

## Operations II

### Introduction

Operations Management is fundamentally about finding better ways of doing things in a company. Its ultimate goal is to fulfill the promise made to the customer in a way that is (a) efficient (short-term) and (b) sustainable (long-term). In fact, achieving innovative and excellent operations has played an essential role in many of the great success stories business has written, such as, for example, Amazon, Southwest, Toyota, or Zara.

### Objectives

We will explore the key tools and concepts that will allow us to leverage the operations of a company as a major source of competitive advantage (i.e. weaponize operations). This will also strengthen your profile as future managers, as in most organizations, improving and innovating operations is more crucial than ever. Fortunately, it usually is also more reliable and cheaper than most other ways of generating competitive advantage.

The specific goals of the course are as follows,

1. Learn the basic elements and tools of operations management.
2. Understand why operations strategy may be a great source of competitive advantage.
3. Learn how to create value from operations.
4. Get a general overview of ops key concepts and their relationship with other areas of the firm, such as finance and marketing.
5. Understand the similarities and differences between product and services companies.

### Learning Outcomes

RA19. Enable students to apply acquired knowledge and solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

RA11. Enable students to integrate knowledge and address the complexity of making judgments based on incomplete or limited information, including reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

RA20. Enable students to communicate their conclusions, along with the knowledge and rationale supporting them, to both specialized and non-specialized audiences clearly and unambiguously.

RA12. Equip students with learning skills that enable them to continue studying independently and self-directedly.

RA21. Listen, understand, and compare differing viewpoints to develop an objective understanding of a business situation. Communicate in a structured and persuasive manner (Interpersonal communication).

RA13. Work effectively in multicultural teams, assuming project leadership when necessary. Integrate the value of diversity into the team's decision-making and work process (Multicultural teamwork skills).

RA14. Critically evaluate information and the context of a business situation to reach prudent decision-making conclusions (Critical thinking).

RA22. Acquire self-knowledge and self-control necessary to work effectively under pressure in professional environments, understanding others' motivations and the corporate culture (Emotional intelligence).

RA2. Apply well-established ethical criteria in business decision-making, respecting the inherent dignity of each individual and the pursuit of the common good. (Integrity)

RA15. Develop a proactive mindset open to organizational change to design and promote process improvement initiatives and facilitate adaptability to new organizational cultures (Innovative spirit).

RA3. Identify relevant data to diagnose a business problem and generate sensible decision alternatives.

RA4. Analyze and design optimized operations and logistics systems focused on customer orientation, following Lean philosophy principles (eliminate non-value-adding activities).

RA24. Design product and service operation strategies optimizing the supply chain through the application of the Theory of Constraints (TOC), input-output analysis, and queue theory.

## **Content**

The main topics covered by this course include:

- Process analysis and fundamental variables
- Capacity analysis
- Input/output analysis
- Queuing theory
- Inventory management
- Supply management

## **Instructional Activities**

- AF1: Training sessions and meetings with the teacher (classes, seminars, lectures, tutorials, company visits, simulations): 22hrs
- AF2: Individual student work (personal study, preparation of assignments): 29hrs
- AF3: Teamwork (preparation of group assignments and execution of simulations): 6hrs
- AF4: Evaluation tests: 3hrs

## **Evaluation**

The course evaluation will be based on:

- Class participation and one team assignment (60%)
- Final exam (40%)

The IESE Business School's Honor Code and Learning Partnership apply to all activities in this course. For individual assignments, unless explicitly stated, you should not interact with anyone else. For deliverables to be done in teams you should interact only with the members of your team.