COURSE DESCRIPTION

BusMgt 7244 allows teams of students to apply six sigma principles and concepts in a real-world setting – with real consequences. The course builds on the material in Six Sigma Principles class, which is a pre- or co-requisite.

Each team of students will undertake a substantive project that uses six sigma methods to reduce variation and waste to achieve measurable benefits for the sponsoring company. Students should **plan to dedicate about 10 hours per week for 15 weeks** toward the project. The bare structure of the project will be arranged with sponsoring companies but the team is responsible for developing the project charter and managing that plan to completion.

Team problems occasionally occur. As with any problem, team issues are most successfully dealt with if identified early. Therefore, if your team has a problem or if you have a problem with your team, the earlier that you notify me, the more likely it can be resolved.

**Team contact person:** Each student team should identify one member as the principle contact. This person will be the contact between the student team and the firm’s contact person and the Instructor.

I will use Carmen course website to post supplementary materials. Please check the website regularly. In general, my preferred mode of communication is call (cell), text and email, and I will respond within one-day’s time to your email during the work week.

**Grades:** Your scores and your final grade will be available to you on Carmen. We will not discuss any grades on the phone or via e-mail; grade-discussion can only be done in person.

**DISABILITY SERVICES (ODS)**

If you need special accommodations based on the impact of a disability, arrange an appointment with your Instructor as soon as possible to initiate the process of registering with ODS. This process takes a few days to accomplish. Understand that without prior arrangement, special accommodation will not be given.

**ACADEMIC MISCONDUCT**

Your Instructor and the Management Sciences Department expect professional and ethical behavior in this class at all times. Academic integrity is critical in order to maintain a fair atmosphere for learning. The Management Sciences Department and the University follow a standard procedure for those who choose not to behave ethically. The student code of conduct can be found on the Internet at studentaffairs.osu.edu/resource_csc.asp.
PERFORMANCE EVALUATION

Grades will be assigned based on the quality of the work that goes into the project and the timeliness of required submitted materials. The components of the grade are listed below and include project documentations, project status presentations, and peer & firm evaluations.

Your final grade in the course will be based on the following:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tollgates, 3 @ 40 points each</td>
<td>120</td>
<td>20%</td>
</tr>
<tr>
<td>Firm meeting documentation, 10 @ 10 points each</td>
<td>100</td>
<td>17%</td>
</tr>
<tr>
<td>Biweekly Status Updates, 7 @ 10 points each</td>
<td>70</td>
<td>10%</td>
</tr>
<tr>
<td>Peer evaluations, 3 @ 13.3 points each</td>
<td>40</td>
<td>8%</td>
</tr>
<tr>
<td>Firm evaluations, 1 @ 200 points each</td>
<td>200</td>
<td>33%</td>
</tr>
<tr>
<td>Final Report &amp; Presentation</td>
<td>70</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>600</strong></td>
<td><strong>100%</strong></td>
</tr>
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PROJECT MEETINGS

**General Project Guidelines:** In all interactions with client companies, it is important to remember that you not only represent yourself but also the Fisher College of Business, the Ohio State University and the Instructor. The continued success of project courses such as this depends on the goodwill of the companies and individuals who contribute their time and resources. The quality and professionalism of your engagement with these firms will pay dividends both to you and the students who follow you. This is why the firm’s evaluations are weighted with the highest percentage of your final grade.

**Guidelines for Client meetings:**
- Set the agenda with all participants prior to the meeting with email coping all attendees and instructor
- Prepare for the meeting with any materials you need and a list of outcomes you seek
- Be on time and dress appropriately
- Set the time for follow-up meetings before adjourning
- Follow up with email containing meeting summary and next steps copying all attendees and other appropriate parties (including the instructor)
- Always leave the client feeling his/her time was well spent

**Project Kick-off Meeting:** Each project team is required to have an initial project meeting with their sponsor company. All team members must attend this meeting. The kick-off meeting should take place as soon as possible and no later than Friday, January 15th. This meeting will mark the official beginning of the DEFINE stage of the project.

**Ongoing Project Meetings:** Student teams are required to hold working, progress or status meeting with their sponsor company at least every week. A minimum of ten (10) meetings are required. Working team meetings can take place more frequently if the team and sponsor feel it is necessary.
**Meeting with Instructor:** Student teams are required to meet with the instructor at least twice a month in January, February, March and April. The first of these meetings will take between January 11th and January 14th. Subsequent biweekly meetings must take before the due date (see course schedule). More frequent meetings may be necessary depending on the progress being made on the project. Status updates and submitted project materials (see below) will be discussed at these meetings. The **status update** templates are provided in Carmen.

**NOTE** It is absolutely the team’s responsibility to initiate the scheduling of all meetings with the sponsor company, coach, and instructor according to the guidelines outlined above.

**SUBMISSION REQUIREMENTS & GUIDELINES**
The course schedule outlines the materials which must be submitted to the instructor. These submission requirements are generally synchronized with the tollgate reviews at the end of each of the Six Sigma stages (i.e. D-M-A-I-C). All materials should be submitted to the instructor via the Carmen Dropbox Folder. Each team should only submit one copy of the materials (except for peer evaluations).

The due dates provided are intended to represent the latest possible dates. Some teams will progress more quickly through the stages than what these time frames reflect. This is certainly okay. It is ideal that the project is scoped appropriately such that teams can complete the entire DMAIC structure. However, experience indicates that this is not always possible. At a minimum, students should complete the IMPROVE stage, and present their **recommended control plans** to the sponsor company and in their final report to the class.

**Meeting Documentation:** Student teams are required to meet with their sponsor company at least once a week for the duration of the project (total of 15 weeks). However, scheduling conflicts may arise with the sponsor company so only 10 meeting documentations are required for grading. The submission requirements for the meeting documentation are the agenda (prior to the meeting) and a summary (following the meeting). The templates for these meeting documentations are located in Carmen.

**Tollgate Reviews:** Student teams are required to conduct a tollgate review at the end of each of the Six Sigma stages (DMAIC). The requirements are as follows:

- Documentation of the six sigma stage (DMAIC)
- Tollgate presentation to sponsor company and instructor (NOTE: All team members must attend this meeting)

**Peer & Firm Evaluations:** Student teams and sponsor company representatives will evaluate their respective project at the end of the project. Individual students who have not contributed their fair share or who have engaged in unprofessional behavior will have their grade adjusted down.

**Final Report & Presentation:** Student teams are required to provide a final presentation to the sponsor company. Ideally, senior management from the sponsor company and the instructor will be able to attend. This presentation should summarize the project activities through each stage, quantify performance improvement achieved (or anticipated), recommend a control plan (if not already implemented), and express the team’s appreciation for the support and opportunity. The final report will be provided to the instructor at the end of the semester and will cover the entire DMAIC methodology. It requires a cover page and written in MLA formatting.