

# BUS-MGT 711: Six Sigma Projects Syllabus Winter 2009

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BUS-MGT 711 allows teams of students to apply six sigma principles and concepts. The course builds on the material in BUS-MGT 710, which is a prerequisite or co-requisite for BUS-MGT 711.

### **Class Meetings** (There will be at least two mandatory class meetings):

The first of these will occur during the first week of the quarter. The exact date of this meeting will be announced in BUS-MGT 710. During this meeting, students will obtain their project charters, confirm their teams, and receive instructions.

The second will occur near the end of the quarter. At this meeting, each team will give a 15-20 minute executive presentation of its project.

Other classes may be scheduled based on the learning needs of the class as projects progress.

A final meeting may be scheduled for teams to give a “poster show” of projects to corporate members of the other teams.

### **Team Meetings with Your Coach:**

These meetings will be held with individual teams as needed (typically, once every 1-2 weeks for 30-60 minutes) at a time arranged in accordance with the schedules of your team and your coach. The schedule of these meetings will be based upon your project schedule and progress. The primary purpose of these meetings is to report progress and discuss issues that need to be addressed to successfully complete the project.

In addition, teams will submit a weekly project update to the coach via email. In general, teams with more complete and timely email reports need fewer in-person meetings with the coach.

### **Team Meetings with Firm:**

Team members will meet regularly with their Firm’s counterparts. Plan to meet at least once per week (on average). **The frequency of these direct contacts may vary greatly over your project’s duration, and differ greatly among projects.**

### **Tollgate Reviews with Firm:**

These are more formal presentations to the firm that will be attended by more people from the firm. In general, they will be conducted at the end of each phase of the project. The timing of these reviews should be discussed with your instructor and scheduled through your key contact at the Firm.

**Projects:**

Each team member should plan to commit at least 10 hours/week to the project including class meetings, meetings with the coach, and onsite and offsite project-related activities.

Each team of students will undertake a substantive project in a company that uses six sigma methods to reduce variation and achieve measurable benefits for the sponsoring company. The bare structure of the project will be arranged with sponsoring companies but the team is responsible for developing a project plan and managing that plan to completion. Each team will be assigned an experienced six sigma coach to support the team's efforts.

Projects will generally consist of the following elements:

**Define:**

- Clear definition of project that is agreeable to all parties
- Project charter
- Project measures and how they relate to performance measures
- Process map

**Measure:**

- Project measures
- Metrics Target: rationale and how it relates to perfection
- Key learning about measurement systems
- Noise factors
- Tools used and why
- Graphical output - what was learned and why

**Analyze:**

- Environment: stable vs. non-stable; special cause vs. common cause
- Tools used and why
- Graphical output - what was learned and why
- Conclusions of root cause

**Improve:**

- Summarize root cause discoveries (e.g. non optimal high impact inputs)
- Recommendations for improvement
- Potential implementation Plan - timing/activities
- Suggestions for ownership and transfer of information

**Control:**

- Suggestion to control and review project/metrics

**Impact:**

- Describe the benefits attributable to your project in terms of variation reduction
- Describe the benefits attributable to your project in terms of savings after implementation

Each team will present their findings to a management team from their sponsoring company.

Written final reports will be required for delivery to the sponsoring company and the team's coach.

**Coaches.** The role of the coach is critical to a successful project. It is expected that each team checks in with their coach at least weekly to report progress. Regular meetings are encouraged.

**Grading.** Grades will be assigned based on the quality of the work that goes into the project. As a guard against “free-riding,” I will ask all team members to provide feedback on their own performance and that of their colleagues.

### **Comments:**

1. The members of each team will evaluate the contributions of her or his fellow teammates. These evaluations may lead to variations in individual team member grades. The evaluations will be confidential and turned in individually. The evaluation procedure will be explained later.
2. Team problems occasionally occur. As with any problem, these 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 the instructor, the more likely it can be resolved.
3. Any possible instances of Academic Misconduct will be adjudicated according to the procedures of The Ohio State University.
4. Every participant in this class, including the instructor and coaches, is expected to treat every other participant equally and with proper respect according to The Fisher College guidelines and the University Code of Student Conduct. Any perceived violations of fair and equal treatment should be brought to the attention of the instructor as soon as possible.
5. 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.