



Universidad
de Navarra

Operations Strategies
Teaching guide 2025-26

INTRODUCTION

Course description

The aim of this course is to show the contribution of the operations system to business strategy and to serve as a practical operations system to business strategy. To this end, the aim is to analyse the operations strategy of companies and to see the relevance of three operations decisions: design of products and services; location; and supply chain.

- o **Degree:** Business Administration
- o **Module in the Degree Program:** 2. "Organización de Empresas"; 2.1. "Gestión estratégica"
- o **Number of credits:** 3 ECTS
- o **Year:** Fourth, 2º semester
- o **Type of course:** Required
- o **Coordinator:** José A. Alfaro
- o **Instructor :** José A. Alfaro
- o **Language:** English
- o **Department:** Business
- o **Lecture Schedule:** they will appear in the web of the Faculty

LEARNING OUTCOMES (Competencies)

Generales:

CG2 - To identify, integrate and use the knowledge acquired to argue, discuss and solve relevant problems in economics and/or business.

CG7 - To analyse the process of defining and implementing goals and/or strategies in the company.

Basics:

CB1 - Students must demonstrate that they possess and understand knowledge in an area of study based on a general secondary school education whose content often comes from advanced textbooks, but also includes cutting-edge knowledge in this field of study.

CB5 - Students must develop the learning skills required to undertake subsequent studies with a high level of independence.

Specifics:



Universidad
de Navarra

CE3 - To be familiar with the theoretical and practical aspects of a company, its organizational structure and/or the relationship between its parts.

CE4 - To understand the concept of strategy in the context of a company.

CE16 - To be familiar with the processes of implementing company strategies.

CE18 - To make judgments on business situations and/or decisions based on economic criteria.

CE23 - To be familiar with the design of organizational structures.

CE25 - To be familiar with the relevance of process analysis in company operations.

PROGRAM

- Chapter 1: The operations field in a firm.
- Chapter 2: Operations strategy.
- Chapter 3: Design of products and services.
- Chapter 4: Location of facilities.
- Chapter 5: Supply Chain.

EDUCATIONAL ACTIVITIES

- Theoretical and/or practical classes: 15 hours.
- Personal study: 30 hours.
- Individual and/or group work: 10 hours.
- Tutorials: 2 hours.
- Assessment: 3 hours.
- Discussion and/or study of practical cases: 15 hours.

ASSESSMENT

ORDINARY CALL

Attendance and participation: 20%

Group and/or individual work: 30%.

Final exam: 50%.

In order to pass the course, it is necessary to get at least a 5 in the final exam.

EXTRAORDINARY CALL

Students may choose to maintain their participation and evaluation grades for work from the ordinary call or for the final exam to be worth 100% of the final grade.



Universidad
de Navarra

OFFICE HOURS

Contact professor: José Antonio Alfaro (jalfaro@unav.es)

Office and Office hours: upon request by email.

BIBLIOGRAFÍA

Moscoso, Philip (2017) Operations Management for executives: realize the full potential of your company. McGraw Hill Education. [Find it in the library](#).

Material from Harvard Business School Publishing and academic and informative articles that will be added as the course progresses.