



## **CIEE in Seville, Spain**

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| <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>                     | Spring 2019  |

### **Course Description**

This course covers an in-depth exploration of the operational issues faced by managers today, from a strategic and tactical perspective. The content of this course focuses on the understanding of a company as an open system composed of subsystems (departments) and the connections between them, which is essential to proper planning and effective operations management decision making.

### **Learning Objectives**

The fundamental objective of this course is based on Strategic, Tactical and Operational aspects of operations management. This course focuses on helping students understand the importance of managing a company as a whole by analyzing the effects operations decision making has on other departments, rather than simply understanding the mechanics of such management tools. Another objective is the understanding of the Strategic, Tactile, and Operational aspects of operation management from a hierarchical and globalized point of view within the business web. Mainly, the students will look at the connections that exist within all and each of the business' subsystems (finance, marketing, personal, etc.). This course will try, through the student participation and the completion of the before mentioned objective, to have students see the importance of managing a business as one and, like it has been classically taught, like a group of separate directives.

### **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

20%



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|------------------------|-----|
| Final Exam             | 30% |
| In-class participation | 10% |
| Assignments            | 15% |
| Ongoing evaluation     | 25% |

### **Course Requirements:**

**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**

##### **Introduction to the class**

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

- 1.1 The business as an open and complex system: a functional focus
- 1.2 Strategic importance of the manufacturing subsystem and manufacturing management

#### **WEEK 2**

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

- 1.3 Design and management in the area of manufacturing
- 1.4 Historical and current account of manufacturing management

#### **WEEK 3**

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

- 2.1 Introduction: Business strategy development
- 2.2 Diagnosing the current situation: Internal and external analysis



## 2.3 Strategic Manufacturing

### WEEK 4

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

- 2.4 Goals of a manufacturing subsystem. How to get a competitive advantage
- 2.5 Strategic decisions of manufacturing
- 2.6 Evaluation and goal attaining control
- 2.7 Evaluation and Attaining goals

### WEEK 5

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

- 3.1 Introduction
- 3.2 Product design and selection
- 3.3 Process design and selection

### WEEK 6

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

- 3.3 Long term capacity
- 3.4 Location
- 3.5 Plant layout

#### **Midterm Exam**

### WEEK 7

#### **Unit 4. Lean Manufacturing (Just in Time) as a pillar of competitive strategy**

- 4.1 Introduction
- 4.2 Goals and elements of a JIT philosophy
- 4.3 Reduce preparation time (System SMED) and production

### WEEK 8

#### **Unit 4. Lean Manufacturing (Just in Time) as a pillar of competitive strategy**

- 4.4 Manufacturing standardization
- 4.5 Ability to adapt to a flexible demand: Shojinka
- 4.6 Programs designed to collect feedback from employees to improve operations: Shojinka

### WEEK 9

#### **Unit 4. Lean Manufacturing (Just in Time) as a pillar of competitive strategy**

- 4.7 Autonomous defect control o Jidoka
- 4.8 Production levels
- 4.9 Production programation: Kanban System
- 4.10 JIT Relationships with suppliers
- 4.11 Implementing the JIT Philosophy and its advantages

### WEEK 10

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

- 5.1. Introduction: concept of quality product



- 5.2. Quality cycle
- 5.3. Elements that depend on quality

#### **WEEK 10**

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

- 5.4. optimum level of quality
- 5.5. Costs of quality
- 5.6. Total quality
- 5.7. Introduction to quality control

#### **WEEK 12**

##### **Review**

##### **Final Exam**

#### **Course Materials**

##### ***Readings***

- 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.
- 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.