

ENMA 897 – Integration of Management Systems

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Office Hours: Tuesdays: 1:00 p.m. – 4:00 p.m.
 Thursdays: 4:00 p.m. – 7:00 p.m.
 Other appointments may be arranged through email or telephone

Class Time: By appointment

Class Location: 242-C Kaufman Hall

Course Description:

This *independent study* course introduces the participants to issues associated with the integration of management systems. Key topics include an introduction to management systems standards, business excellence models, and performance measurement systems.

Course Objectives:

By the end of this course, the participants will:

1. Demonstrate their ability to take responsibility for their own learning.
2. Demonstrate their ability to critically review the key concepts pertaining to the integration of management systems.
3. Identify ideas for future research projects.

Course Materials:

No textbook is required. All compulsory readings are listed on pages 4-5.

Course Evaluation:

Component	Weight	Deliverables
Assignments	40%	A1: Management Systems Standards (10%) A2: Business Excellence Models (10%) A3: Integrated Management Systems (10%) A4: Performance Measurement Systems (10%)
Course Paper	60%	Proposal (5%) Interim Report (10%) Presentation (10%) Final Report (35%)

Further details on the assignments and course paper are provided on page 3.

Student evaluation will be expressed in raw marks (out of 100% for each evaluation component) during the course delivery. Mark total for the course will be obtained by assigning the component weights given above to the marks obtained in the course, and summing up the weighed marks. The letter grade system will then be applied to the final total mark only. As a guideline, the following grading scale will be used:

ENMA 897 – FALL 2007 COURSE OUTLINE

Grade	Percentage
A	93.0 – 100.0
A-	90.0 – 92.9
B+	87.0 – 89.9
B	83.0 – 86.9
B-	80.0 – 82.9
C+	77.0 – 79.9
C	73.0 – 76.9
C-	70.0 – 72.9
F	<69.9

ODU Honor Code:

The Old Dominion University Honor code is in effect for all work submitted. It states:

"I pledge to support the Honor System of Old Dominion University. I will refrain from any form of academic dishonesty or deception, such as cheating or plagiarism. I am aware that as a member of the academic community, it is my responsibility to turn in all suspected violators of the Honor System. I will report to an Honor Council hearing if summoned."

Course Syllabus:

The tentative schedule for this independent study course is provided below. Every attempt is made to provide a syllabus that is complete and that provides an accurate overview of the course. However, circumstances and events may make it necessary to modify the syllabus during the semester. This may depend, in part, on the progress, needs, and experiences of the student.

Course Schedule:

No.	Module	Topics	Time
1	Management Systems Standards	<ul style="list-style-type: none"> • Fundamentals: Quality Management, Safety, Environmental Management, Corporate Social Responsibility, Auditing • Standards: ISO 9001, ISO 14001, ISO 19011, OHSAS 18001, AA 1000, SA 8000, Other • Practice and Proliferation: Case Studies 	3 weeks
2	Business Excellence Models	<ul style="list-style-type: none"> • Fundamentals: Total Quality Management, Business Excellence, Self Assessment • Models: Baldrige Framework for Performance Excellence, European Framework for Quality Management • Practice and Proliferation: Case Studies 	2 weeks
3	Integrated Management Systems	<ul style="list-style-type: none"> • Fundamentals: Standardized Management Systems, Non-Standardized Management Systems, Systems Approach • Models: ISO Handbook on the Integrated Use of Management Systems Standard • Practice and Proliferation: Case Studies 	2 weeks
4	Performance Measurement Systems	<ul style="list-style-type: none"> • Fundamentals: Design, Implementation, Evolution, Aggregation, Business Reporting • Models: Balanced Scorecard, Performance Prism, Triple Bottom Line • Practice and Proliferation: Case Studies 	3 weeks
5	Course Paper	<ul style="list-style-type: none"> • Writing a Research Literature Review 	4 weeks

Assignments:

Each assignment should contain no more than four pages. The assignments must be typed, in the Times New Roman style using 11-point font with 1.5 paragraph spacing. A reference section at the end of each assignment should include no less than five and no more than ten items (papers or book chapters). All assignments should be submitted by email to csearcy@odu.edu.

1. Write a brief analysis of the advantages and disadvantages of the management system standard of your choice (excluding ISO 9001). While the majority of the analysis should be devoted to the costs and benefits reported in the literature, you should select an industry sector in the latter part of the paper and explain how the selected industry sector is impacted by the chosen standard. Your own original and thoughtful analysis is appreciated. **(Due Date: September 28, 2007)**
2. Write a brief analysis of the strengths and limitations of both the Baldrige Framework for Performance Excellence and the European Framework for Quality Management compared to ISO 9001. In the latter part of the paper, you should select an industry sector and explain how the business excellence models have been applied in the selected sector. Your own original and thoughtful analysis is appreciated. **(Due Date: October 19, 2007)**
3. Write a brief analysis of the disadvantages and advantages of conducting an integrated audit of ISO 9001 and ISO 14001. In the latter part of the paper, you should select an industry sector and explain how integrated audits have been applied (or not applied) in the selected sector. Your own original and thoughtful analysis is appreciated. **(Due Date: November 9, 2007)**
4. Write a brief analysis comparing the strengths and limitations of the balanced scorecard, the performance prism, and the triple bottom line conceptual frameworks. While the majority of the analysis should be devoted to the various strengths and limitations reported in the literature, you should select an industry sector in the latter part of the paper and explain how each of the conceptual frameworks has been applied in the selected industry sector. Your own original and thoughtful analysis is appreciated. **(Due Date: December 7, 2007)**

Course Paper:

All written components associated with the completion of the course paper must be typed, in the Times New Roman style using 11-point font with 1.5 paragraph spacing. Please submit all deliverables by email to csearcy@odu.edu

1. Proposal: Prepare a one-page summary of your proposed paper. The topic is your choice. You should include a preliminary title, a brief statement of the motivations for the research, and a brief summary of the approach you intend to apply to develop the paper. **(Due Date: October 19, 2007)**
2. Interim Report: Prepare a three-page report of your progress to date and the work that remains. **(Due Date: November 16, 2007)**
3. Presentation: Prepare a 15-minute conference-quality presentation of your final paper. You should include (at a minimum) an overview of the research, the approach applied, the results obtained, and conclusions and recommendations. **(Due Date: December 14, 2007)**

4. Final Paper: Prepare a final conference-quality 15-20 page paper. The paper must include a 150-word abstract, an introduction, an appropriately-structured main body, and conclusions and recommendations. A reference section at the end of each assignment should include no less than twenty-five and no more than forty items (papers or book chapters). **(Due Date: December 14, 2007)**

Required Readings:

Module	Assigned Reading
1	Hoyer, R.W. and Hoyer, B.B.Y. 2001. "What is quality?" <i>Quality Progress</i> , July 2001, pp. 53-62.
	International Organization for Standardization (ISO). 2000. <i>Quality management system – requirements</i> . ISO, Geneva, Switzerland. (ISO 9001)
	International Organization for Standardization (ISO). 2004. <i>Quality management system – guidelines for performance improvements</i> . ISO, Geneva, Switzerland. (ISO 9004)
	World Business Council for Sustainable Development (WBCSD). 2006. <i>Ecosystem challenges and business implications</i> . Available online: http://www.wbcd.org
	Eco-Management and Audit Scheme (EMAS). 1993. <i>EMAS</i> . Available online: http://www.emas.org.uk/
	International Organization for Standardization (ISO). 2004. <i>Environmental management system – specification with guidance for use</i> . ISO, Geneva, Switzerland. (ISO 14001)
	Karapetrovic, S. and Willborn, W. 2001. "Audit and self-assessment in quality management: comparison and compatibility", <i>Managerial Auditing Journal</i> , Vol. 16, No. 6, pp. 366-377.
	International Organization for Standardization (ISO). 2002. <i>Guidelines for quality and/or environmental management systems auditing</i> . ISO, Geneva, Switzerland. (ISO 19011)
	Leonard, D. and McAdam, R. 2003. "Corporate social responsibility", <i>Quality Progress</i> , October 2003, pp. 27-32.
	Hitchcock, D. and Willard, M. 2002. "Sustainability: enlarging quality's mission", <i>Quality Progress</i> , February 2002, pp. 43-47.
	Social Accountability International (SAI). 2001. <i>Social Accountability 8000</i> . SAI, New York, USA.
	AccountAbility, 1999. <i>AccountAbility 1000 (AA1000) framework: standards, guidelines, and professional qualification</i> . Available online: http://www.accountability21.net/
	British Standards Institute (BSI). 1999. <i>Occupational Health and Safety Assessment Series (OHSAS) 18001:1999 Occupational Health and Safety Management Systems – Specification</i> . British Standards Institute. London, U.K. (OHSAS 18001)
2	Sila, I. and Ebrahimpour, M. 2002. "An investigation of the total quality management survey based research published between 1989 and 2000: a literature review", <i>International Journal of Quality and Reliability</i> . Vol. 19, No. 6/7, pp. 902-1070.
	Leonard, D. and McAdam, R. 2002. "The role of the business excellence model in operational and strategic decision-making", <i>Management Decision</i> , Vol. 40, No. 1/2, pp. 17-25.
	Garvare, R. and Isaksson, R. 2001. "Sustainable development: Extending the scope of business excellence models", <i>Measuring Business Excellence</i> , Vol. 5, No. 3, pp. 11-15.
	National Institute of Standards and Technology (NIST), 2005. <i>The Baldrige Criteria for Performance Excellence</i> . National Institute of Standards and Technology, Available online: http://www.nist.gov
	European Foundation for Quality Management (EFQM), 2003. <i>Introducing excellence</i> . European Foundation for Quality Management, Available online: http://www.efqm.org
3	Wilkinson, G. and Dale, B.G. 1999. "Integrated management systems: an examination of concept and theory", <i>The TQM Magazine</i> , Vol. 11, Issue 2, pp. 95.
	Wright, T. 2000. "IMS – Three into one will go! The advantages of a single integrated quality, health and safety, and environmental management system", <i>Quality Assurance Journal</i> , Vol. 4, pp. 137-142.
	Karapetrovic, S. 2003. "Musings on integrated management systems", <i>Measuring Business Excellence</i> , Vol. 7, Issue 1, pp. 4-13.
	Holdsworth, R. 2003. "Practical applications approach to design, development and implementation of an integrated management system", <i>Journal of Hazardous Materials</i> , No. 104, pp. 193-205.
	Douglas, A. and Glen, D. 2000. "Integrated management systems in small and medium enterprises", <i>Total Quality Management</i> , Vol. 11, No. 4, pp. 686-691.
	Von Ahsen, A. and Funck, D. 2001. "Integrated management systems – opportunities and risks for

Module	Assigned Reading
	corporate environmental protection”, <i>Corporate Environmental Strategy</i> , Vol. 8, No. 2, pp. 165-176.
	Oskarsson, K. and von Malmborg, F. 2005. “Integrated management systems as a corporate response to sustainable development”, <i>Corporate Social Responsibility and Environmental Management</i> , Vol. 12, pp. 121-128.
	Beckmerhagen, I.A, Berg, H.P, Karapetrovic, S.V., and Willborn, W.O. 2003. “Integration of management systems: focus on safety in the nuclear industry”, <i>International Journal of Quality and Reliability Management</i> , Vol. 20, No. 2, pp. 210-228.
4	Bourne, M., Mills, J., Wilcox, M., Neely, A., and Platts, K. 2000. “Designing, implementing and updating performance measurement systems”, <i>International Journal and Operations and Production Management</i> , Vol. 20, No. 7, pp. 754-771.
	Bourne, M., Neely, A., Mills, J., and Platts, K. 2003. “Implementing performance measurement systems: a literature review”, <i>International Journal of Business Performance Management</i> , Vol. 5, No.1, pp. 1-24.
	Wouters, M. and Sportel, M. 2005. “The role of existing measures in development and implementing performance measurement systems”, <i>International Journal and Operations and Production Management</i> , Vol. 25, No. 11, pp. 1062-1082.
	Kennerley, M. and Neely, A. 2002. “A framework of the factors affecting the evolution of performance measurement systems”, <i>International Journal of Operations and Production Management</i> , Vol. 22, No. 11, pp. 1222-1245.
	Kennerley, M. and Neely, A. 2003. “Measuring performance in a changing business environment”, <i>International Journal of Operations and Production Management</i> , Vol. 23, No. 2, pp. 213-229.
	Medori, D. and Steeple, D. 2000. “A framework for auditing and enhancing performance measurement systems”, <i>International Journal of Operations and Production Management</i> , Vol. 20, No.5, pp. 520-533.
	Tangen, S. 2004. “Performance measurement: from philosophy to practice”, <i>International Journal of Productivity and Performance Management</i> , Vol. 15, No. 8, pp. 726-737.
	Tangen, S. 2005. “Analysing the requirements of performance measurement systems”, <i>Measuring Business Excellence</i> , Vol. 9, No. 4, pp. 46-54.
	Gitman, L.J. 2006. “Financial statements and analysis”, Chapter 2 in <i>The Principles of Managerial Finance</i> , 11 th edition, Pearson Addison Wesley
	Kaplan, R.S. and Norton, D.P., 1996. <i>The balanced scorecard</i> . Harvard Business School Press, Boston, Massachusetts, U.S.A.
	Neely, A. and Adams, C. 2005. “Perspectives on performance: the performance prism”, Available online: http://www.exinfm.com/pdf/files/prismarticle.pdf
	Neely, A., Adams, C., and Crow, P. 2001. “The performance prism in practice”, <i>Measuring Business Excellence</i> , Vol. 5, No. 2, pp. 6-12.
	Ehrenfeld, J. 2005. “The roots of sustainability”, <i>MIT Sloan Management Review</i> , Winter 2005, Vol. 46, No. 2, pp. 23-25, Reprint 46207.
	Global Reporting Initiative (GRI). 2006. <i>G3 sustainability reporting guidelines</i> . Global Reporting Initiative. Amsterdam, Netherlands, Available online: http://www.globalreporting.org/ReportingFramework/G3Online/
Lohman, C., Fortuin, L., Wouters, M. 2004. “Designing a performance measurement system: a case study”, <i>European Journal of Operational Research</i> , Vol. 156, pp. 267-286.	
5	Fink, A. 2005. <i>Conducting research literature reviews (2nd edition)</i> . Sage Publications, Thousand Oaks, California.

You must identify and read at least twenty (20) additional relevant readings, with a minimum of three (3) readings for each of the first four modules. No additional readings for module five are required. A bibliography of the selected readings must be provided to the instructor by the end of the course.