THE OHIO STATE UNIVERSITY

SYLLABUS
BUSMGT/7265
Creating and Managing Flow
Summer 2020 (MBOE Session 4: April 22nd, 2020 – April 25th) – Online

COURSE OVERVIEW

Instructors

Instructors:	Rick Guba,
Other Contacts:	Aravind Chandrasekaran, Jill Treece, Mi Kyong Newsom, John Draper
E-Mail:	Guba.10@osu.edu
Phone:	513-393-7488

Course description

The first three weeks introduced the fundamentals of operational excellence with a specific focus on problem solving systems and certain elements of people development systems. We will continue to discuss how to analyze current processes and design countermeasures that will sustain over time. We will also begin our focus on the third system namely the daily management systems. The practices leaders at all levels use every day to identify potential issues and ensure all activities are on track and create accountability and cadence to the functioning of their units. We will look at the behaviors required for leaders and how can they effectively build and sustain operational excellence systems. We will look at the physical structures that are required to manage our transformation journey to world-class organization.

Course learning outcomes

By the end of this week, students should successfully be able to:

a) Understand the Daily Management system
b) Designing tiered visual management
c) Understand your role as a leader within that daily management system
d) Understand the barriers and opportunities that they will face when implementing Tiered Visual Management in their organization

e) Develop leader standard work, and understand how it relates to the overall strategy
f) Evaluating data with decision making

HOW THIS COURSE WORKS

Mode of delivery: This course is 100% online. Some of the material will be delivered through videos posted on Carmen, while other material will be delivered through live ZOOM sessions.

In addition, students will work asynchronously in small groups on multiple LINKS simulation assignments, which will be submitted prior to dates/times specified on CARMEN.

Attendance and participation requirements: The following is a summary of everyone's expected attendance and participation:

- **Attending and Participating in live sessions**:

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.

You are expected to attend all live sessions. The value of the class discussions is directly related to the amount of quality student participation:

- Display evidence of careful preparation of the pre-assigned reading
- Discuss with clarity and conciseness in your comments and recommendations
- Be willing to take the risk of being wrong—all of our best lessons involve putting our ego at risk!

- **Participating in small group LINKS simulation assignments**:

Each team is expected to designate a team leader who will be responsible for scheduling small group ZOOM video meetings. Each member is expected to attend and participate the small group meetings

COURSE MATERIALS AND TECHNOLOGIES

Session 4 Pre-work

a) Required Reading:
   i) The Toyota Way Fieldbook (Jeffrey K. Liker and David Meier) Read Chapters 8, 10,

& 20.
  b) Required Readings *(On Carmen)*:
      ii) *Missing Link – Lean Leadership* by David Mann
  c) Required Readings For Six Sigma & Data Analytics

      iii) An Introduction To Six Sigma & Process Improvement (Evans & Lindsay)
            • Analyze: Pages 150-182
            • ANOVA: Pages 178-181
      iv) Naked Statistics (*Wheelan*)
            • Chapter 9 & 10

  d) Optional Material Supporting Material:
      v) MoreSteam Modules: 8.8-8.14, 9.16
      vi) *On the Mend-Revolutionizing Healthcare*: John Toussaint and Roger Gerard

Asynchrous Learning Modules

- Crowd-Sourced Videos of Examples of Visual Management, Tiered Management and Leaders Standard Work (Made available after April 17 2020 in Carmen)
- Draper/Newsom – Analytics videos (Made available after April 17 2020 in Carmen)

Other fees or requirements

- Students will sign up for a LINKS user account ($38) (*TBD, or program supplied*)

Course technology

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the Ohio State IT Service Desk. Standard support hours are available at ocio.osu.edu/help/hours, and support for urgent issues is available 24/7.

- **Self-Service and Chat support:** ocio.osu.edu/help
- **Phone:** 614-688-4357(HELP)
- **Email:** servicedesk@osu.edu
- **TDD:** 614-688-8743

BASELINE TECHNICAL SKILLS FOR ONLINE COURSES

- Basic computer and web-browsing skills
- Navigating Carmen: for questions about specific functionality, see the Canvas Student Guide.

REQUIRED TECHNOLOGY SKILLS SPECIFIC TO THIS COURSE

- CarmenZoom virtual meetings

REQUIRED EQUIPMENT

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Webcam: built-in or external webcam, fully installed and tested
- Microphone: built-in laptop or tablet mic or external microphone
- Other: a mobile device (smartphone or tablet) or landline to use for BuckeyePass authentication

REQUIRED SOFTWARE

- Microsoft Office 365: All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program. Full instructions for downloading and installation can be found at go.osu.edu/office365help.

CARMEN ACCESS

You will need to use BuckeyePass multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:

- Register multiple devices in case something happens to your primary device. Visit the BuckeyePass - Adding a Device help article for step-by-step instructions.
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click **Enter a Passcode** and then click the **Text me new codes** button that appears. This will text you ten passcodes good for 365 days that can each be used once.

- Download the Duo Mobile application to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

GRADING

Grades are given on a scale from A to E. Grades are based on class participation and Examination.

Late assignments

Late submissions will not be accepted. Please refer to Carmen for due dates.

OTHER COURSE POLICIES

Academic integrity policy

POLICIES FOR THIS ONLINE COURSE

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.

OHIO STATE'S ACADEMIC INTEGRITY POLICY

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) expect 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 student, 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 we suspect that a student has committed academic misconduct in this course, we are 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.

Other sources of information on academic misconduct (integrity) to which you can refer include:

- The Committee on Academic Misconduct web pages ([COAM Home](#))
- *Ten Suggestions for Preserving Academic Integrity ([Ten Suggestions](#))*
- *Eight Cardinal Rules of Academic Integrity* (www.northwestern.edu/uacc/8cards.htm)

Copyright disclaimer

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

Statement on Title IX

All students and employees at Ohio State have the right to work and learn in an environment free from harassment and discrimination based on sex or gender, and the

university can arrange interim measures, provide support resources, and explain investigation options, including referral to confidential resources.

If you or someone you know has been harassed or discriminated against based on your sex or gender, including sexual harassment, sexual assault, relationship violence, stalking, or sexual exploitation, you may find information about your rights and options at titleix.osu.edu or by contacting the Ohio State Title IX Coordinator at titleix@osu.edu. Title IX is part of the Office of Institutional Equity (OIE) at Ohio State, which responds to all bias-motivated incidents of harassment and discrimination, such as race, religion, national origin and disability. For more information on OIE, visit equity.osu.edu or email equity@osu.edu.

Your 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 find yourself feeling isolated, anxious or overwhelmed, please know that there are resources to help: ccs.osu.edu. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org. The Ohio State Wellness app is also a great resource available at go.osu.edu/wellnessapp.

ACCESSIBILITY ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

Requesting accommodations

The university strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability including mental health, chronic or temporary medical conditions, please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that

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they may be implemented in a timely fashion. **SLDS contact
information:** slds@osu.edu; 614-292-3307; 098 Baker Hall, 113 W. 12th Avenue.

Accessibility of course technology

This online course requires use of Carmen (Ohio State's learning management system)
and other online communication and multimedia tools. If you need additional services to
use these technologies, please request accommodations with your instructor.

- CarmenCanvas accessibility
- Streaming audio and video
- CarmenZoom accessibility
- Collaborative course tools

COURSE SCHEDULE

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Synchronous Learning Module

Wednesday, April 22, 2020		
8:30 AM – 9:30 AM	Opex Playbook Reflections & How can Opex Systems help during Chaos	SMB and AC
9:30 AM – 11:30 AM	Daily Management Systems in Manufacturing/ Front Line examples Tiered Visual Management*	Rick
11:30 AM – 1:00 PM	Break for Lunch	
1:00 PM – 2:30 PM	Crowd Sourced Tiered Management Discussion (Watch the videos ahead of class)	SMB, Rick and Jill
2:30 PM – 3:30 PM	Countermeasure in Industry Discussions	Rick
Thursday, April 23, 2020		
8:30 AM – 10:30 AM	Analytics	Draper and Newsom
10:30 – 11:30 AM	Leadership during Crisis	Charles Buchanan
11:30 AM – 1:00 PM	Break for Lunch	
1:00 PM – 2:00 PM	Leadership during Crisis (Cont.)	Charles Buchanan
2:00 PM – 2: 30 PM	Break	
2:30 PM – 3:30 PM	Project Sharing	Treece and Faculty
Friday, April 24, 2020		
8:30 AM – 4:30 PM	Inbox Simulation with breaks	Peg and Moresteam
Saturday, April 25, 2019		
8:30 AM – 10:00 AM	Developing Huddle Board and Visual Management	Peg and Moresteam
10:00 AM – 10:30 AM	Break	
10:30 – 11:30 AM	Analytics	Draper and Newsom
11:30 AM – 1:00 PM	Break for Lunch	
1:00 PM – 2:00 PM	Leader Standard Work and how it is applied in Industry	Rick
2:00 PM – 3:00 PM	Crowd Sourced LSW Discussion (Watch the videos ahead of class)	SMB, Rick and Jill
3:00 PM – 3:30 PM	Exam Review, Reflection and Adjourn	SMB