



## CIEE Seville, Spain

<b>Course name:</b>	Strategic Issues in International Manufacturing
<b>Course number:</b>	BUSI 3003 SEBS
<b>Programs offering course:</b>	Liberal Arts, Advanced Liberal Arts, Business and Society and Communication, New Media and Journalism – Spanish Programs
<b>Language of instruction:</b>	Spanish
<b>U.S. semester credits:</b>	3 credits
<b>Contact hours:</b>	45 hours
<b>Term:</b>	Fall 2019

### Course Description

This course will focus on the analysis and study of an area crucial to the success of all organizations (manufacturers of goods or services): The Operations Area, whose strategic, tactical and operational contribution is decisive for most of the world class companies. The Operations area is responsible for manufacturing those goods and services with which the company has to compete in a global market, and for such competition to be possible, they must be manufactured at the lowest possible cost, the highest quality and service, in a flexible system, with increasingly tight deadlines, and productive processes that respect the environment. All these objectives, as you can see, are in fact the competitive keys with which successful organizations are positioned in the market, and all of them are Operations-specific, that is, their achievement depends on the Management and Management of the Subsystem. of Operations of the Company.

### Learning Objectives

The fundamental objective of the course will be the knowledge, and critical analysis, of the main strategic aspects of the Operations Management - in charge of the study of the Operations Subsystem -, showing the main strategic decisions for which, it is responsible, and, of course, the impact of these decisions on the tactical and operational aspects of the business area in question. On the other hand, the connections that must necessarily exist between the Operations Subsystem and the rest of the subsystems of the company (Finance, Marketing, Human Resources, etc.) will be taken into account, so that the students will be made to see the great importance of running the company as a whole, and in a manner consistent with the current characteristics of the markets to which they direct their goods and services: globalization, high competition, need for personalization and flexibility, costs and quality, responsibility with society and the environment, etc.

### Methods of Instruction

The course will be divided into three sections: management concepts, strategic management theories and strategies, and company visits.

Classroom instruction will cover academic concepts, through PowerPoint presentations and videos that will provide students with the proper tools and techniques for proper operations planning and programming. Classroom exercises will be performed throughout the semester.

Company visits will be used to reinforce academic concepts taught in class and required reading.



### **Assessment and Final Grade:**

**CIEE classes are not graded on a curve nor is there extra credit work. The final grade will be based upon the following criteria:**

Mid-term Exam	25%
Final Exam	25%
Participation	
- Quizzes	20%
- Active Participation in class	10%
Assignments	20%

### **Course Requirements**

**Exams:** There will be two exams throughout the course. The mid-term Exam worth 25% of the final grade of the student. The final exam, worth 25% of the final grade, will be done the last week of class.

The two exams mentioned above will have the same structure:

**Part 1:**

10 multiple-choice questions related to the topics studied above. Each question will have four options, of which only one will be true. Each question answered correctly will add 10 points, while the questions answered incorrectly will subtract 2.5 points. This part 1 will be worth 40% of the final exam grade.

**Part 2:**

Students will write four extended response essays (one page each) related to material covered in class. In these essays the student will have to demonstrate his knowledge of the content and critical analysis skills. In the final exam, one of these questions will be replaced by a practical exercise. Each essay is worth 25 points out of 100 points. This second part comprises 60% of the overall exam grade.

**Participation:**

**Quizzes:** At the beginning of each class, or during the development of the same, the teacher will ask questions that the student must respond using interactive response commands. This will require students to study at home the contents explained in the previous class, and to maintain constant attention in the teacher's explanation. Students' scores on these quizzes will be worth a total of 20 points in the final grade.

**Active Participation in class:**

The professor will evaluate the participation and involvement of the students during the development of the class, specifically in the analysis and comments made by the student in the discussion topics that arise during the development of the class, as well as in group work that takes place in class. With this active participation in class, the student can add 10 points for their final grade.



**Assignments:** Throughout the course, students will complete individual and group assignments relating to various aspects of the course content. Students will normally have one or two weeks to submit the solution to the assigned exercises. These assignment grades will be worth 15% of the students' final grade.

**Attendance policy:** Students are not allowed to miss class for unjustified reasons. For each unexcused absence, the participation portion of the grade will be lowered. Hence, it will be very difficult to receive a 100 in the class. Please keep this in mind.

If a student misses class twice without a valid excuse (a note from a physician in the event of an illness), then the professor will automatically lower the final grade by 5 points (on a 100-point scale) for each class missed thereafter. Students with 6 or more absences will fail the course. Students should arrive to class on time. Arriving more than 15 minutes late for a class will count as an unexcused absence. Please note that an excused absence is one that is accompanied by a doctor's note: signed stamped and dated. Travelling and/or travel delays are not considered valid reasons for missing class.

\*Notes from a physician will only be valid and admitted by the Program Manager if the doctor confirms that the visit could not have been arranged at another time, or that the student was too ill to attend class that day.

**Academic Honesty:** Students are expected to act in accordance with their university and CIEE's standards of conduct concerning plagiarism and academic dishonesty. Use of online translators for work in Spanish will result in an automatic failure.

**Linguistic Resource Center:** It is recommended that students use the LRC

## Weekly Schedule

### **Week 1**

1.1

#### **Presentation of the class**

#### **Unit 1. The business system and operations subsystem.**

The company as an open and complex system: a functional approach.

Readings for the preparation of the class:

Section 1.1 of the Academic Workbook.

Participation:

Active Participation in class:

What is the mission of the operations subsystem in the current company?

What is a manufacturing process?

1.2

#### **Unit 1. The business system and operations subsystem.**

The Operations Subsystem and Operations Management: Historical evolution of its strategic importance.

Readings for the preparation of the class:

Sections 1.2 of the Academic Workbook.

Participation:



Quizzes: questions about the subject explained the previous class

Active Participation in class:

What is the role of the current company in our economic system?

Has the mission of business managers changed?

Are the principles of the old schools of thought still applicable in the management of current companies? (Group work in class)

Assignments:

Current importance of the service sector in the global economy (one-week delivery time).

## Week 2

2.1

### **Unit 1. The business system and operations subsystem.**

Design and management in the area of manufacturing

Readings for the preparation of the class:

Section 1.3 of the Academic Workbook.

Participation:

Quizzes: questions about the subject explained the previous class

Active Participation in class:

If you had the responsibility, relocate any activity of your company?

2.2.

### **Unit 1. The business system and operations subsystem.**

Current challenges Operations Management at a strategic level.

Readings for the preparation of the class:

Section 1.4 of the Academic Workbook.

Participation:

Quizzes: questions about the subject explained the previous class

Active Participation in class:

The company constantly wants to reduce its logistics costs. How many suppliers would work, many or few? Why? (Group work in class)

## Week 3

3.1

### **Unit 2. Manufacturing Strategy**

Introduction: Business strategy development

Diagnosing the current situation: Internal and external analysis

Strategic Manufacturing

Readings for the preparation of the class:

Section 2.1; 2.2 y 2.3 of the Academic Workbook.

Business cases (in class)

Mission and vision of Iberia

Mission and vision of MCDonald's

Participation:

Quizzes: questions about the subject explained the previous class

Active Participation in class:

"Aldi: The largest retailer in Europe" (Group work in class)

3.2

### **Unit 2. Manufacturing Strategy**

Goals of a manufacturing subsystem. How to get a competitive advantage



Readings for the preparation of the class:

Section 2.4 of the Academic Workbook.

Participation:

Quizzes: questions about the subject explained the previous class

Active Participation in class:

Proposal to improve work methods. (Group work in class)

Assignments:

Essay on the role of the service objective in the current company (one-week delivery time).

#### **Week 4**

4.1

##### **Unit 2. Manufacturing Strategy**

Goals of a manufacturing subsystem. How to get a competitive advantage

Strategic decisions of manufacturing

Readings for the preparation of the class:

Section 2.4 y 2.5 of the Academic Workbook.

Business cases (in class)

Volkswagen

Participation:

Quizzes: questions about the subject explained the previous class

Active Participation in class:

Advantages and disadvantages of manufacturing standardized products. (Group work in class)

4.2

##### **Unit 2. Manufacturing Strategy**

Strategic decisions of manufacturing

The Strategic Plan and the Long-Term Production Plan.

Evaluation and Attaining goals

Readings for the preparation of the class:

Section 2.5; 2.6 y 2.7 of the Academic Workbook.

Participation:

Quizzes: questions about the subject explained the previous class

Assignments:

Critical test on the different ways that the current company has to reduce costs (two-week delivery time).

#### **Week 5**

5.1

##### **Unit 3. Design and Product selection**

Introduction

Product design and selection

Readings for the preparation of the class:

Section 3.1 y 3.2 of the Academic Workbook.

Business cases (in class)

Successful Spanish products

The Spanish company "Calvo"

Participation:

Quizzes: questions about the subject explained the previous class



Active Participation in class:  
Investigation or imitation. Advantages and disadvantages.

5.2 **Unit 3. Design and Product selection**

Long term capacity  
Readings for the preparation of the class:  
Section 3.3 of the Academic Workbook.  
Participation:  
Quizzes: questions about the subject explained the previous class  
Active Participation in class:  
The EREs: need or business whim?

**Week 6**

6.1 **Unit 3. Design and Product selection**

Location  
Plant layout  
Readings for the preparation of the class:  
Section 3.4 y 3.5 of the Academic Workbook.  
Business cases (in class)  
Analysis of relocated Spanish companies.  
Participation:  
Quizzes: questions about the subject explained the previous class

6.2 **Midterm Exam**

**Week 7**

7.1 **Unit 4. Lean Manufacturing as a pillar of competitive strategy**

Introduction  
Goals and elements of a JIT philosophy  
Readings for the preparation of the class:  
Section 4.1 y 4.2 of the Academic Workbook.  
Business cases (in class)  
Harley-Davidson  
Participation:  
Quizzes: questions about the subject explained the previous class  
Active Participation in class:  
Inventories in storage: good or bad business policy?

7.2 **Unit 4. Lean Manufacturing as a pillar of competitive strategy**

Reduce preparation time (System SMED) and production  
Readings for the preparation of the class:  
Section 4.3 of the Academic Workbook.  
Practical exercise  
Impact of the size of the manufacturing lot on liquidity, costs and quality  
Participation:



Quizzes: questions about the subject explained the previous class

Assignments:

Analysis of the strategic decisions of Operations of an Andalusian oil company (Two weeks of delivery).

## **Week 8**

8.1

### **Unit 4. Lean Manufacturing as a pillar of competitive strategy**

Standardization of operations

Ability to adapt to a flexible demand: Shojinka

Readings for the preparation of the class:

Section 4.4 y 4.5 of the Academic Workbook.

Practical exercise:

Standardization of operations

Participation:

Quizzes: questions about the subject explained the previous class

Active Participation in class:

Specialized or multi-skilled workers?

8.2

### **Unit 4. Lean Manufacturing as a pillar of competitive strategy**

Programs designed to collect feedback from employees to improve operations:

Soikufu

Autonomous defect control: Jidoka

Readings for the preparation of the class:

Section 4.6 y 4.7 of the Academic Workbook.

Participation:

Quizzes: questions about the subject explained the previous class

Active Participation in class:

Poka-Yoke systems to prevent defective products

## **Week 9**

9.1

### **Unit 4. Lean Manufacturing as a pillar of competitive strategy**

Leveling of production

Readings for the preparation of the class:

Section 4.8 of the Academic Workbook.

Practical exercise:

Leveling of production

Participation:

Quizzes: questions about the subject explained the previous class

9.2

### **Unit 4. Lean Manufacturing as a pillar of competitive strategy**

Production programation: Kanban System

Relationships with suppliers

Implementing the Lean Philosophy and its advantages

Readings for the preparation of the class:

Section 4.9; 4.10 y 4.11 of the Academic Workbook.



Participation:

Quizzes: questions about the subject explained the previous class

Assignments:

Critical analysis on possession of inventories in the company. Advantages and disadvantages (One weeks of delivery).

## **Week 10**

10.1

### **Unit 5. Quality Management**

Introduction.

Quality and competitive advantage.

Definition of quality and historical evolution.

Readings for the preparation of the class:

Section 5.1; 5.2 y 5.3 of the Academic Workbook.

Business cases (in class)

Business failures due to quality problems.

Opel Spain.

Participation:

Quizzes: questions about the subject explained the previous class

Active Participation in class:

Quality certifications. Advantages and disadvantages

10.2

### **Unit 5. Quality Management**

Current approaches to quality management.

Attitudes and organizational aspects for quality.

Readings for the preparation of the class:

Section 5.4 y 5.5 of the Academic Workbook.

Business cases (in class)

Why do quality circles fail in Spain?

Participation:

Quizzes: questions about the subject explained the previous class

Active Participation in class:

Quality certifications. Advantages and disadvantages

## **Week 11**

11.1

### **Unit 5. Quality Management**

Tools for the improvement and control of quality.

Readings for the preparation of the class:

Section 5.6 of the Academic Workbook.

Practical exercise:

Pareto Diagram

Participation:

Quizzes: questions about the subject explained the previous class

Assignments:

Ishikawa's diagram (One weeks of delivery).





11.2 **Unit 5. Quality Management**

The quality in the service companies.

Readings for the preparation of the class:

Section 5.7 of the Academic Workbook.

Participation:

Quizzes: questions about the subject explained the previous class

**Week 12**

12.1 **Review**

12.2 **Final Exam**

**Course Materials**

***Readings***

- ARIAS ARANDA, D.; MINGUELA RATA, B.: Dirección de la producción y operaciones. Decisiones estratégicas. Ed. Pirámide. 2018.
- ARIAS ARANDA, D.; MINGUELA RATA, B.: Dirección de la producción y operaciones. Decisiones operativas. Ed. Pirámide. 2018.
- CHASE, R. B.; JACOBS, F. R.; Aquilano, N. J. Administración de Operaciones. Producción y Cadena de Suministros. 12ª edición. Ed. McGraw Hill Interamericana, S.A. México. 2009.
- DOMÍNGUEZ MACHUCA, J. A.; GARCÍA GONZÁLEZ, S.; DOMÍNGUEZ MACHUCA, M.A.; RUÍZ JIMÉNEZ, A.; ÁLVAREZ GIL, Mª. J. Dirección de Operaciones: Aspectos estratégicos en la producción y en los servicios. Ed. McGraw Hill. Madrid. 1995.
- DOMÍNGUEZ MACHUCA, J. A.; GARCÍA GONZÁLEZ, S.; DOMÍNGUEZ MACHUCA, M.A.; RUÍZ JIMÉNEZ, A.; ÁLVAREZ GIL, Mª. J. Dirección de Operaciones: Aspectos tácticos y Operativos en la producción y en los servicios. Ed. McGraw Hill. Madrid. 1995.
- HEIZER, J. y RENDER, B. Principios de Administración de Operaciones. 7ª edición. Ed. Pearson Educación. México. 2009.
- KRAJEWSKI, L.; RITZMAN, L.P.; MALHOTRA, M. Administración de Operaciones. Estrategia y Análisis. 8ª edición. Ed. Pearson Education. México. 2008.
- MIRANDA GONZÁLEZ, F.J.; RUBIO LACOPA, S.; CHAMORRO MERA, A.; BAÑEGIL PALACIOS, T.M. Manual de Dirección de Operaciones. Ed. Thomson Editores. Paraninfo. España. 2005.
- SCHROEDER, R. Análisis de Operaciones. Casos y conceptos. 2ª edición. Ed. McGraw-Hill. México. 2004.