University of Montana

“Leading “Lean” Service Organizations: HR and Operations Management:”

Syllabus

1. Course Description

This course provides you with a practical understanding of Lean / Six Sigma (Toyota Production System) in a business setting in addition to the important people skills needed in a “lean” environment. Two of the most important premises in working in a “lean” environment are “Continuous Improvement” and “Respect for People.” We will provide you with the tools required to improve processes and systems including identification and elimination of waste, defining value, measurement methods, and work analysis. We will address the use of techniques such as Value Stream Mapping, 5S, Standard Operations, use of Visual Controls and Process Flow. In addition working in a lean environment will require facing the reality that Lean businesses must be led differently. This will include learning “Lean Behaviors,” “Linking Leaders’ Beliefs to Behaviors and Competencies,” and “Using Value Stream Maps to Improve Leadership.” The melding together of the technical aspects of Lean, and the behavioral competencies needed in this environment form the core of this course.

2. Course Objectives

a. Learn the basic principles, history and terminology of the Toyota Production System (Lean)

b. Understand and apply the foundational principle of waste identification and reduction

c. Learn and apply the concept of 5S (organization) in the workplace

d. Understand and apply the use of visual controls in process management.

e. Learn and apply the concept of Jidoka, and mistake proofing to automate error reduction in process operations.

f. Understand and apply the various methods of work flow analysis (Value Stream, Process Flow, Continuous flow) and their respective implications in continuous improvement.

g. Learn and apply Standard Operations in work flow improvement and understand methods of applying appropriate measurement methodologies to work flow.

3. Teaching Methodology

The concepts in this course will be taught using a combination of lecture, class simulation, class discussion, and dialogue case studies.

4. Assignments and Grading
Students should arrive in class having completed the pre-reading and ready to discuss the material.

Grades will be determined as follows:

In-class presentation of team reports 50%
Class participation 25%
Reflective paper (individual) 25%

Written papers are due Monday June 9. They should consist of the following:
- Most significant concept that you learned about Lean, and why.
- Reflecting on the course of study, answer the question: “Since 80% of lean programs fail to take hold in organizations, why do you think this is so? How would you recommend organizations overcome the resistance to this methodology?”

Team reports consist of...
- Presentation of Team Project
- Description of tools used in analysis (5S, Process Flow, Value Stream, Visual Controls, etc.)
- Recommendations for PDSA (i.e. how would you envision rolling out improvements on your project, if you were not able to actually affect changes during class.)

5. Course Materials

Articles:


*Practical Lean Leadership*, Bob Emiliani, 2008, Chapter 1 – Lean Management