

Fisher College of Business
Master of Business Operational Excellence
Bus Mgt 7265 Creating and Managing Flow, Summer 2016
(Session 4 April 26-29, 2017)

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In MBOE Weeks 1 through 3 we have concentrated on teaching the basic Lean Tools and Systems that are necessary to bring stability and clarity to your operations. Without these it is impossible to truly solve problems for the long term.

In Week 4 we begin to move into the second phase of the MBOE program. We will focus on the Lean Leadership systems that are necessary to lead your organization for the long run – regardless of where in the leadership hierarchy you participate. We will look at the Behaviors required for a Lean Leader. We will look at the Systems that are required to effectively build and sustain Lean systems. We will look at the physical Structures that we required to manage our journey to World-class operations.

1) Week 4 Objectives “Leading and Managing Change”

- a) Understand the Lean Management system
- b) Understand your role as a leader within that Lean Management system
- c) Understand the barriers and opportunities that they will face when implementing Tiered Visual Management in their organization
- d) The student should be able to lead a strategic team to develop a Hoshin Plan and help senior management communicate the strategy and amend based on feedback from teams on how the strategy can be implemented.

2) Week 4 Pre-work

- a) All - Required Reading:
 - i) The Toyota Way Fieldbook, Jeffrey K. Liker and David Meier; Chapters 8, 9, 20.
 - ii) Creating a Lean Culture, (I use the 2nd edition but the 3rd is probably the same), David Mann; 9781563273223. Chapters 1-3, Chapter 4 Focus on the Case Studies, Chapter 5, Chapter 7 Pgs 137 - 145
 - iii) Data Analysis for Decision Making; 4th Edition; 0-324-662440, Chapter 7 (skip 7.4.5) and Chapter 8 (skip 8.6)
- b) All - Required Moresteam Modules: 7,11
- c) BB - Mini Tab Quality trainer Chapters 1,2,3,4,5
- d) Required publications: none

3) Week 4 Content MBOE and MBOE HC Combined

Tuesday April 25, 2017		
½ Day with 1:00 pm Start	MINI Tab Training for all BB's	
Wednesday April 26, 2017		
8:00 – 8:30 AM	Review & Reflect	Dave Veech
8:30 AM - Noon	Statistics	David Schilling
1:00 – 4:00 PM	Standard Work for Leaders	Gary Butler
4:00 – 5:00 PM	Six Sigma Practice exam	Peg Pennington
5:00 – 5:10 PM	Daily Plus/Delta Review	Rick Guba
5:10 – 5:30 PM	Network	
5:30 – 6:30 PM	Poster Session	Mrinalini Gadkari
Thursday April 27, 2017		
All Day with 7:30 Start	Interactive Learning Including all of the following taught at the Gemba at Nationwide Insurance	
	Hoshin Kanri Systems	
	Disciplines and Line of Sight Metrics	
	Problem Solving at the Gemba	
	Coaching at the Gemba	Gary Butler
5:00 – 5:10	Bus Return to OSU	
Friday April 28, 2017		
8:00 AM – Noon	Gemba for Implementing Standardized Work	David Veech and Faculty
1:00 – 5:00 PM	Statistics	David Schilling
5:00 – 5:10 PM	Daily Plus/Delta review	David Veech
Saturday April 29, 2017		
7:30 – 7:45 AM	Review & Reflect	Peg Pennington
7:45 AM – 3:30 PM	Sigma Brew In Box Simulation	Peg Pennington & Rick Guba
3:30 – 4:00 PM	Plus Delta & Exam/Capstone Review	Peg Pennington

4) Week 4 Output

- a) Know: How to prepare your leadership team for their new roles in a Lean Management system. What needs to be communicated and how to communicate to be effective.
- b) Do: Holistically assess and prioritize stability gaps in their process.
 - i) Week 4 test – The Week 4 test will be described in Carmen
- c) Workshop:
 - i) Lead a Kaizen team to Define, Measure and Implement a daily Visual Management system in an area within their flow. Two levels are required. Institute a daily Gemba at the tier 1 level.
- d) Watch: Queuing Theory Webinar (uploaded on Carmen)– David Schilling

ATTENDANCE

Because our meetings are few and concentrated, attendance is critical. Missing class requires permission of the instructors and a countermeasure to assure that learning lost is not lost forever. In short, business-related absences are not excused. Students should make arrangements now to avoid time conflicts.

COURSE REQUIREMENTS

Lean Enterprise Leadership requires active participation in classroom exercises as well as reading and assigned work outside of class. Satisfactory performance requires attendance and active participation in class, completing assignments and passing the final exam.

EXAMINATION

An exam and all associated documentation will be available to you via Carmen on Sunday, April 30th at 8:00 AM. The test must be completed and submitted by Sunday, May 21st no later than 11:59PM as a single PDF document with the title in the standard format you have been using. The exam is open-book and not time-limited. However, collaboration is not allowed. All students should contact Gary Butler for questions. Use my Gmail account for the fastest response.

GRADING

Grades are given on a scale from A to E. Grades are based on class participation (30 percent) and examination (70 percent).

DISABILITY ACCOMMODATION

If you need an accommodation based on the impact of a disability, arrange an appointment with me as soon as possible. We need to discuss the course format and explore potential accommodations. I rely on the Office for Disability Services for assistance in verifying need and developing accommodation strategies. You should start the verification process as soon as possible.

ACADEMIC MISCONDUCT

Material submitted for course grade credit must be your own work. The University Academic Misconduct Committee for investigates suspected violations. Academic misconduct is a serious threat to the integrity and value of the Fisher College degree. Such behavior is intolerable.