



THE OHIO STATE UNIVERSITY

JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

Public Affairs 6890: Lean Management
Credit Hours: 1
Autumn, 2017

Meeting Day	Meeting Time	Location
Wednesdays (Oct. 18 th – Dec. 6 th)	3:00-4:50pm	Mendenhall Lab 0129

Instructor: Brandi Crowley
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Office Hours: By appointment
Office Location: Paige Hall 210D

Course Description

Simpler. Faster. Better. Less costly. These terms aren't often synonymous with government, but teams throughout Ohio, New York, and many more are working to apply them to the business of government. Lean is a customer-centric methodology used to continuously improve any process through the elimination of waste in everything you do; it is based on the ideas of "Continuous Incremental Improvement" and "Respect for People." This course will provide valuable insight on how Lean in government can make meaningful and lasting improvements with the results to prove it. This doesn't just mean that paperwork moves faster – these improvements have helped strengthen the ability to recruit and retain companies, speed up law enforcement's hunt for criminals and realize much-needed cost savings.

This course begins with an introduction to Lean management that is combined with a process simulation that is based on a real government process. Students will experience firsthand the frustration of working in a complex process. Each week will build on the previous week's assignment and a classroom exercise that will add a new Lean tool to the student's portfolio. Upon completion of the course each student will be able to identify Lean projects, project barriers, and apply the appropriate Lean tools. Lean leaders are in high demand due to their ability to build capacity to do mission critical work. Lean principles are so widely applicable that this course is suitable most positions within government and nonprofits. Project, program and operation managers find lean tools very useful.

Student Learning Objectives and Goals

This course will equip you with ideas and tools to manage Lean projects. These concepts and tools provide you with critical skills that will position you to identify, complete, and communicate Lean

projects that produce sustainable results. Successful completion of this course will contribute to the student's attainment of the following Glenn College Masters Degrees Learning Objectives:

- Management 6- Identify and manage internal challenges to organization performance
- Management 7- Lead and motivate workers in public organizations
- Management 8- Manage innovation and change

Email Policy

Email is probably the best way to contact me. I will generally get back to you within 24 hours, at the latest (unless it is a weekend).

Course Materials

1. All readings and course materials will be supplied by the instructor through our web page on Canvas Learning Management System <https://carmen.osu.edu>.

Course Requirements

Grading Scale

Grade	Upper Boundary	Lower Boundary
A	100%	to 93%
A-	< 93%	to 90%
B+	< 90%	to 87%
B	< 87%	to 83%
B-	< 83%	to 80%
C+	< 80%	to 77%
C	< 77%	to 73%
C-	< 73%	to 70%
D+	< 70%	to 67%
D	< 67%	to 60%
E	< 60%	to 0%

Grade Components

Points	Activity
10	Class Participation
50	Class Exercises
20	Midterm
20	Final Exam
100	Total Points Possible

Class Participation

Points	Criteria
10-9	Student frequently participates in class
8-7	Student periodically participates in class
6-5	Student has participated in class
4-3	Student attends classes but never participates
2-0	Student infrequently attends class

Attendance

Class participation and attendance is imperative to the successful completion of course. Please notify the instructor prior to the start of class that you will be absent. Notes and slides will be available in Carmen but they do not capture the vital discussion that takes place in the classroom.

Class Schedule

Week 1 – October 18, 2017

Class Topic: Introduction to Lean and Process Simulation Round 1

Read: Week 1 articles in the Canvas learning management system.

Week 2 – October 25, 2017

Class Topic: Process Mapping and Waste Identification

Assignment Due:

Identifying the Use of Lean in Government (10 points) Individual Assignment

The first assignment will begin the exploration of Lean in government. You will be asked to pick a government entity or nonprofit where Lean is used. You will then analyze how the use of a specific Lean concept or tool produces a specific improved outcome. This assignment will provide insight on how Lean transforms a process. You will be asked to answer a set of structured questions to help guide your analysis. The structured questions can be found in the Canvas learning management system titled as Use of Lean in Government Analysis Questions. Submit assignment in Canvas by October 25, 2017 at midnight.

Read/Watch: Week 2 article and video in Canvas learning management system.

Week 3 – November 1, 2017

Class Topic: Lean Tools

Assignment Due:

Identification of Waste (10 points) Individual Assignment

Being able to describe waste and communicate the impact of waste is a powerful skill that can assist with gaining project support. The eight wastes concept provides a systematic way to categorize problems and identify improvement priorities. When assessing a process, looking for the eight wastes helps Lean teams find more opportunities to streamline the flow of work. In this assignment, you will be asked to identify waste you have seen at restaurants, work, school and/or non-profits. After you have identified waste from each of the eight types of waste explain how it adversely impacted the process. A template will be provided to document your work. The template can be found in Canvas by November 1, 2017 at midnight.

Read/Watch: Week 3 article and video in Canvas learning management system.

Week 4 – November 8, 2017

Class Topic: Process Redesign and Lean Tools

Midterm Exam (20 points)

You will have a midterm exam that covers Lean terminology, tools and concepts. The midterm will be a collection of multiple choice and essay questions. It will be administered in class on November 8, 2017.

Read/Watch: Week 4 article and video in the Canvas learning management system.

Guest Speaker: Lean in Nonprofit/Government

Week 5 – November 15, 2017

Class Topic: Implementation Plans and Lean Tools

Assignment Due:

Identifying the Four Voices (15 points) Individual Assignment

Successful Lean projects typically always start with identifying the voice of the customer, business, employee and process. Select one article from the Canvas learning management system titled as Week 5 Articles and document each of the four voices, be sure to include the opportunities for process improvement. A template can be found in the Canvas learning management system. Submit assignment in Canvas by November 15, 2017 at midnight.

Week 6 – November 22, 2017

No Class.

Week 7 – November 29, 2017

Class Topic: Simulation Results

Assignment Due:

Use a Tool (15 points) Group Assignment

Select a tool and do a five-minute presentation in class. It's great that a manager can use Lean tools but it is transformational when their staff can use these tools on their own. Having the ability to show others how to use Lean tools is a skill that will equip you for sustainable project outcomes and the identification of future projects. A rubric will be used to grade each presentation. The rubric can be found in the Canvas learning management system. Presentations will be given in class on November 29, 2017.

Week 8 – December 6, 2017

Final Exam (20 points)

You will have a final exam that covers Lean terminology, tools and concepts. The final will be a collection of multiple choice and essay questions. It will be administered in class on December 6, 2017.

Assignment Calendar

Due Date - Midnight	Assignment
October 25th	Identifying the Use of Lean in Government (list of questions provided)
November 1st	Identification of Waste (template provided)

November 8 th	MIDTERM Exam
November 15 th	Identifying the Four Voices (template provided)
November 29 th	Use of Tool Presentation (rubric provided)
December 6 th	FINAL Exam

Academic Integrity (Academic Misconduct)

The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's [Code of Student Conduct](#) and that all students will complete all academic and scholarly assignments with fairness and honesty. Failure to follow the rules and guidelines established in the University's Code of Student Conduct may constitute "Academic Misconduct." Sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

In 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, 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.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Other sources of information on academic misconduct (integrity) to which you can refer include The Committee on Academic Misconduct web page: <http://oaa.osu.edu/coam.html>
Ten Suggestions for Preserving Academic Integrity: <http://oaa.osu.edu/coamtensuggestions.html>
Eight Cardinal Rules of Academic Integrity: www.northwestern.edu/uacc/8cards.html

It is also important to be clear on your syllabus about what your policy is regarding collaboration on assignments, as some instructors encourage it, while others prohibit it.

Glenn College Diversity Values Statement:

The Glenn College is committed to nurturing a diverse and inclusive environment for our students, faculty, staff, and guests that celebrates the fundamental value and dignity of everyone by recognizing differences and supporting individuality. We are dedicated to creating a safe space and promoting civil discourse that acknowledges and embraces diverse perspectives on issues and challenges that affect our community.

Accommodation Policy

The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. SLDS contact information: slds@osu.edu ; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

Mental Health Statement

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know is suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the **Office of Student Life Counseling and Consultation Services (CCS)** by visiting ccs.osu.edu or calling 614-292- 5766. **CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on call counselor when CCS is closed at 614--292--5766 and 24 hour emergency help is also available through the 24/7 National Suicide Prevention Hotline at 1--800--273--TALK or at suicidepreventionlifeline.org. Also, the OSU Student Advocacy Center is a resource to help students navigate OSU and to resolve issues that they encounter at OSU – visit <http://advocacy.osu.edu/> .**

Workload/Course Expectations

For each credit, there should be about an hour of in class meeting time, and 2 hours out of class work. So for a one-credit class, you should expect 14 hours of in class instruction and about twice that outside of class preparing and doing homework and assignments.

Grade Appeals

The assigned grade is designed to show the overall quality of work performed by each student. If you believe that any grade was not properly assigned you may write a letter explaining why you believe the grade was incorrectly assigned within one week of receiving the graded assignment back. Each appeal

will be considered, and if a re-grade is performed, the entire assignment will be re-graded. The final grade may be greater, less, or equal to the original grade.

Helpful Resources

Writing Consulting: Students wishing to have additional help with the writing of their papers can meet with a consultant at the Writing Center (<https://cstw.osu.edu/writing-center>).

Library Assistance: The Glenn College has a dedicated librarian at OSU Libraries, David Lincove (lincove.1@osu.edu), who can help provide research assistance. For more information and links to some common public affairs resources, see - <http://go.osu.edu/8gx>.