

Business Management 490-Special Topics-Lean Management- Semester 2, 2016

Instructor: Dave Schanke

Time: 9:35-10:50

Place: CCC 214

Please Review This Syllabus Completely you are responsible for understanding the course requirements.

Office Hours: Tuesday 3:30 to 5:00 pm, Thursday 3:30 to 5:00 and Other days by appointment only.

Contact Information

E-mail: dschanke@uwsp.edu Preferred contact please identify class and lecture # in subject.

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Office Hours: Tuesday 3:30 to 5:00 pm, Thursday 3:30 to 4:30 and Friday by appointment only.

Mission Statement of the School of Business & Economics

The UW-SP School of Business and Economics educates and inspires students and prepares graduates for success in positions of leadership and responsibility. We serve the students, business, economy, and people of the greater central Wisconsin region. Our students achieve an understanding of regional opportunities that exist within the global economy.

Evidence of our graduates' level of preparation can be found in their ability to:

- Analyze and solve business and economics problems
- Understand the opportunities and consequences associated with globalization
- Appreciate the importance of behaving professionally and ethically
- Communicate effectively

Course News: Notifications, News items such as changes in class materials or updates if any occur can be found under news items on D2L.

Materials and Course Requirements

Textbooks: Liker Jeffrey K., *The Toyota Way*, New York New York, McGraw Hill 2004.

Shook John, *Learning to See, Cambridge*, Cambridge, Lean Enterprise Institute 2009.

Readings, handouts, videos or other activities: Will be available on D2Las needed to support class content or discussion.

Syllabus: This syllabus may be modified at the discretion of the instructor. Amendments or changes to the syllabus will be announced in class and revisions or a revised syllabus will be posted in the News Items section of of D2L.

Attendance and class participation

Regular attendance is an underpinning of doing well in the class. Everyone is expected to participate in class and group activities. **It is your responsibility to make sure you participate in a group.**

If you miss class, it is your responsibility to get the notes and other materials from another classmate. **If you are going to miss a test or a presentation you must let me know at least one day in advance by email.** Otherwise, you do not need to let me know if you are going to miss class. I will take attendance and attendance is part of your grade.

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Please shut off phone or put it on vibrate. No smoking of any type in class. If you need to leave early please sit near the door so you don't disturb your classmates when you leave.

Late work: Not accepted-without prior explanation

ADA Statement:

If you need an accommodation or special services for this class please see me or call the service at 346-2002

Student Rights and Responsibilities –academic misconduct-see attached. Turnitin.com will be used in conjunction with the drop box on all written assignments. All written assignments and presentations must be submitted to an appropriate drop box. I do not accept any emailed work.

<http://www.uwsp.edu/dos/Pages/Academic-Misconduct.aspx>

Course Description

Lean Management is a 3 credit course focused on process improvement in organizations. It explores how organizations can improve their quality, reduce their costs and reduce their time to market through focusing on satisfying customers, committing to continuous improvement, employee learning and doing things right the first time. It examines organizational philosophies and behaviors consistent with Lean. This course also introduces the student to tools and team building concepts and change management. The course's fundamental building blocks are the philosophies of Lean and the tools and behaviors necessary to implement it. Topics include the different types of waste and how they can be identified and eliminated, Kaizen, change management and value stream mapping. This course should prepare the student for more advanced courses in Lean, Lean Six Sigma and eventual certification in Lean or Lean Six Sigma. The course should also prepare the student to actively participate in any continuous improvement, Lean Teams or Kaizen events in the workplace.

Course Objectives

What learning objectives should you have for this class?

1. Understand the philosophy of Lean and continuous improvement and how Lean can be applied in all industries.
2. Understand the 8 different types of waste and how they can be identified and eliminated.
3. The importance of "seeing for yourself" how a process works (Gemba). This means going to the workplace yourself and not relying on others observations.
4. Develop an understanding of the basics of change management and how to go about change in an organization.
5. Develop analytical, planning and decision making skills.
6. Understand the basics of Value Stream Mapping.
7. Develop the student's ability to work in teams, recognize and discuss management concepts in the contemporary press, find business information and present ideas in a clear, coherent and persuasive manner.
8. Develop an appreciation of the rigors of change management.

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Reading assignments-Read assigned chapters, assigned materials and view assigned videos prior to coming to class.

Software that may be helpful: Knowledge/use of Microsoft Project/Microsoft Excel will be helpful in developing and presenting projects. We will use Microsoft Visio to draw flow charts. It is relatively intuitive program and can be picked up fairly quickly. Access to the software and training materials will be available through D2L or instructions on how to access the software will be available through the instructor.

Citations

All written assignments are to follow the American Psychological Association (APA) style guidelines for documentation, grammar, spelling, and punctuation. Points will be deducted for those deviating from APA style. Use the Publication manual of The American Psychological Association (6th ed.) for all writing projects you do for this class. (This is easy to use-see how to automate in Word-in attachments)



Adobe Acrobat
Document



Adobe Acrobat
Document

Grading

Assessment	Point Value
Presentation on Waste.	100
Value Stream Mapping Project (Outside Class Org)	100
Videos and articles	60
Class Activities, Attendance and Participation	40
Mid Term Exam	100
Final Exam	100
Total	500

Graded Item Description

Participation in Class 40 points

Regular attendance is necessary in order to do well in class. The primary focus of the class is on projects, in class activities and discussion of concepts learned. Everyone is expected to be familiar with the material and participate in discussion and activities. Class activities **will not be** repeated for those students that miss them. Missing an activity will result in a zero. Grading:

1. Envelop game 5 points
2. Dot Assembly Game 3 sessions 15 points
3. Attendance and participation in class 20 points. Attendance will be taken. Points for discussion will be awarded based on participation in class.

Group Projects 200 points

The class will do two group projects. Everyone is expected to participate. It is the student's responsibility to make sure that they are assigned to a group.

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Peer Reviews will be used to evaluate each member of the group's contribution.

Presentation on Waste: 100 points

- **Objective: Use your newly acquired knowledge of waste to identify waste in a familiar process.** This will train you to see that there is waste in nearly every process. A process can always be improved. This is one of the fundamental principles of continuous improvement. (CI)
- **Project**
 - Select an organization you are familiar with. (You may need to seek permission from a manger) If you have trouble finding an organization talk with the instructor.
 - Tell the class who the organization is what they do and why your group selected this organization.
 - Select a process to observe in the organization. It is best if you have done or have participated in this process previously.
 - Examples
 - The returns process in a store
 - The process for putting merchandise on shelves
 - The process for ordering and serving food
 - Map the process-this would be a good time to practice with Visio- (this is a flow chart—if you have problems see the instructor for help.)
 - Identify what you believe to be the waste-
 - Base your discovery on the 8 wastes we studied
 - Describe the waste
 - Can you “guestimate” how much this waste is costing the store?
 - Use a logical approach so that we can follow how you got to the estimate
 - What did you learn?
 - Lead a class discussion
 - It would be helpful to ask the class several questions to stimulate discussion.

Client Project 100 Points

- **Objective: . Imagine your group as a consulting team.** Apply Value Stream Mapping, and Lean to a real client with a real project. Help them make their process more efficient. You will work with a client. You are responsible for managing the relationship with the client, scheduling meetings and making presentations.
 - Your group will work to understand the client's process and any problem or objective that they want their process to achieve.
 - You will need to meet with the client in their place of work.
 - Must be face to face meetings
 - You must physically walk through the process at least twice.
 - You should map out each step in the process and time each step.
 - Follow the process in Learning to See.
 - Client Deliverables-as described by Learning to See
 - Current State Map

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- Future State Map
- Recommendations for Improvement
- This will be a PowerPoint presentation (do not use Presi)

Videos and Articles 60 Points

1. We will have 6 videos and articles to review throughout the semester. (10 points each) You are expected to read the article and view the Videos outside of class and come to class on the day they are due and participate in discussion. **The review should be no longer than 2 pages.**
2. The Template for the article and the rubric and the Videos and a PDF of the article are on D2L.
3. All Papers on Videos and Articles must be put into the appropriate drop box. I do not accept emailed papers.
4. Papers not in on the due date will receive a zero. (papers are due by class time on the date due.)

Exams 200 points

1. Mid Term: 100 points: This exam will be an essay, short answer, define and use Terms and Concepts, work problems.
2. Final Exam: 100 Points: This exam will be the same as above.
3. A study guide will be provided for each exam.

Grading Scale	Letter Grade	Total Point Range
94% to 100%	A	470-500
90% to 93%	A-	450-469
88% to 89%	B+	440-449
83%-87%	B	415-439
80%-82%	B-	400-414
77%-79%	C+	385-399
73%-76%	C	365-384
70%-72%	C-	350-364
67%-69%	D+	335-349
60%-66%	D	300-334
0%-59%	F	0-299

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Business Management 490 Lean Management Weekly Schedule

Class Date	Reading to be Covered in Class	Topics in Reading	Assignment Due Dates
Jan 26 Tues	Introduction to Class and Lean		
Jan 28 Thurs	What is a process? Productivity- Quality Processes		Identifying a Process
Feb 2 Tues	Operational Excellence as a Strategy (Lean vs Mass Production)	The Toyota Way (TTW) Chapter 1	
Feb 4 Thurs	Eliminating Waste	Chapter 3 (TTW)	
Feb 9 Tues	Eliminating Waste	Chapter 3 (TTW)	
Feb 11 Thurs	Work on” Presentation on Waste” in class		
Feb 16 Tues	Presentation on Processes and Waste		Presentation on Waste
Feb 18 Thurs	How do we improve? Overview of Lean Principles and Philosophy -Culture in an Organization Principle #1	Chapter 4 and 7 TTW	
Feb 23 Tues	Process Principle 2 Continuous Flow	Chapter 8 TTW	The Envelop Contest
Feb 25 Thurs	Process Principle 3 Pull Systems	Chapter 9 TTW	Video: “Pulling together” Study Guide
Mar 1 Tues	Process Principle 4 Level the Workload	Chapter 10 TTW	
Mar 3 Thurs	Mid Term Exam	Chapters 1-10, Video and all other material covered	Mid Term Exam
Mar 8 Tues	Process Principle 5 Get Quality right the first time Process Principle 6 Standardize Tasks	Chapter 11 Chapter 12	
Mar 10 Thurs	Process Principle 7 Visual Controls	Chapter 13	Video-“Mistake Proofing”
Mar 15 Thurs	Process Principle 8	Chapter 14	Go through the

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	Tested Technology		basics of Dot Assembly Activity and assign roles
Mar 17 Tues	Dot Assembly Application of Process Principles		Dot Assembly Round 1 Current State
Mar 22 Tues	Spring Break	Spring Break	Spring Break
Mar 24 Thurs	Spring Break	Spring Break	Spring Break
Mar 29 Thurs	Dot Assembly Application of Process Principles		Dot Assembly Round 2 Future State and Improvements
Mar 31 Tues	People and Partners Principle 9 Leaders need to understand the work	Chapter 15 TTW	
Apr 5 Tues	People and Partners Principle 10 Teams Respect your extended network	Chapters 16 and 17 TTW	
Apr 7 Thurs	Problem Solving- Organization Learning through problem solving Principle 12- See for yourself	Chapter 18 TTW	"Go See Video"
Apr 12 Tues	Problem Solving- Considering Options Principle 13	Chapter 19 TTW	
Apr 14 Thurs	Problem Solving- become a Learning Organization through Continuous improvement Principle 14 Additional Tools- DMAIC Review of Lean Tools/Implementation	Chapter 20 TTW	Kaizen Video
Apr 19 Tues	Getting Started Value Stream Introduction Mapping/Facilitation	Learning to See	Toast Value Stream Map Video Discussion
Apr 21 Thurs	Meet with Clients		Make appointment with clients to review process. Can be done during this

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			class period
Apr 26 Tues	Drawing the Current State	Learning to See	Meet with clients to understand process
Apr 28 Thurs	Drawing the Current State	Learning to See	Use class as working session
May 3 Tues	Future State and Achieving Future State	Learning to See	Use class as working session
May 5 Thurs	Future State and Achieving Future State	Learning to See	Use class as working session
May 10 Tues	Presentation		Presentation to client
May 12 Thurs	Presentation		Presentation to client
May 16-20 Finals			