BUS-MGT 4251: Lean Six Sigma Projects
Syllabus
Fall 2015

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BUS-MGT 4251 allows teams of students to apply lean six sigma principles and concepts. The course builds on the material in BUS-MGT 4250, which is a prerequisite for BUS-MGT 4251.

Class Meetings – BUS-MGT 4251 Students – ALL
The first of these will occur on Tuesday, August 25, 2015 from 11:10-12:30 in Schoenbaum 219. During this mandatory class, project teams will be formed, projects will be assigned, and teams will receive further orientation and instructions.

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

Meetings with Your Instructor (Coach) – Student Project Teams
These meetings will be held with student teams of 3-4 members, typically once each week for 20-30 minutes on Tuesday or Thursday during regularly scheduled class times. (Occasionally, different times may be arranged by mutual agreement of your team members and coach.) ALL team members are expected to attend these meetings. The frequency 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.

The remainder of the regularly scheduled class times should be used for group work or to supplement other time spent at the project site.

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

Meetings with Sponsoring Company – Student Project Teams
Student team members will meet at least 2-3 times per week at the company site to perform project-related work. Project-related work includes meetings with sponsors and staff; observations and measurements of processes; and, implementing improvement recommendations. The frequency of this onsite work may vary greatly over your project’s duration, and differ among projects. In all cases, your team’s success depends on meeting or exceeding your customers’ (i.e., sponsors’ and instructor’s) expectations.

Tollgate Reviews with Sponsoring Company:
These are formal presentations to the company that will be attended by more people from the company. In general, they will be conducted at the end of each phase of the project. The
timing of these reviews should be discussed in advance with your coach and then scheduled through your key contact at the sponsoring company.

Projects:

Each team member should plan to commit 8-10 hours/week to the project including class meetings, meetings with the instructor/coach, and onsite and offsite project-related activities. All team members must participate in all aspects of the project.

It is very important that you and your team members have compatible schedules that will allow everyone to fully participate. Projects may be off campus, so consider transportation requirements as well.

Each team of students will undertake a substantive project that uses lean six sigma methods to 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.

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
- Implementation plan - timing/activities
- Recommendations 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 and/or other measureable impact

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 and powerpoint presentations will be required for delivery to the sponsoring company and the team’s instructor/coach.

Grading. Grades will be assigned based on the quality of the work that goes into the project and your company sponsor’s satisfaction with your team’s professionalism, knowledge, and project deliverables. As your customers, the company sponsors will be asked to complete mid-term and post project satisfaction surveys.

As a guard against “free-riding,” I will ask all team members to provide feedback on their own performance and that of their colleagues through peer evaluations.

Academic Integrity. Building a strong reputation is fundamental to your future success. This requires knowing what you stand for, and acting accordingly. Personal integrity means doing the right thing at all times and in all circumstances, whether or not anyone is watching. This will earn you others’ trust, however, it only takes one wrong move to erode or lose trust. Therefore, never allow yourself to do something that could damage your personal reputation or integrity.

Honor Code. Academic integrity is essential to everything we do here at Ohio State. In order to uphold the integrity of the Fisher College of Business, and the value of your degree, it is important that we communicate what is expected of all students and that we understand the activities that undermine these efforts. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness, integrity, 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, submitting the same or similar work for credit in more than one class, 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 COAM. If COAM determines that you have
violated the University’s Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct in this class could include a failing grade for the course, disciplinary probation, 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.

I want you to understand why this is important, not only for building your personal character and reputation, but for protecting the reputation of all that we do and the value of your degree. Remember that the impact of your actions extends far beyond you.

Other:

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 turned in individually and all reasonable measures will be taken to ensure that evaluations are kept as confidential. The evaluation procedure will be explained during the first class meeting.

2. Team problems occasionally occur. As with any problem, these are most successfully addressed 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. 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.

4. 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.