core Bibliography:**


**Complementary Bibliography and Material:**

Innovation

Beck, J, Wade, M., The Kids are Alright, HBS Press, 2006

Chesbrough, H, Open Innovation, HBS, 2003

Cooper, R.G., Winning at New Products: Accelerating the Process from Idea to Launch, Addison Wesley, 1993


Schumpeter, J, Theory of Economic Development, 1912, 1934


Von Hippel, E., Democratizing Innovation, The MIT Press, 2005


Supply Chain Management


Christopher, Martin (2001), Logistics and Supply Chain Management, Financial Times Management.


Harrison, Allan and Van Hoek, Rene (2002), Logistics and Supply Chain Management. Prentice Hall.


http://www.napm.org
http://www.supplychain.ittoolbox.com
http://www.cpfr.org
http://www.supply-chain.org
http://ocw.mit.edu/index.html
http://www.ascet.com
http://www.manufacturing.net/scm/
http://cio.com/research/scm/
http://www.sckc.info

Business Process Management


http://www.bain.com/management_tools/home.asp
http://www.brint.com/BPR.htm
http://www.benchnet.com/
http://www.apqc.org/
http://www.prosci.com/
http://www.hammerandco.com/