BA 4322/LOM 5322 - Lean Production
Spring, 2011

Class Meets: Tuesdays and Thursdays 12:30 p.m. - 1:45 p.m.

Instructor: Dr. Joseph Martinich  Office: 235 Computer Center Building

Office Hours: 2:00-2:45 p.m. Tu and Th. Other times possible: I am on campus almost every day from 9:30 a.m. - 4:00 p.m., but I may be in meetings or off-campus for some reason, so it is a good idea to call to make sure I am available before making a special trip to campus.

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e-mail address: joseph.martinich@umsl.edu  web address: http://www.umsl.edu/~jmartini

Prerequisites: LOM 3320 or LOM 5320. Students are expected to have a working knowledge of the material in one of those courses.


Recommended Textbook: Any version of Production and Operations Management by Joseph Martinich, John Wiley & Sons, New York. (Any other introductory POM book may be fine.)


Supplemental Materials: There will be notes on MyGateway for some of the topics covered; there may also be some notes on my website (see web address above).

Grading: Exam 20 %
Class Discussion 5 %
Homework/article reviews 10 %
LP Book Report 12 %
LP Implementation Case Report 18 %
Group Project Report 35 %

Drop Policy: An "excused" drop will be given if you drop on or before March 18. If you drop after March 18 you will receive an "excused" or "failing" grade according to your grade at the time you drop. After April 15 dropping will not be allowed except for documented serious illness or comparable extraordinary circumstances (a low grade is not an acceptable excuse).
Classroom Courtesy: I realize that I should not have to tell you these things, and I apologize to those of you for whom this is unnecessary, but in the past few years I have noticed a significant increase in bad classroom manners and inconsiderate behavior. So please adhere to the following rules. Repeated violations of these will be grounds for reducing your course grade, and you will be reported to the Office of Homeland Security as a threat to national learning.

1) Turn off your phones and pagers before entering class; do not talk on the phone in class.

2) Come to class on time. In those rare cases where being late is unavoidable, please enter the classroom quietly and take a seat as close to the door as possible. If the class period is more than half done, don’t bother to come to the class.

3) Open beverage cans and bottles and snack bags before class starts. If you eat during class, please do so quietly.

4) Keep talking to your neighbor to a minimum. If you are confused about something in class, please ask me - that is my job and I’m happy to answer course-related questions, such as, “What the heck was Tony LaRussa thinking??!”

Academic Dishonesty: Academic dishonesty of any form will not be tolerated. Except for the group project ALL GRADED WORK (exam, homework, book reports, papers) SHOULD BE DONE BY YOU ALONE and be in your words, not the words of other sources. Any examination, homework, or paper found not to be the student's own work will be given a grade of zero and the student will be reported to the appropriate officials for disciplinary action. GROUP PROJECT REPORTS should be the work only of the group members. Any group report found not to be the group’s own work will be given a grade of zero and the students will be reported to the appropriate officials for disciplinary action.

All written homework and reports should be IN YOUR OWN WORDS. DO NOT simply piece together material/excerpts from other sources (books, articles, web sites). Ideas, claims, and facts used from a source should clearly be indicated with a citation or footnote, and a list of references used should be given at the end of the paper/report. Exact quotes from sources should be used sparingly and for a good purpose, and they should be clearly marked in quotation marks, with a precise citation, including the page number (or web address) of the source document.

Exceptions/clarifications:

1. You can and should use published sources (books, articles, government reports, etc. that are either in print or on the internet) to help you learn and do your graded work. However, use of important ideas, facts, etc., and especially exact wording or close paraphrasing of statements from these sources, should be CLEARLY CITED in your paper/report/homework. Citations should always give the title of the article/book, journal (if appropriate), name(s) of author(s), date of publication, page numbers on which the article appears, name and location of publisher (if book or technical report); for web-based sources give the complete web address and date that it was accessed. Note: Wikipedia is fine as a starting point to get an overview of a topic, but it should not be a primary source of information and not be considered an authoritative
source (of course, if specific ideas or quotes are used from Wikipedia, then they should be clearly cited).

2. Outside assistance with grammar, wording, spelling, organization, and clarity of writing, as well as preparation of power point slides and other stylistic details (e.g., from the writing lab) will be allowed, but the assistance should be limited to the style and clarity of the presentation and should not address the detailed content/substance of the report. Having someone else read and critique the report in terms of clarity, depth of coverage, completeness, etc., is acceptable (in fact, recommended), but they should keep comments regarding content at a general level, and they should not assist directly in writing or rewriting the content of the report/homework.

Disabilities: Please inform me of any physical disabilities that could affect your learning. I am happy to make reasonable accommodations to improve the learning environment, but I need to know about them in order to help. If, during the semester, you are experiencing a serious emotional trauma, please inform me of this before taking an exam; once an exam is taken the grade must be counted and no "retake" is possible.

DUE DATES

Book Report (Due March 1; 4% penalty for every calendar day late)

You are to read a book that either addresses a specific lean production method/tool, such as value-stream mapping, process analysis, SMED, TPM, kanban, the role of work teams in LP, etc., or a book that discusses LP more generally. You may not use any of the required or recommended books for this course. I would recommend searching the web site: www.productivitypress.com or use a “Google search” for possible book titles. Book reports should be 3-5 pages in length, typed and double-spaced. The report should include: (1) a complete citation of the book; i.e., name of author(s), title of book, name of publisher, year and location of publication; (2) a substantive summary of the book’s contents (synthesized in your own words); and (3) an evaluation and critique of the book: How useful was the material presented? How well was it presented? How could it be improved? Should this be included in the course? Justify and explain your critique. This report should be IN YOUR WORDS; do not use book reports or reviews of the book from other sources.

LP Implementation Case Report (Written report due March 15 - 4% penalty for every calendar day late; oral reports will be given on March 15, 17, and 22.)

You are to report on the implementation of lean production or some important aspect of LP at an actual organization (use articles, books, parts of books, interviews, company web sites, etc. as sources of information). There should be both a written report (3-6 double-spaced pages, typed) and a 7-10 minute oral report to the class. The report(s) should describe: what motivated the organization to implement LP; what the organization did specifically; and what were the results (benefits, problems); measurable/quantitative results are especially important. Do not tell me that the sources did not provide enough information to give details of the implementation: select
an organization for which there are some details available: use multiple sources. Give a detailed list (citations) of all sources used. This report should be IN YOUR WORDS; do not simply piece together quotes from various sources. You are to synthesize and organize the information and present it in a clear manner.

Group Project (Written reports are due April 28; 4% penalty for every calendar day late. Oral reports will be given on April 26 - May 5, with “methodology/tool” reports presented first and “field projects” after that.)

Group Size: Your group should have either two or three students. You are to form your own groups; you are to give me a written statement listing the group members, and the proposed topic/site by no later than February 17 (preferably sooner). (There will be a 1 % per day penalty against your term project grade for each day late in submitting your proposed topic.) Submit only one statement per group. Proposals must be approved by the instructor.

Options: There are two options for the group project: (1) An in-depth discussion and presentation of a specific lean production tool/methodology, or (2) a field project at an actual organization, analyzing their operations and making recommendations for improvement based on LP principles and methodologies. Because the latter option is generally more difficult and time-consuming, the instructor generally grades this option more generously, and in some cases may even award bonus points to groups who do an especially outstanding job.

1. Tool/Methodology Report

This option has three deliverables. (1) Your team is to give a 30-40 minute oral presentation in class on a selected LP tool/methodology (the topic must be pre-approved by the instructor; suggestions are given below). The presentation can be a lecture, instructional exercises, discussions, etc., or a combination. You are encouraged to use visual tools (e.g., power-point slides) and specific examples to illustrate the concepts you present. Detailed illustration of the methodology/tool with real examples of implementation and use is essential. (2) Paper copies and electronic versions of all instructional materials (e.g., power point slides, handouts) should be provided to the instructor and will be considered in the grading. (3) You are to provide a 15-25 page written report (typed, double-spaced) on the topic. (The 15-25 page limit does not include appendices, tables, pictures, references, or other attachments.) The report should describe and explain the tool/methodology, where, when, and how it should be used, how it should be implemented, and you should provide detailed examples of its use in practice. A reference list of all sources that were used should be included. (Although you can decide how you want the paper prepared, the paper should read as if it were written by a single person (i.e., it should flow together), rather than being pieced together with very different writing styles. So it may be a good idea to have a single group member put the final draft together.) Your paper should be written with sufficient clarity, content, and detail so that a manager with little knowledge of lean production, should be able to read your paper and understand what the selected topic is, how to use it, how to implement it, what the expected benefits are, and how to measure them.

The paper should have a cover page that contains only the title, names of group members, and
date of the paper (so there is blank space for my comments). Also, be sure to number the pages. STAPLE the paper together; do not put it in a plastic cover with a tube sleeve (if you have many appendices or attachments, you may put it in a 3-ring binder).

2. Field Project

For the field project you are to act as a pro bono lean production consultant. The site you use for the project must be a site you actually visit (probably multiple times) specifically for the project. (You cannot simply write about some previous lean production experience you had or know about at an organization.)

As part of your analysis and report, you must include an Ideal Production System scorecard, and you should clearly use the results of the scorecard to guide your deeper investigation and recommendations (or you should explain why you did not use it to guide your analysis). The IPS scorecard should be completed by you, not the workers, but you may consult with workers to assist in the rating. A value-stream map may also be desirable in some cases.

1. You may choose either a real-world manufacturing or a real-world service production system or sub-system (such as an internal business process). You are to (1) describe/explain this system/process, (2) analyze it, including collecting and presenting any necessary data, including IPS scorecard; (3) identify and describe problems, deficiencies, or areas of improvement, (4) devise recommendations/solutions that will improve the process, and (5) present this information in an oral report and a written report. Although the use of lean production methods to “solve” your problem is not required, it is strongly encouraged that wherever possible and appropriate you should apply the lean production principles and techniques presented in class to improve the company’s production system. I WOULD MUCH RATHER YOU FOCUS ON ONE OR TWO PROBLEMS and perform detailed, in-depth analysis and provide DETAILED SOLUTIONS to them, than to mention and “solve” superficially ten or fifteen problems. Whatever solutions you recommend, they should be clearly explained and justified (i.e., you need to convince me and the company executives that your recommendations are economically beneficial and technically sound and feasible).

2. There are two “deliverables” for your field project: (1) a 20-30 minute oral final report of your project; (2) a written final report, which should be 15-25 pages in length, not counting appendices, tables, graphs, etc. Reports must be typed, double-spaced, and have 1” margins on all sides. I encourage the use of illustrations, flow diagrams, and photos where appropriate to show what you did.

3. Papers should be written in a well-organized and grammatically correct form. The paper should be divided into sections which are clearly identified (i.e., use section headings). The paper should probably have: (1) an introduction that describes the company you are studying and the product(s) made by the process you are studying, (2) a section that describes the process(es) you studied and the problem(s) you are going to address, (3) a section that describes your data collection and analysis, (4) a description and justification of your solution or recommendations, and (5) a conclusion. The paper should have a cover page that contains only the title, group
Homework

1. Homework assignments should be completed on-time so that they can be used for class discussion on the due date. I recognize that due to work and personal emergencies, sometimes this is not possible, and I am willing to be accommodating in those cases, but completing assignments late or not at all will hurt your grade both in the homework component and in the class discussion component.

2. Except for numerical problems, all homework should be typed and double-spaced with one inch margins. Neatness counts; prepare your homework as if you were presenting it to the CEO.

Outline and Approximate Schedule

LT = *Lean Thinking*; TG = *The Goal*; POM = Martinich POM book; MI = *Modern Approaches to Mfg Improvement*

*** You should read *The Goal* during the first week (it is a very fast and easy read, and we will discuss it in week 2). I strongly encourage you to “skim-read” the entire *Lean Thinking* book during the first three weeks of the semester (or at least read through p. 271); we will then look at individual sections in more depth during the semester. Readings for topics are in order of importance.

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<tr>
<th>Week</th>
<th>Topics and Reading</th>
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<tr>
<td>2</td>
<td>Discussion of <em>The Goal</em>; The Curse of Randomness and Variation in Production Systems (TG (entire book); POM. pp. 385-387; 427-454; 458-461; 494-499; LT: pp. 29-98)</td>
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<tr>
<td>3</td>
<td>Defining and Creating Value; Lean Product Design, QFD, Value Analysis and other product design tools; design principles (LT: pp. 29-37; POM: pp. 212-236)</td>
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<tr>
<td>4</td>
<td>Analyzing the Process; Continuous Improvement Methods and Tools; IPS Scorecard; Value-Stream Mapping; Process &amp; Job Analysis; Job Design</td>
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6  Speaker/5-S/Catch-up

7  Deviations Dim 1&4: Simplifying the Production System; Cellular Processing and Group Technology (POM: pp. 212-231, 335-339; LT: pp. 99-124)
   **LP Book Reports Due: March 1**


9  **LP Implementation Cases Due March 15; Oral Presentations Begin**

10 Speaker/Goal-setting, Implementation

(3/27-4/3)  **SPRING BREAK**

11  Environmental Aspects of Operations; Lean and Green (Web Notes)

12  Deviations Dim 7,8,9: Quality Management in Lean Production; Cost of Quality; Poka Yoke, Inspection, Six-Sigma (POM: pp. 561-581, 598-605; LT: 102-272; MI: pp. 265-283, 201-263)

13  Deviations Dim 10: Total Productive Maintenance (POM: pp. 769-773); Deviations Dim 3,6,7: Lean Supply Chain (POM: pp. 767-769; LT: pp. 275-298);

14-15  **In-class Presentations of Course Projects (Written Reports Due 4/28)**

**Final Exam Date (Presentations, if needed) May 12, 10 a.m. - noon**