

INTER AMERICAN UNIVERSITY OF PUERTO RICO  
METROPOLITAN CAMPUS  
ECONOMICS AND ADMINISTRATIVE SCIENCES FACULTY  
SCHOOL OF MANAGEMENT

**COURSE SYLLABUS**

**I. GENERAL INFORMATION**

COURSE TITLE	:	Industrial Plant Management
CODE AND NUMBER	:	BADM-6140
CREDITS	:	Three (3)
ACADEMIC TERM	:	
PROFESSOR	:	
OFFICE HOURS	:	
OFFICE TELEPHONE	:	
ELECTRONIC MAIL	:	

**II. DESCRIPTION**

Case studies in industrial plant management and policy decisions related to the coordination of plant functioning and its organization.

**III.OBJECTIVES**

- The student will be able to analyze problems related to the management function within an industrial plant environment.
- The student will build a deep consciousness of the need for constant improvement in both in manufacturing and service operations.
- The student will be able to analyze an array of problems related to the supply chain management in the local environment.
- The student will be able to analyze problems related to the global supply chain management and its effect on the industrial operation.
- The student will understand the importance of the classic foundations of operations management applied to the overall aspects of industrial plant management.
- The student will understand the importance of innovation in both manufacturing and service operations.
- The student will understand the importance of process control, process improvement and process innovation for cost containment and performance improvement.
- The student will understand the importance of vertical integration and outsourcing.
- The student will understand the excellence in strategic planning and sound operational planning.
- The student will understand the importance using a proactive value driven management approach.
- The student will understand the importance of best practices in management to avoid operation behavior that can undercut operation's performance.

## IV. COURSE CONTENT

<u>Topic</u>	<u>Resource</u>
Operation Strategy and Global Competitiveness Case Studies:	Chapters 1
Sum Chau, Vihn (2008). The relationship of strategic performance management to team strategy, company performance and organizational effectiveness. <b><u>Team Performance Management</u></b> . (14)3/4, 113-117.	
Prajogo, Daniel I. & McDemontt, Christopher M. (2008). The Relationships Between Operations Strategies and Operations Activities in Service Context. <b><u>International Journal of Service Industry Management</u></b> . (19) 4, 506-520	
Process Planning and Design Case Studies	Chap. 2
Lizalone, Roberto. (2008). Leveraging Knowledge Assets to Improve New Product Development Performances. <b><u>Measuring Business Excellence</u></b> . (12)2, 38-50.	
Bothe, Davis R. (2003 Sept.). Improve Service and Administration. <b><u>Quality Progress</u></b> . (36)9, 53-57.	
Controlling Processes Case Studies:	Chap. 3
Pluta, Paul L. (2009, Winter). FDA 2008 Process Validation Draft Guidance-How to Implement. <b><u>Journal of Validation Technology</u></b> . (15)1, 23-30.	
Otero, L.A. and Motwani, J. (2001). La reingeniería en la empresa y la tecnología informática como uno de sus elementos fundamentales. <b><u>Forum Empresarial</u></b> . Vol. 6, Issue 1. 71- 93.	
Process Improvement: Minimizing Variation Through Six Sigma Case Studies:	Chap. 4
Bamford, David R. & Greatbanks, Richard W. (2005). The Use of Quality Management Tools and Techniques: A Study of Application in Everyday Situation. <b><u>The International Journal of Quality &amp; Reliability Management</u></b> . (22) 4/5, 376-392.	

Eckes, George (2001). **The Six Sigma Revolution: How General Electric and Others Turned Process Into Profits.** New York: John Wiley and Sons.

Process Improvement: Reducing Waste Through Lean  
Case Studies

Chap. 5

Wu, Yen Chun (2003). Lean Manufacturing: A Perspective of Lean Suppliers. **International Journal of Production and Operations Management.** (23)11/12, 1349-1376.

Pohlman, Randolph A. & Gardiner, Gareth S. (2000). **Value Driven Management.** New York: AMA Press.

Supply Chain Management  
Case Studies

Chap. 7

Fabbe-Costes, Nathalie, Jahre, Marianne & Roussat, Christine (2009). Supply Chain Integration: The Role of Logistics Service Providers. **International Journal of Productivity and Performance Management.** (58)1, 71-91.

Svensson, Goran & Baath, Hans (2008). Supply Chain Management Ethics: Conceptual Framework and Illustration. **Supply Chain Management: An International Journal.** (13)6, 398-405.

Best Management Practices in an Operation Environment  
Case Studies

Liker, Jeffrey K. (2004). **The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer.** New York: McGrawHill.

Herbold, Robert J. (2004). **The Fiefdom Syndrome.** New York: Currency Double Day.

Santiago, Axel A. (2007). Why Employees Do Not Follow Procedures. **Inter Metro Business Journal.** (3)2, 15-49.

## V. ACTIVITIES

- A. Lectures
- B. Case Studies
- C. Supplementary readings
- D. Internet searches
- E. Audiovisual Support: Powerpoint presentations, videos
- F. Presentation and discussion of relevant academic journal or trade journal articles

## **VI. EVALUATION**

Required activities to achieve course objective should include various pedagogical activities such as, homework, presentations, short quizzes, partial examinations and interactive participation. It is highly recommended the utilization of the Blackboard platform as a support system for the course. Assessment techniques should be applied at professor discretion.

1. Students are expected to review prerequisite material as needed, and to read assignments prior to the class session.
2. Students are required to actively participate in class discussions.
3. The student will be required to complete case studies and homework problems as a mean to practice the acquired practical knowledge in the classroom.
4. This is a fast pace course requiring a lot of reading to acquire the required knowledge. This graduate course is highly demanding in evaluating a great array of situations, perspectives and tools used by operations managers as a mean of maintaining a productive and successful operation.

## **VII. SPECIAL NOTES**

### **A. Special Accommodations**

Students who require special accommodations must request these services at the beginning of the course as soon as they notice that they need help. Students can access this service with Professor Jose Rodriguez, Coordinator of Students with Special Needs at the Guidance and Counseling Office on the first floor at Metro's Student Center.

### **B. Plagiarism**

Plagiarism, dishonesty, fraud and any other type of manipulation or inappropriate behavior related with academic performance are unacceptable in our institution. Disciplinary actions will be taken on students found guilty of such practice as established in Chapter V, Article 1, Section B.2 of the Student's Rules and Regulations handbook.

**INTER AMERICAN UNIVERSITY HAS VERY STRICT REGULATIONS REGARDING PLAGIARISM (USING THE IDEAS OR WORDS OF OTHERS WITHOUT GIVING PROPER CREDIT), SO IT IS IMPORTANT THAT YOU SPECIFICALLY READ CHAPTER 5, ARTICLE 1, SECTION B.2C OF THE STUDENT' RULES AND REGULATIONS HANDBOOK. THIS SECTION CLEARLY EXPLAINS WHAT PLAGIARISM IS. IN ADDITION, IT EXPLAINS THE TYPES OF SANCTIONS STUDENTS ARE EXPOSED TO WHEN THEY COMMIT IT.**

## C. USE OF ELECTRONIC DEVICES

CELLULAR (MOBILE) TELEPHONES AND ANY OTHER ELECTRONIC DEVICE THAT COULD INTERRUPT THE TEACHING-LEARNING PROCESS OR DISRUPT A MILIEU FAVORABLE FOR ACADEMIC EXCELLENCE WILL BE DEACTIVATED. CRITICAL SITUATIONS WILL BE DEALT WITH IN AN APPROPRIATE MANNER. THE USE OF ELECTRONIC DEVICES THAT PERMIT THE ACCESSING, STORING OR SENDING OF DATA DURING TESTS OR EXAMINATIONS IS PROHIBITED.

## VIII. RESOURCES

### a) Required Textbook

Meredith, J.R. and Shafer, S.M. (2010). *Operations Management for MBA's*. (4<sup>th</sup>. Ed.) New York: John Wiley and Sons.

### b) Audiovisual and Information Technology

Campus On-line Services at - <http://cai.inter.edu/>

- Use of CIT Open Lab is encouraged for use of Spreadsheets and other support software such as SPSS.
- ProQuest
- Infotrac (Database)
  - Business and Company Resource Center
  - General Business File Internacional
  - Expanded Academic ASAP

## IX. BIBLIOGRAPHY

### References

Hayes, R.H. and G.P. Pisano. "Beyond World-Class: The New Manufacturing Strategy." *Harvard Business Review* (January-February 1994):77-86. (Classic Reading)

Johnson, Dana M., Sun, Jichao & Johnson, Mark A. (2007). Integrating multiple manufacturing initiatives: challenge for automotive suppliers. *Measuring Excellence*. 11(3), 41-56.

Kiridena, Senevi, Hasan, Maruf & Kerr, Roger. (2009). Exploring Deeper Structures in Manufacturing Strategy Formation Processes: A Qualitative Inquiry. *International Journal of Operations & Production Management*. (29)4, 386-417.

Otero, L.A., Motwani J., & Kumar, A. (1996). An Application of the Robust Experimental Design Technique to Improve Service Performance. *International Journal of Quality and Reliability Management*. (13)4. 85-98.

Sower, Victor E., Motwani, Jaideep & Savoie, Michael J. (1995). *Classic Readings in Operations Management*. Fort Worth: Dryden Press.

Vouzas, Fotis. (2007). Investigating the Human Resources Context and Content on TQM, Business Excellence and ISO 9001:2000. *Measuring Business Excellence*. (11)3, 21-29.

Wren, D. & Bedeian, A.G. (2009). *The Evolution of the Management Thought*. (6.th. Ed.) New York: John Wiley and Sons.