

**BUSML 7387 Lean Logistics (Section 11667)**  
**Summer 2016**

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<b>Class Room:</b>	Gerlach Hall 365	<b>Meeting Days:</b>	Wednesdays
<b>Meeting Time:</b>	6:00 – 9:15 PM	<b>Office Hours:</b>	By Appointment

**Course Description & Objectives**

**Lean Logistics** examines using Lean tools and insights to remove bottlenecks and impediments to efficient, effective logistics, resulting in reduced logistics costs and improved service. This course will include lectures, guest visits, in-class games & simulations, and readings.

**Required Textbook**

There is a required textbook for this course. We have arranged special pricing with the publisher, Lean Enterprise Institute, and you can take advantage of that pricing using the link below. If you prefer, feel free to use a used copy should you find one. All other course material will be posted to Carmen, as needed.

***Building a Lean Fulfillment Stream***; Robert Martichenko & Kevin von Grabe (ISBN 978-1-934109-19-9).

**Assignment Dues Dates**

Assignments will be graded for possible full credit when they are submitted on their assigned due dates not later than **9:00 AM**, unless noted otherwise. Any assignment submitted 12 hours after the due date deadline of 9:00 AM will be assessed a 50% point deduction from the assignment's total possible points. **Assignments submitted exceeding 12 hours from the due date deadline will not be counted for credit towards the class total.** Exemptions to this policy will be provided in the event of extraordinary circumstances; however this does not include minor illnesses, schedule conflicts between school and work, tardiness, travel plans, or unscheduled vacations. If you feel there is a need to request exemption from this policy, please notify me via email at least 12 hours prior to the due date of the assignment.

### **Grading Criteria (Total Course Points)**

Assignment	Points	Point Percentage
Class Attendance and Participation	100	16.7%
Gemba Project Paper	200	33.3%
Final Exam	300	50%
<b>TOTALS</b>	<b>600</b>	<b>100%</b>

### **Grading Range: Course Points & Letter Grade Equivalent**

Point Total Range	Letter Grade
558 – 600	A
540 – 557	A-
522 – 539	B+
498 – 521	B
480 – 497	B-
462 – 479	C+
438 – 461	C
420 – 437	C-
402 – 419	D+
360 – 401	D
0 – 359	E

Source: <http://odee.osu.edu/resourcecenter/carmen/gradebook-using-grade-schemes>

This course is graded using the **OSU Standard Grading Scheme**. The grading scale is guaranteed. You will receive no less than the letter grade listed within the appropriate class point total ranges. There is no curve.

Your **final** grade in the course will take into account your performance on all components of the course as outlined in this syllabus, and I will take into account your overall performance in the class. Please do not petition for a grade adjustment at the end of the course. There is no substitute for working hard all semester!



**Attendance & Participation:** A student's attendance and active participation is critical to success in class, and is also expected and required in the workplace. Student participation will be based on consistent class attendance, contribution to in-class discussions, and active support of your partner in delivering your Gemba paper. We will also potentially host guest speakers from industry, and your attendance and intelligent questioning of them is critical. I try to be very flexible about attendance; life happens. But you must email in advance, with adequate cause, to be excused.

Class attendance & participation will account for a total of **100 points** towards your final grade.

### **Team Gemba Go-See-It Project**

Each student will pair up with another to write a short paper. This two-person team must select a process on which to focus the paper.

The team is instructed to observe, measure, and analyze the process and suggest improvements. The focal process can be industrial or routine. Complex processes are not essential. Rather, students should focus on a process that allows for direct observation, interviews with those performing the work (no one understands the Gemba better than the person), and measurement of inputs and outputs.

A swim-lane process map must be used to capture the process work steps (swim-lane diagrams will be explained in class). The paper will be at least two, and no more than four, pages in length (single-spaced, one-inch margins, 12-point font). An appendix consisting of your swim-lane, tables, pictures and figures is permitted beyond the four-page maximum. This assignment is due at the start of class (in hard copy) on **July 20th**.

Should there be an odd number of students enrolled in the course, I will allow a very limited number of individuals to complete the paper assignment without a teammate, or in a group of three. The bases for grading (and expectations) are the same for individuals as they are for team efforts of any size. Also, should your partner drop the course, the remaining individual is responsible for the paper (unless we can identify another individual in the same situation and

you wish to pair up). If any partner is not carrying their weight, the time to tell me is early in the course, and not when the paper is due.

Below are listed some Gembas from previous semesters. Your Gemba must be approved by the instructor before you start your project. Where necessary, you will also need approval (and usually assistance) from your Gemba destination.

#### Example Gembas From Previous Semesters

ABB Automation	Mellow Mushroom Pizza Bakers
Blackwell Inn	Mirror Lake Creamery and Grill
Cardinal Health Distribution Center	Olive Garden
Caribou Coffee	The OSU Facilities & Ops Department
CarMax	The OSU Golf Course
Chipotle	The OSU Library
The Coach's Club Café at the Fawcett Center	The OSU Marketplace
Crazy Corky's Café	The OSU RPAC
Emerson Climate Technologies	Starbucks
Fired Up Burgers at the Union Market	Subway
Jeni's Splendid Ice Creams	T.G.I. Friday's
Kroger	Whole Foods

The paper is worth **200 points**.

**Final Exam:** A final exam will be given at the conclusion of the course, covering Chapters 1-7 of the text as well as lecture concepts, which consists of 50 multiple choice questions. To assist in student exam preparation, a pre-exam review/study guide sheet will be distributed to the class at least 1 week prior to the final exam date (**July 27th**); this sheet will be handed out in class, and posted to Carmen for downloading. Any student failing to take the final exam on the scheduled date will not be able to make-up the exam except in the event of extraordinary situations. Student minor illnesses, schedule conflicts, tardiness, travel plans, or unscheduled vacations do not constitute extraordinary situations to be considered for final exam make-up. If you feel there is a legitimate need to take the final exam early or immediately following the scheduled date, please notify me via email by **July 13<sup>th</sup> @ 5:00 PM**. The final exam will account for **300 points** towards your final grade.



### **Academic Integrity**

It is important to your success in the class and university that all individual class assignments, exams, or written papers are to be your own work. Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, the Ohio State University and the Committee on Academic Misconduct (COAM) expects that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct."

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an "excuse" for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course, and suspension or dismissal from the University. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

For more information, visit <http://oaa.osu.edu/coam.html>.



### **American with Disabilities Act**

If you have a disability, as defined by the Americans with Disabilities Act (ADA), which requires special classroom/course accommodation or auxiliary aids, please inform me of your needs during the first week of class so that I can take appropriate action. Students requiring special accommodations will need to provide the instructor the proper university documentation regarding her/his disability. For more information on Ohio State University's policies and procedures concerning student disabilities, please visit the Office of Student Life's Disability Services website at <http://ods.osu.edu>.

### **Mental Health**

As a student, you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting [ccs.osu.edu](https://ccs.osu.edu) or calling [614-292-5766](tel:6142925766). CCS is located on the 4<sup>th</sup> Floor of the Younkin Success Center and 4<sup>th</sup> Floor of the PAES Building. 24 hour emergency help is also available through the National 24/7 Prevention Hotline at [1-800-273-TALK](tel:1800273TALK) or at [suicidepreventionlifeline.org](https://suicidepreventionlifeline.org).



### **Use of Electronic Devices**

The use of electronic devices (cell phones, digital recorders, laptops, tablet PC, or other similar devices) is permitted during the class discussion. However, if the use of these devices during class periods creates a disorderly or distracting environment taking away from the course content, goals, etc., their use in the class will be discontinued. In this occurs, the devices are to be powered down and stowed during the class period. Failure to comply with this policy request may result in a student's dismissal from the class and loss of any in-class points (including and not limited to exams, presentations, etc.). For more information see OSU Code of Student Conduct, § 3335-23-04 Prohibited Conduct Policy, <http://trustees.osu.edu/rules/code-of-student-conduct/3335-23-04.html>. Additionally, should a student need to electronically record any portion of the discussion, lecture, or presentation you will need to obtain the instructor's or speaker's authorization 24 hours prior to the event and use of a recording device.

### **Syllabus/Course Schedule Disclaimer**

The schedule, policies, and assignments contained in this course syllabus or on the course website are subject to change in the event of extenuating circumstances, class progress, or by mutual agreement between the instructor and the students.

**Course Schedule (Subject to Change)**

Week	Date	Topic/Case	Required Reading	Comments/Supplemental Reading
1	6/8/16	<ul style="list-style-type: none"> <li>Course Overview</li> <li>Introductions</li> <li>The Lean Fulfillment Stream</li> </ul>	BLFS, Part 1	
2	6/15/16	The Lean Game		
3	6/22/16	Getting Started and the Current State; Envisioning the Future State	BLFS, Parts 2 & 3	
4	6/29/16	Customer Collaboration and Outbound Logistics	BLFS, Part 4	Guest Speaker: Eric Densmore, Bob Evans Farms
5	7/6/16	Shipping, Receiving, Trailer-Yard Management & Material Ordering	BLFS, Part 5	
6	7/13/16	Inbound Logistics & Supplier Collaboration	BLFS, Part 6	
7	7/20/16	Lean Logistics – Going Forward and Additional Lean Concepts	BLFS, Part 7	<b>Gemba papers due, in hard copy, start of class.</b>
8	7/27/16	Final Exam		



### Team Gemba Project Grading Rubric

Qualities/Criteria	Excellent	Satisfactory	Below Expectations
<b>Format/Layout</b> <ul style="list-style-type: none"> <li>• Presentation of the text</li> <li>• Structuring of the text</li> <li>• Follows requirements of length, font and style.</li> </ul> <b>Possible Points: 35</b>	Closely follows all of the requirements related to format and layout.	Follows, for the most part, all of the requirements related to format and layout. Some requirements were not followed.	Poorly follows the requirements related to format and layout.
<b>Content/Information</b> <ul style="list-style-type: none"> <li>• All elements of the topic are addressed.</li> <li>• Information is technically sound.</li> <li>• Information based on careful research.</li> <li>• Coherence of information.</li> </ul> <b>Possible Points: 100</b>	Objective and addresses in-depth all of the issues of the topic. Provided information is necessary and sufficient to discuss the issue.	Objective and for the most part addresses with in-depth analysis most of the issues related to the topic. Provided information is, for the most part, necessary and sufficient.	Not objective and addresses poorly the issues referred to in the topic. Provided information not necessary or not sufficient to discuss issue.
<b>Quality of Writing</b> <ul style="list-style-type: none"> <li>• Clarity of sentences and paragraphs</li> <li>• No errors in spelling or grammar</li> <li>• Organization and coherence of ideas</li> </ul> <b>Possible Points: 65</b>	Well-written from start to finish, without spelling or grammar errors. Well-organized, clear and presents ideas coherently.	Well-written, for the most part. No spelling or grammar errors. Mostly well-organized, clear and coherent.	Not well-written, containing errors in spelling and grammar. Badly organized, difficult to follow, not clear or coherent.

### Some Resources To Get You Started

Source	Type	Website
Bureau of Transportation Statistics	Governmental Agency	<a href="http://www.bts.gov">www.bts.gov</a>
U.S. Department of Transportation	Governmental Agency	<a href="http://www.dot.gov">www.dot.gov</a>
American Society of Transportation and Logistics (AST&L)	Professional Organization	<a href="http://www.astl.org">www.astl.org</a>
APICS The Association for Operations Management	Professional Organization	<a href="http://www.apics.org/default.htm">http://www.apics.org/default.htm</a>
Council of Supply Chain Management Professionals (CSCMP)	Professional Organization	<a href="http://www.cscmp.org">http://www.cscmp.org</a>
Institute of Supply Management	Professional Organization	<a href="http://www.ism.ws">http://www.ism.ws</a>
Reverse Logistics Association	Professional Organization	<a href="http://www.rltinc.com">http://www.rltinc.com</a>
American Shipper	Trade Journal	<a href="http://www.americanshipper.com/asdaily">http://www.americanshipper.com/asdaily</a>
Canadian Transportation & Logistics	Trade Journal	<a href="http://www.ctl.ca">http://www.ctl.ca</a>
DC Velocity	Trade Journal	<a href="http://www.dcvelocity.com">http://www.dcvelocity.com</a>
Inbound Logistics	Trade Journal	<a href="http://www.inboundlogistics.com">www.inboundlogistics.com</a>
Industry Week	Trade Journal	<a href="http://industryweek.com">http://industryweek.com</a>
Internet Retailer	Trade Journal	<a href="http://www.internetretailer.com/home">http://www.internetretailer.com/home</a>
Logistics Management	Trade Journal	<a href="http://www.logisticsmgmt.com">http://www.logisticsmgmt.com</a>
Logistics Today	Trade Journal	<a href="http://www.logisticstoday.com">http://www.logisticstoday.com</a>
Retailing Today	Trade Journal	<a href="http://www.retailingtoday.com">http://www.retailingtoday.com</a>
Supply Chain Brain	Trade Journal	<a href="http://www.supplychainbrain.com/content/index.php">http://www.supplychainbrain.com/content/index.php</a>
Supply Chain Digest	Trade Journal	<a href="http://www.scdigest.com/index.php">http://www.scdigest.com/index.php</a>
Transport Topics	Trade Journal	<a href="http://www.transporttopics.com">www.transporttopics.com</a>