IE 6850: Manufacturing Strategy
Industrial and Systems Department
Fall 2013

Instructor: Jeremy Rickli (jlrickli@wayne.edu)
Office: 2173 Manufacturing Engineering Bldg.
Phone: 
Office Hours: Monday, Tuesday, Wednesday, Thursday: 11:00am - 12:00pm or by appointment

Class Schedule: Wednesday 17:30 – 19:20 (2060 Manufacturing Engineering Building)


Course Description:
Manufacturing strategy is one aspect of a company’s business strategy that also includes marketing, finance, and research and development strategies. For a company to be successful, each of these strategies must coexist to achieve the company’s goal, meet customer demands, and stay competitive. The objective of this course is to introduces and discusses key components of manufacturing strategy and how this fits within an overall business strategy. Manufacturing strategy concepts, at a factory and global level, are introduced through the accompanying textbook and expanded upon with associated case studies.

Primary sources of learning in this course will be textbook, cases, and lectures. Participants in the course will learn to:

- Align manufacturing with marketing and finance in order to support company strategy and achieve competitive advantage
- Select the best manufacturing strategy for a factory and an international network of factories
- Select the best manufacturing programs (e.g. benchmarking, improvement programs, quality management, cycle time reduction, agile manufacturing, and others)
- Identify the analytical methods used to determine manufacturing’s operational and strategic contributions
- Analyze, review, and present manufacturing case studies and lead discussions regarding the key points of case studies

Grading:
Case Studies (7) 35%
Presentations 20%
Report 5%
Class Participation 10%
Mid-Term Exam 10%
Final Exam 20%
Total Possible Points 100%

Grading Scale:
A  94% - 100%  C  73% - 76%
A - 90% - 93%  C - 70% -72%
B + 85% - 90%  D + 65% - 69%
B  83% - 84%  D  60 % - 64%
B - 80% - 82%  D - 55% - 59%

This syllabus is subject to change throughout the semester. Any changes will be posted on blackboard and announced in class.
C+  77% - 79%   F  Less than 55%

Blackboard Access:
Every student is expected to enroll at: http://blackboard.wayne.edu. Class documents, handouts, homework and solutions and also class grades will all be posted on Blackboard. Class documents, handouts, homework, homework solution and class grades will all be posted on Blackboard.

Case Studies:
Students will be responsible to read each assigned case before class and prepare a maximum two page report to be submitted through blackboard before the start of the next class. Late reports will be docked 10% for day it is late for three days. After the third day the report will not be accepted. Students are expected to participate in class discussions regarding the case studies and other class material. Students (either by team or individually depending on the class size) will be responsible to lead the discussion of one case study which will count toward the class participation and presentation grade. A template for the reports is posted on blackboard.

Presentations and Report:
Student will be responsible for two 10 minute presentations (either by team or individually depending on the class size). The first presentation will require students to search for and present a journal article related to an aspect of manufacturing strategy covered in the course. The second presentation will require students to present on some aspect of manufacturing strategy at a real company. The presentation will be accompanied by a report that will be at a level of quality equal to a conference paper.

In-Class Work and Attendance:
It is the student’s responsibility to attend every class session. Attendance will not be taken nor will a numerical grade be assigned to it. However, there will be in-class assignments (both announced and unannounced) and other activities of learning and evaluation. Only students who are present in the classroom can take part in these activities and earn the corresponding grade. Students who are not present for these evaluations will receive a zero. There will be no makeup sessions to any student who misses a class. There will be no relief on homework due date for any student who misses a class.

A late arrival disrupts the class and the attention of everyone. It is highly encouraged that you arrive on time for the class. However, if there are circumstances that prevented you from arriving on time, please enter in the least disruptive way possible. Doors will not be locked.

While in the class room, all cell phones, PDAs, Laptops need to be turned off:
Midterm and final exam dates will be determined in the first week of the semester. No makeup exam will be offered except for students who have medical emergencies that can be supported by a letter from a doctor.

Honors & Ethics:
It is the responsibility of each student to adhere to the principles of academic integrity. Academic integrity means that a student is honest with him/herself, fellow students, instructors, and the University in matters concerning his or her educational endeavors. Thus, a student should not falsely claim the work of another as his/her own or misrepresent him/herself so that the measures of his/her academic performance do not reflect his/her own work or personal knowledge. In this regard, cheating will not be tolerated. Cheating includes (but is not limited to) any communication (written or oral) during examinations and sharing of work, such as using the same models or computer programs or copying work. All assignments and projects must be an individual effort unless specifically noted. All written assignments and oral presentations are expected to conform to accepted standard for citation (referencing). Students who cheat on any assignment or during any examination will be assigned a failing grade for the course. Therefore avoid all appearance of improper behavior. Students who witness cheating
should report the incident to the instructor as soon as possible. Students are also welcome to discuss any concerns related to cheating with the department Chair. The following site offers some good information: http://www.otl.wayne.edu/wsu_integrity.php.

Cooperation in responding to homework questions is encouraged, as part of the cooperative learning framework of the course. However, copy someone else’s homework and handing it in as his/her own is not permitted. Cheating will not be tolerated in this class.

Drops, Withdrawals, and Incompletes:
The following link provide to the registrar office information regarding important dates for drop, withdrawal, etc. during the Fall 2013 semester: http://reg.wayne.edu/students/registration-calendar-13-14.php. Withdrawals must be requested on Pipeline by Saturday, November 10th. Any incompletes given must be completed within one year and if not completed within one year will be assigned a failing grade.

Educational Accessibility Services:
If you feel that you may need an accommodation based on the impact of a disability, please feel free to contact me privately to discuss your specific needs. Additionally, the Office of Educational Accessibility Services (EAS) coordinates reasonable accommodations for students with documented disabilities. The Office is located in 1600 Undergraduate Library, phone: 313-577-1851 (Voice) / 577-3365 (TTY).

Tentative Course Outline:

<table>
<thead>
<tr>
<th>Wk.</th>
<th>Day</th>
<th>Dates</th>
<th>Topic</th>
<th>Chapter</th>
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<tbody>
<tr>
<td>1</td>
<td>W</td>
<td>8/28</td>
<td>Introduction&lt;br&gt;Part I: Principles of Strategy</td>
<td>1,2</td>
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<tr>
<td>2</td>
<td>W</td>
<td>9/4</td>
<td>Part II: Manufacturing Strategy in a Factory&lt;br&gt;Case Study (CS) #1 Assigned</td>
<td>3,4</td>
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<td>3</td>
<td>W</td>
<td>9/11</td>
<td>Cancelled – Power outage</td>
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<td>4</td>
<td>W</td>
<td>9/18</td>
<td>Part II: Manufacturing Strategy in a Factory&lt;br&gt;Presentation #1 Assigned</td>
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<tr>
<td>5</td>
<td>W</td>
<td>9/25</td>
<td>Part II: Manufacturing Strategy in a Factory&lt;br&gt;Presentation #1</td>
<td>6,7</td>
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<tr>
<td>6</td>
<td>W</td>
<td>10/2</td>
<td>Part III: Manufacturing Strategy in an International Network&lt;br&gt;Case Study (CS) #4 Assigned</td>
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<td>7</td>
<td>W</td>
<td>10/9</td>
<td>Part III: Manufacturing Strategy in an International Network</td>
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<td>8</td>
<td>W</td>
<td>10/16</td>
<td>Mid-Term Exam</td>
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<td>9</td>
<td>W</td>
<td>10/23</td>
<td>Part III: Manufacturing Strategy in an International Network&lt;br&gt;Case Study (CS) #5 Assigned</td>
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<td>10</td>
<td>W</td>
<td>10/30</td>
<td>Part III: Manufacturing Strategy in an International Network&lt;br&gt;Case Study (CS) #6 Assigned</td>
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<td>11</td>
<td>W</td>
<td>11/6</td>
<td>Part III: Manufacturing Strategy in an International Network&lt;br&gt;Part IV: Manufacturing Strategy and Business Strategy&lt;br&gt;Case Study (CS) #7 Assigned</td>
<td>12,13</td>
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<td>12</td>
<td>W</td>
<td>11/13</td>
<td>Part V: Programs Used Frequently in Manufacturing Strategy</td>
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<td>13</td>
<td>W</td>
<td>11/20</td>
<td>Textbook Scenarios</td>
<td>13,14,15</td>
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<td>14</td>
<td>W</td>
<td>11/27</td>
<td>Thanksgiving – NO CLASS&lt;br&gt;Report Due</td>
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<td>15</td>
<td>W</td>
<td>12/4</td>
<td>In-Class Presentations: Presentation #2</td>
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<tr>
<td>16</td>
<td>W</td>
<td>12/11</td>
<td>Final Exam (during normal class time)</td>
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