

OAKLAND UNIVERSITY

POM 480/HRD 4600

Lean Kaizen in Organizations

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Office Hours **By Appointment Only**

Course Description This course provides students with a comprehensive “learn—do” experience about how successful Lean Kaizen events (continuous improvement) are conducted in manufacturing, health care and non-profit organizations.

The six focus areas in the course are: Lean Thinking, Lean Tools & Techniques, Teambuilding, Kaizen Methodology, Organization Change and Presentation & Facilitation.

This course provides students with the knowledge and skills related to Lean theory, principles, concepts, tools as well as key supporting HRD policies and practices. The course includes several site visits, group exercises, case studies and videos.

Students will have the opportunity to be part of a kaizen team and will conduct a Lean Workout of a dysfunctional process. Students will quickly immerse themselves in learning about Lean principles, tools & techniques and kaizen methodology and then be assigned to a kaizen team. The kaizen team will work on a real-world process that is not performing at an optimal level. The kaizen team will complete an A3 Report: define the problem(s), determine the current condition, analyze the root causes, design the target condition and formulate an implementation plan to

achieve the target condition. The team members will then present their findings and recommendations to the class.

This course satisfies the university general education requirement in the knowledge application integration area.

Prerequisite for knowledge application: Completion of the general education requirement in the social science knowledge exploration area.
Cross cutting capacities: effective communication and critical thinking.

**Required Text
and Periodicals**

Imai, M. (2012) *Gemba Kaizen Second Edition*. New York, NY, McGraw-Hill.

Shook, J. (2008) *Managing to Learn*. Cambridge, MA, Lean Enterprise Institute.

Simulation Web-Site:

<http://www.leansimulations.org/p/huge-list-of-free-lean-games.html?m=1>

Kaizen Cycle – amount of time that you should dedicate to a specific Kaizen depending on where in the cycle you are:

Week 1 – 25%

Week 2 – 40%

Week 3 – 60%

Week 4 – 75%

Week 5 – 100% dedicated to facilitating the Kaizen

Week 6 – 75%

Week 7 – 60%

Week 8 – 40%

Week 9 – 25%

The Ten Basic Kaizen principles 1. Throw out all your old fixed ideas on how to do things 2. No blame - treat others as you want to be treated 3. Think positive – don't say can't 4. Don't wait for perfection 50% improvement now is fine. 5. Correct mistakes as soon as they are found 6. Don't substitute money for thinking - Creativity before Capital 7. Keep asking why until you get to the root cause 8. Better the wisdom of 5 people than the expertise of 1 9. Base decisions on data 10. Improvement is not made from a conference room.

Supporting Information

Other handouts and online links will be provided as required to supplement the textbook and periodicals through Moodle.

Course Objectives After completing this course, students will be able to:

1. Understand the theoretical and historical framework that lead up to Lean Kaizen concepts and principles.
2. Define and discuss the necessary interrelationships by which people, processes, tools and systems operate at peak effectiveness within a Lean environment.
3. Observe and analyze work processes and value streams for value-added and non-value-added activities.
4. Conduct a Lean Workout as a member of a kaizen team to improve a dysfunctional process.
5. Demonstrate skills in applying Lean tools and techniques.
6. Apply the appropriate rules/principles, concepts, tools and supporting systems of Lean Kaizen.
7. Understand and apply key HRD policies and practices which support Lean Kaizen implementation.

Attendance

Attendance is mandatory. Given the nature of the class, your attendance and participation is critical. Absence from class will negatively affect your grade according to the following schedule:

Attendance will be based on completion of in-class assignments.

If a class is missed on an assignment due date, the assignment will still be due at the time noted in the syllabus.

Each student is responsible for obtaining notes and handouts for the missed class; the instructor will not keep them.

It is the student's responsibility to contact the Instructor for instructions on assignments and coursework should the University be closed due to inclement weather.

Expectations

- Come to class prepared. In my own preparation, *I assume that you have at minimum completed the assigned readings* each week.
- Turn in your assignments on time. Late assignments will carry a penalty.
- Do your fair share, and help others participate and learn.
- Think critically and provide constructive feedback.

Academic Conduct & Plagiarism

Students are expected to abide by the standards of academic honesty and integrity set forth in the OU Academic Conduct Regulations: <http://www.oakland.edu/?id=1610&sid=75>.

Plagiarism is using someone else's work or ideas without giving that person credit. By doing this, a student is, in effect, claiming credit for someone else's thinking. Plagiarism is prohibited and could result in severe penalties up to and including expulsion from the university.

Evaluation & Grading

You will be evaluated based upon Individual and Team Performance – the quality of your work and contribution.

Mid-Term - 50 Points

Final Exam – 100 Points

Site-Visit Papers – 100 Points

Kaizen Team Project – 100 Points

Participation – 50 Points

**Kaizen Team
Lean Workout**

Students will conduct a Lean Workout as a member of a 4-5 Kaizen Member Team. (100 points)

The Lean Workout will have four (4) parts following the A3 (10 points) Report format:

1. Go to the *Gemba* Readout—Grasp the Current Situation
2. Description of the Background—Problem and Improvement Potential (10 points)
3. Current Condition/Root Cause Analysis (10 points)
4. Hold a Kaizen and video the interactions (20 points)

The purpose of this Kaizen Team Workout is to apply the Lean principles and practices you have learned in the course to a real world process improvement project. The work products will be:

Example - Starbucks

1. *Go to the Gemba* - (10 points) Starbucks

Describe the *gemba*. *What did you see, what did you feel, what did you hear? What day did you go? How long were you there? How many customers were there during the time you conducted your observation? Be specific.*

2. Process Mapping and Lean Thinking – (15 points)

Observe the Barista making multiple different espresso beverages and then create a process map of the entire Starbucks espresso beverage process. Identify and use color-coding to highlight the specific value-added steps and MUDA/waste steps from the customer order to delivery to the customer in as much detail as possible. A visual map is required.

3. Value-Added versus MUDA/Waste – (10 points)

Based on your observation and process map, measure the average time needed to complete the Starbucks drinks – espresso beverage process and then determine the average time needed to complete value-added steps. Calculate the percentage (%) of time needed for the value-added steps of the Starbucks espresso beverage process.

Identify and describe at least 2 kinds of MUDA/waste that occurred in each of the 2 Starbucks processes – drinks and food.

4. Lean Recommendations – (15 points)

Based on your findings, make at least 2 lean-based recommendations for improving each of these two processes. Be as specific as possible.

Participation

Active involvement in all aspects of class is expected. Class attendance and participation will be worth up to 50 points.

Some ground rules:

1. Attend every site visit
2. Share your knowledge and experience
3. Listen and take accurate notes – finish class participation assignments
4. Provide constructive feedback and receive it openly
5. Appreciate others' points of view
6. Let others speak