

COURSE SYLLABUS
IME 4020: Supervision of Industrial Operations
Spring 2011

Class Information

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Class meeting time and location
 Tues/Thurs 8:30-9:45 a.m.
 C-123 Parkview

Catalog Description

“The essential functions of supervisory management will be presented in this course. Common supervisory duties, obligations, and responsibilities are covered with emphasis on skills in managing interpersonal work relationships. Implications for the student’s early career management are identified.”

Course Objectives	Performance Criteria¹	ABET/TAC Outcomes²
1. Identify common supervisory duties, obligations, and responsibilities.	I1. Evaluates the ethical dimensions of professional engineering and technological practices.	i*,j
2. Identify and understand the basic functions of supervisory management.		a
3. Gain or refine skills in managing interpersonal work relationships.		g
4. Conduct a structured analysis of a work situation.	K3. Considers the role of time in the design process, in decision making, and/or in manufacturing and service	d,k*

	processes.	
5. Gain insight into one's own management and leadership styles.	J2. Applies knowledge that considers professional, societal, and/or global impact.	j*
6. Understand key federal legislation concerning supervisory behavior.	J4. ICES #189: This course broadened my perspective of working in a global/societal context.	j*

¹Performance Criteria: IME performance criteria may be found at <http://www.wmich.edu/ime>

²ABET/TAC Outcomes: Outcomes may be found at <http://www.abet.org/>

*Tracked to course notebook.

Required Materials: Mosley, D.C., Jr., Mosley, D.C., & Pietri, P. H. 2010. *Supervisory Management: The Art of Empowering and Developing People (8e)*. Cincinnati: Southwestern Publishing.

Prerequisite Learning

Students are expected to have knowledge of and the ability to apply the following concepts in class:

1. Basic understanding of key business processes (e.g., production, finance, marketing) and technical processes (e.g., manufacturing processes, engineering design process). This is typically accomplished through active participation and successful completion of the first two years of coursework in an engineering or engineering-related curriculum and through work experience, whether part-time, coop, intern, or full-time employment.
2. Ability to define, model, and solve problems using tools and techniques from operations research, including linear programming, integer programming, etc.
3. Able to understand, write, speak, and present in clear, understandable English.
4. Experience finding articles using databases such as ABI/Inform, FirstSearch, InfoTrac, Lexis-Nexis, and other sources.

Description of Graded Assignments and Evaluation Guidance

Note on preparation of assignments: All assignments must be neatly word-processed or typed and submitted via e-learning. Handwritten work will not be accepted. I place special emphasis on the use of proper grammar, spelling, and the use of an appropriate writing style.

All homework is due no later than the beginning of the class period for which it was assigned. The first three late homeworks will be subject to a 20% penalty; after three late homeworks, no further late homeworks will be accepted. No homework will be accepted later than the class period following the one when the homework was originally due. Students who believe their lateness should not be penalized should present appropriate documentation.

Homeworks—You'll prepare homework assignments throughout the semester. Two will be a brief feedback based on the reading assignment. The feedback form for the week guides you through basic study skills by asking you for the main and supporting points in the reading. The feedbacks cause you to look thoughtfully at the reading, give you summarized support material for your exams, and keep you up to date on your assignments. You'll answer the questions on the feedbacks with short paragraphs of 150 words or less. This is a lesson in being concise.

Case studies and other homework types are described in e-learning.

Paper: Writing is an essential skill for a practicing engineer, especially as the engineer assumes management responsibilities. I place high emphasis on proper grammar and spelling throughout the course and a portion of the grade for the paper will reflect this emphasis.

The paper should be on your personal management and leadership philosophy and approach. Considering what you have learned in the course via models, theories, techniques, cases, and practice, identify elements you consider most relevant. Discuss how you fit into those models and the implications for how you will change or create your unique supervisory style. **Your paper must include an action plan for change, that is, what are the 3-5 specific actions you will take to implement your management/leadership philosophy.** These must be behavioral; others should be able to observe these actions and assess their effectiveness. Feel free to discuss your style using a specific context, whether it is a current work situation or other organizational activity (fraternity/sorority, service organization, professional society, other clubs and affiliations).

See more details on this paper later in the syllabus.

Turn your paper in on time. Late papers will be penalized 10% for each day late.

Exams—The exams will check knowledge and understanding relevant to the course objectives. These test will have both objective items and essay/short answer items and will be based on assigned readings, class lectures, and in-class discussions.

Final Exam—The final exam will be comprehensive and of a similar format as the midterm exams.

Evaluation Distribution

Homework	35%
Paper	10%
Midterms (2)	36%
<u>Final Exam</u>	<u>19%</u>
Total	100%

Grading Scale

92-100	A	72-77.9	C
88-91.9	BA	70-71.9	DC
82-87.9	B	60-69.9	D
78-81.9	CB	00-59.9	E

Academic Integrity

You are responsible for making yourself aware of and understanding the policies and procedures in the Undergraduate and Graduate Catalogs that pertain to Academic Honesty. These policies include cheating, fabrication, falsification and forgery, multiple submission, plagiarism, complicity and computer misuse. [The policies can be found at <http://www.wmich.edu/catalog> under Academic Policies, Student Rights and Responsibilities.] If there is reason to believe you have been involved in academic dishonesty, you will be referred to the Office of Student Conduct. You will be given the opportunity to review the charge(s). If you believe you are not responsible, you will have the opportunity for a hearing. You should consult with your instructor if you are uncertain about an issue of academic honesty prior to the submission of an assignment or test.

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Class Schedule—updated 7/26/2011

#	Date	Day	Topics	Exercise	Reading	Assignment	P.C.
1	1/11	TU	Course Overview Expectations	introduction	—		
2	1/13	TH	Management Models		Ch. 1		
3	1/18	TU	Managing as a Supervisor	Video: Disney Quality			
4	1/20	TH	Six Sigma and Lean		R1	FB1	
5	1/25	TU	Planning & Time Management Project Management Fundamentals	Video: More Bloody Meetings V6769	Ch. 2 R2	Read about Covey's Importance-Urgency matrix.	
6	1/27	TH	Crisis Management: The Case of UAL 232	Video: Teamwork in Crisis V6760	Ch. 4 R3	CPM homework	
7	2/1	TU	Organizing & Delegation		Ch. 5	Time Log—put into Covey Matrix, analyze and write up	K3
8	2/3	TH	Leading		Ch. 8	Choose any leader and write a short bio (1-2 pg) using material from other sources. Address their leadership style in the bio. Be ready to present to class.	
9	2/8	TU	HRM	Layoff Exercise	Ch. 15		
10	2/10	TH	Controlling	Data to Information	Ch. 13-14	Visit e-laws Analyze and write up Case 15-1.	
11	2/15	TU	Exam 1	C-229			I1
12	2/17	TH	NGT	NGT in-class	R5: NGT article		
13	2/22	TU	Decision Making and Problem Solving	Video: Abiliene Paradox DVD HD 1	Ch. 3 R4	Paper prospectus due	
14	2/24	TH	Coaching	Role Play S-B 11-3	Ch. 11	Case 11-1 (Write up responses to 1-4.)	
wk	3/1		Spring Break				

#	Date	Day	Topics	Exercise	Reading	Assignment	P.C.
15	3/8	TU	Group Dynamics & Meetings	Effective meetings, Video: Covey – A Better Way DVD HD 11	Ch. 10 R6		
16	3/10	TH	Communication	S-B 6-3 PowerPoint YouTube	Ch. 6	FB2	
17	3/15	TU	Motivation		Ch. 7	Case 8-1	
18	3/17	TH	Conflict & Stress	Type A/B	Ch. 12		
19	3/22	TU	Performance Appraisal & Discipline	Video: Pygmalion Effect DVD HF5549.5.M63P94 2001	Review Ch. 15	Take Type A exercise	
20	3/24	TH	Labor Relations		Ch. 16		
21	3/29	TU	Exam 2	C-229			
22	3/31	TH	Managing Your Benefits		R7		
23	4/5	TU	FISH! Camp Workshop	Video: FISH! DVD HF3	Eat Your FISH!	Prepare an action plan for managing your benefits (3-5 actions).	
24	4/7	TH	Organizational Culture & Change	Culture “Quiz”	Ch. 9		
25	4/12	TU	Resilience		R9	Siebert’s Resilience Quiz	
26	4/14	TH	Ethics and Responsibility	Virtue Matrix Video: Ethics 4 Everyone DVD HF 6		Papers due	J2
27	4/19	TU	No class. Go to senior projects.				
28	4/21	TH	Career Planning Review for Final	How to Get Ahead			
29	4/25	Mon	Final Exam 10:15-12:15 p.m.	C-228			

Readings (e.g., R1, R2): See learning modules on e-learning for links.

IME 4020 Paper

Writing is an essential skill for a practicing engineer, especially as the engineer assumes management responsibilities. I place high emphasis on proper grammar and spelling throughout the course and a portion of the grade for the paper will reflect this emphasis.

The paper should be on your personal management and leadership philosophy and approach. Considering what you have learned in the course via models, theories, techniques, cases, and practice, identify elements you consider most relevant. Discuss how you fit into those models and the implications for how you will change or create your unique supervisory style. Your paper *must* include an action plan for change, that is, what are the 3-5 specific actions you will take to implement your management/leadership philosophy. These must be behavioral; others should be able to observe these actions and assess their effectiveness. Feel free to discuss your style using a specific context, whether it is a current work situation or other organizational activity (fraternity/sorority, service organization, professional society, other clubs and affiliations).

Use the following (or similar) sections *with headings* to organize your paper:

Executive Summary	crisp summary of the entire paper, should be able to stand alone, “spills the beans”
Introduction	background and set-up for the paper, identify the need for establishing a supervisory style
Review of literature and relevant models	Which models (e.g., leadership, management, communication) have the greatest impact or relate the closest to your supervisory style? You must include at least three (3) references from outside the course.
Statement of supervisory style	A paragraph or two containing a concise statement summarizing how you view your supervisory style
Action Plan	Identify the 3-5 actions you can/will take in the next 12 months to implement your style in the workplace. These should be specific, measurable, and have impact.
References	Use APA style. Be sure to cite in the body of your paper. These must be journal articles from engineering management journals. See www.wmich.edu/library for details.
Appendices	Optional, as necessary.

You are encouraged to use graphics, pictures, and tables as appropriate to communicate and/or summarize your ideas. Papers should be single-spaced.

A substantial portion of the grade will be based on your drawing in material from the course and from outside the course. You must include at least three (3) references from outside the course. These should be journal articles from engineering management and related journals. See the Course Library section of the IME 4020 web site (<http://homepages.wmich.edu/~mallakl/DrMallak/Journals/Journals.html>). Use proper referencing style for these references and proper attribution of sources (<http://www.wmich.edu/library/help/guides/style.php>).

Papers are due no later than 8:30 a.m. Thursday, April 14. Turn your paper in on time. Late papers will be penalized 10% for each day (or portion of a day) late.

Paper prospectus is due 8:30 a.m. Tuesday, February 22. This counts as a homework assignment. The prospectus should contain the following: 1) overview of your paper—what you intend to cover, 2) details on your supervisory style or your approach to supervision, and 3) at least one key model identified.

