esade

Competing from Operations

UGRA_001273

Departments	Dept. of Operations, Innovation & Data Sciences, Operations, Innovation and Technology Management (OITM)
Teaching Languages	English, Spanish, Catalan
ECTS	3
Teacher responsible	Marina Masdeu Figa - marina.masdeu@esade.edu
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Course Goals

Upon successfully completing this course, students will be able to:

1. Create the context to interpret Operations strategy within the framework of the company's overall corporate and competitive strategies. In other words, students will understand and be able to apply BPM and value-creation techniques within their firms.

2. Analyse the importance of supply chain design in terms of demand management and creating operational response mechanisms. Students will also be familiar with supply chain management trends and their impact on the organisation.

3. Understand the most important questions executives working in the Operations area face, introducing them to the tools and methods needed to resolve those issues.

4. Become familiar with the management competencies required for Industry 4.0 and appreciate the challenges supply chains face in a post-COVID-19 setting.

5. Understand the specifics of Operations management in service firms, especially in terms of assessing service quality and service globalisation.

6. Study the different elements within the BPM approach and process reengineering.

7. Analyse the strategic indicators and the Key Performance Indicators (KPIs) used to implement business strategy through the strategy map.

8. Become familiar with the benchmarking concept and its usefulness when designing operations.

Description

Course

- Students will learn to contribute to the company's overall strategy

contribution to program

from the Operations area, facilitating the firm's growth and development in a global and increasingly digital setting.

• They will be able to design and manage value chains from Operations.

• And they will become familiar with the process-based and Business Process Management (BPM) approaches to help companies to reduce costs while improving their clients' satisfaction at the same time.

Activities

Readings

Roig, Carlos : "Development of business models through excellence in Operations". Harvard-Deusto Business Review, March. 2014

• Roig, Carlos (2020): "Industry 4.0: New forms of intelligence, knowledge and Management Skills". Esade DoGood. DoBetter.

• Roig, Carlos : "Change of paradigm: development of the logistics back-end to compete in e-commerce". Harvard-Deusto Marketing & Sales, April.2014

• Roig, Carlos : "Matching supply and demand in turbulent environments. Should we forecast or manage demand?" Harvard-Deusto Business Review, September 2016.

• Roig, Carlos : "Should we opt for reindustrialisation? Key issues and proposals" Harvard-Deusto Business Review, April 2015

• Roig, Carlos: "Industry 4.0: the 4th Industrial (Re) evolution". Harvard-Deusto Business Review, April. 2017

• Roig Carlos: "Supply-chain challenges in a post-COVID-19 setting". Harvard Deusto Business Review. January 2022

• Parasuraman, A. (2013): "Finding Service Gaps in the Age of e-Commerce". Harvard Business Review.

• Parasuraman, A. (2013): "Finding Service Gaps in the Age of e-Commerce". Harvard Business Review.

Case study resolution

Content

#	Topic
1	DEVELOPING BUSINESS MODELS TROUGH OPERATIONAL EXCELLENCE Part 1 Introduction to the course. MAIN OPERATIONS MANAGEMENT CHALLENGES Analyze different Operations approaches and tools to create sustainable competition. Visualize the main Operations Management sources of complexity Learn to understand and deal with different OM mindsets to articulate actions.
2	DEVELOPING BUSINESS MODELS TROUGH OPERATIONAL EXCELLENCE Part 2 Analyze different Operations approaches and tools to create sustainable competition.(2) Visualize the main Operations Management sources of complexity. (2) Learn to understand and deal with different OM mindsets to articulate actions. (2)
3	PREPARE YOURSELF AND YOUR ORGANIZATION FOR DECISION MAKING Designing an Operations model. How do we create a "set of decisions"? What type of leadership is it required? ". Organization set Up: Should we change our organisation or change our decision-making processes? Some about KPi´s Case study: Zappos – Part 1

#	Topic
4	DESIGN & MANAGE THE VALUE CHAIN: AN OPERATIONS APPROACH– PART 1 Tool Kit : A Cross functional decision making process LEARN TO MANAGE DEMAND FROM OPERATIONS: Understand demand behaviour The Planning Process. Design and manage a Service Policy. Design and Manage a Cost Policy.
5	DESIGN & MANAGE THE VALUE CHAIN: AN OPERATIONS APPROACH– PART 2 Tool Kit : A Cross functional decision making process LEARN TO DESIGN AND MANAGE THE OPERATIONS RESPONSE: Response design. End-to-end design. Distribution network design.
6	TRENDS: A VIEW TO 2030. Digitalisation and Industry 4.0. SCM challenges in a post-COVI9-19 setting
7	
8	SERVICE COMPANY MANAGEMENT .Part 1 Differential service traits. Transactional versus experiential services. The service value proposition. Service quality assessment. Servqual Model.
9	SERVICE COMPANY MANAGEMENT . Part 2 Service globalisation. Case: Shouldice Hospital.
10	Indicators: concept, traits and functions. Strategic versus operational indicators. Key Performance Indicators (KPIs) and the Net Promoter Score (NPS). The Balanced Scorecard and the strategy map. Benchmarking: concept & types.
11	BUSINESS PROCESS MANAGEMENT The process concept. Flow charts. What is "Business Process Management"? The "process owner" concept and responsibilities. The four phases in the transition towards a BPM approach. Process innovation: reengineering.

Assessment

Tool	Assessment tool	Category	Weight %
Individual or team exercises	Given that this course's methodology focuses on students' active participation, assessment includes a significant ongoing component, requiring considerable efforts by both students and faculty. Consequently, preparing the case studies and readings befor	Retake and ordinary round	

PROGRAMS

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
   BBA20 Year 3 (Mandatory)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
   BBA23 Year 3 (Mandatory)

BBE20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
   BBE20 Year 3 (Mandatory)

   BBE20 Year 1 (Mandatory)

DBAI21-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)

   DBAI21 Year 4 (Mandatory)

   DBAI21 Year 1 (Mandatory)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)

   DBAI23 Year 4 (Mandatory)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)
   GBD20 Year 3 (Mandatory)

GBD23-Double Degree in Business Administration and Law (Undergraduates: Law)
   GBD23 Year 3 (Mandatory)