



**THE OHIO STATE UNIVERSITY**

JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

# Lean Management PUBAFRS 6890 – Spring 2021

## Course Information

- **Course times:** Thursdays 3:50pm – 5:40pm
- **Credit hours:** 1
- **Mode of delivery:** Distance Learning (Live scheduled sessions only)

## Instructor

- **Name:** Brandi Crowley
- **Email:** Crowley.154@osu.edu
- **Office location:** CarmenZoom
- **Office hours:** By Appointment
- **Preferred means of communication:**
  - My preferred method of communication for questions is **text (614-619-2972) and email.**
  - My class-wide communications will be sent through the Announcements tool in CarmenCanvas. Please check your [notification preferences](https://go.osu.edu/canvas-notifications) (go.osu.edu/canvas-notifications) to be sure you receive these messages.



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## 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.

## Learning Outcomes

This course will equip you with concepts 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: By the end of this course, students should successfully be able to:

- 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

# Course Materials, Fees and Technologies

## Required Materials and/or Technologies

- All material for class will be available In CarmenCanvas.
- Access to CarmenCanvas and CarmenZoom.

## Fees and/or Additional Requirements

- No additional fees or requirements

## Required Equipment

- **Computer:** current Mac (MacOS) or PC (Windows 10) with high-speed internet connection
- **Webcam:** built-in or external webcam, fully installed and tested
- **Microphone:** built-in laptop or tablet mic or external microphone
- **Other:** a mobile device (smartphone or tablet) to use for BuckeyePass authentication

## Required Software

**Microsoft Office 365:** All Ohio State students are now eligible for free Microsoft Office 365. Visit the [installing Office 365](https://go.osu.edu/office365help) (go.osu.edu/office365help) help article for full instructions.

## CarmenCanvas Access

You will need to use [BuckeyePass](https://buckeyepass.osu.edu) (buckeyepass.osu.edu) multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you do each of the following:

- Register multiple devices in case something happens to your primary device. Visit the [BuckeyePass - Adding a Device](https://go.osu.edu/add-device) (go.osu.edu/add-device) help article for step-by-step instructions.
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click **Enter a Passcode** and then click the **Text me new codes** button that appears. This will text you ten passcodes good for 365 days that can each be used once.
- [Install the Duo Mobile application](https://go.osu.edu/install-duo) (go.osu.edu/install-duo) on all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at [614-688-4357 \(HELP\)](tel:614-688-4357) and IT support staff will work out a solution with you.

## Technology Skills Needed for This Course

- Basic computer and web-browsing skills
- [Navigating CarmenCanvas](https://go.osu.edu/canvasstudent) (go.osu.edu/canvasstudent)
- [CarmenZoom virtual meetings](https://go.osu.edu/zoom-meetings) (go.osu.edu/zoom-meetings)



- [Recording a slide presentation with audio narration and recording, editing and uploading video](https://go.osu.edu/video-assignment-guide) (go.osu.edu/video-assignment-guide)

## Technology Support

For help with your password, university email, CarmenCanvas, or any other technology issues, questions or requests, contact the IT Service Desk, which offers 24-hour support, seven days a week.

- **Self Service and Chat:** [go.osu.edu/it](https://go.osu.edu/it)
- **Phone:** [614-688-4357 \(HELP\)](tel:614-688-4357)
- **Email:** [servicedesk@osu.edu](mailto:servicedesk@osu.edu)

## Digital Flagship

Digital Flagship is a student success initiative aimed at helping you build digital skills for both college and career. This includes offering an engaging collection of digital tools and supportive learning experiences, university-wide opportunities to learn to code, and a Design Lab to explore digital design and app development. Digital Flagship resources available to help Ohio State students include on-demand tutorials, The Digital Flagship Handbook (your guide for all things tech-related), workshops and events, one-on-one tech consultations with a peer or Digital Flagship staff member, and more. To learn more about how Digital Flagship can help you use technology in your courses and grow your digital skills, visit [go.osu.edu/dfresources](https://go.osu.edu/dfresources).



# Grading and Faculty Response

## How Your Grade is Calculated

Assignment Category	Points
Class Participation	10
Class Assignment	50
Midterm	20
Final Exam	20
Total Points Possible	100

See [Course Schedule](#) for due dates.

## Descriptions of Major Course Assignments

### Course Assignment and Description

#### Week 1 – January 14, 2021

Class Topic: Introduction to Lean and Process Simulation Round 1

Read: Week 1 articles in the Carmen Canvas under assignment 1.

#### Week 2 – January 21, 2019

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 CarmenCanvas titled as Assignment 2: Use of Lean in Government Analysis Questions. Submit assignment in the CarmenCanvas by January 21, 2021 at midnight.

Read/Watch: Week 2 article and video in CarmenCanvas.



**Week 3 – January 28, 2021**

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 the CarmenCanvas titled as Assignment 3: Waste Identification Template. Submit assignment in the CarmenCanvas learning management by January 28, 2021 at midnight.

Read/Watch: Week 3 article and video in CaemenCanvas.

**Week 4 – February 4, 2021**

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 available in CarmenCanvas January 28 – February 8, 2021.

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

Guest Speaker: Lean in Nonprofit/Government

**Week 5 – February 11, 2021**

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 CarmenCanvas. Submit assignment in the CarmenCanvas by February 11, 2021 at midnight.

**Week 6 & 7 – February 18 & 25, 2021**

## 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 CarmenCanvas. Presentations will be given in class on February 18 & 25, 2021.

### 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 available online from February 18 – 26, 2021.

**Academic integrity and collaboration:** Your written assignments, including discussion posts, should be your own original work. In formal assignments. You are encouraged to ask a trusted person to proofread your assignments before you turn them in but no one else should revise or rewrite your work.

## Late Assignments

Please refer to Carmen for due dates. Please notify Brandi Crowley @ [Crowley.154@osu.edu](mailto:Crowley.154@osu.edu) if an assignment will be late.

## Instructor Feedback and Response Time

Below is a list to give you an idea of my intended availability throughout the course. Remember that you can call [614-688-4357 \(HELP\)](tel:614-688-4357) at any time if you have a technical problem.

- **Preferred contact method:** If you have a question, please contact me first through my Ohio State email address. I will reply to emails within **24 hours on days when class is in session at the university**.
- **Class announcements:** I will send all important class-wide messages through the Announcements tool in CarmenCanvas. Please check [your notification preferences](https://go.osu.edu/canvas-notifications) (go.osu.edu/canvas-notifications) to ensure you receive these messages.
- **Grading and feedback:** For large weekly assignments, you can generally expect feedback within **seven days**.]

## Grading Scale

93–100: A  
 90–92.9: A-  
 87–89.9: B+  
 83–86.9: B  
 80–82.9: B-  
 77–79.9: C+  
 73–76.9: C  
 70–72.9: C-  
 67–69.9: D+



60–66.9: D  
Below 60: E

## Other Course Policies

### Discussion and Communication Guidelines

The following are my expectations for how we should communicate as a class. Above all, please remember to be respectful and thoughtful.

- **Writing style:** While there is no need to participate in class discussions as if you were writing a research paper, you should remember to write using good grammar, spelling, and punctuation. A more conversational tone is fine for non-academic topics.
- **Tone and civility:** Let's maintain a supportive learning community where everyone feels safe and where people can disagree amicably. Remember that sarcasm doesn't always come across online.
- **Citing your sources:** When we have academic discussions, please cite your sources to back up what you say. For the textbook or other course materials, list at least the title and page numbers. For online sources, include a link.
- **Backing up your work:** Consider composing your academic posts in a word processor, where you can save your work, and then copying into the Carmen discussion.

### Academic Integrity Policy

See [Descriptions of Major Course Assignments](#) for specific guidelines about collaboration and academic integrity in the context of this online class.

### Ohio State's Academic Integrity Policy

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, 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](#) (studentconduct.osu.edu), and that all students will complete all academic and scholarly assignments with fairness 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, 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 the Committee on Academic Misconduct.** If COAM determines that you have violated the university's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and 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.

Other sources of information on academic misconduct (integrity) to which you can refer include:

- [Committee on Academic Misconduct](http://go.osu.edu/coam) (go.osu.edu/coam)
- [Ten Suggestions for Preserving Academic Integrity](http://go.osu.edu/ten-suggestions) (go.osu.edu/ten-suggestions)
- [Eight Cardinal Rules of Academic Integrity](http://go.osu.edu/cardinal-rules) (go.osu.edu/cardinal-rules)

## Copyright for Instructional Materials

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

## Statement on Title IX

All students and employees at Ohio State have the right to work and learn in an environment free from harassment and discrimination based on sex or gender, and the university can arrange interim measures, provide support resources, and explain investigation options, including referral to confidential resources.

If you or someone you know has been harassed or discriminated against based on your sex or gender, including sexual harassment, sexual assault, relationship violence, stalking, or sexual exploitation, you may find information about your rights and options on [Ohio State's Title IX website](http://titleix.osu.edu) (titleix.osu.edu) or by contacting the Ohio State Title IX Coordinator at [titleix@osu.edu](mailto:titleix@osu.edu). Title IX is part of the Office of Institutional Equity (OIE) at Ohio State, which responds to all bias-motivated incidents of harassment and discrimination, such as race, religion, national origin and disability. For more information, visit the [OIE website](http://equity.osu.edu) (equity.osu.edu) or email [equity@osu.edu](mailto:equity@osu.edu).

## Commitment to a Diverse and Inclusive Learning Environment

The Ohio State University affirms the importance and value of diversity in the student body. Our programs and curricula reflect our multicultural society and global economy and seek to provide opportunities for students to learn more about persons who are different from them. We are committed to maintaining a community that recognizes and values the inherent worth and dignity of every person; fosters sensitivity, understanding, and mutual respect among each member of our community; and encourages each individual to strive to reach his or her own potential. Discrimination against any individual based upon protected status, which is defined as age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status, is prohibited.

## Your Mental Health

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. No matter where you are engaged in distance learning, The Ohio State University's Student Life Counseling and

Consultation Service (CCS) is here to support you. If you find yourself feeling isolated, anxious or overwhelmed, [on-demand mental health resources](http://go.osu.edu/ccsondemand) (go.osu.edu/ccsondemand) are available. You can reach an on-call counselor when CCS is closed at [614- 292-5766](tel:614-292-5766). **24-hour emergency help** is available through the [National Suicide Prevention Lifeline website](http://suicidepreventionlifeline.org) (suicidepreventionlifeline.org) or by calling [1-800-273-8255\(TALK\)](tel:1-800-273-8255). [The Ohio State Wellness app](http://go.osu.edu/wellnessapp) (go.osu.edu/wellnessapp) is also a great resource.

## Glenn College Diversity Values

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.

## Disability Services Statement

### 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](mailto:slds@osu.edu); 614-292-3307; [slds.osu.edu](http://slds.osu.edu); 098 Baker Hall, 113 W. 12<sup>th</sup> Avenue.

## FERPA and Privacy in CarmenZoom

Video and audio recordings of class lectures will be part of the classroom activity. The video and audio recording is used for educational use/purposes and may be made available to all students presently enrolled in the course.

## Accessibility Accommodations for Students with Disabilities

## Requesting Accommodations

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 \(SLDS\)](#). After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion.

## Disability Services Contact Information

- Phone: [614-292-3307](tel:614-292-3307)
- Website: [slds.osu.edu](http://slds.osu.edu)
- Email: [slds@osu.edu](mailto:slds@osu.edu)
- In person: [Baker Hall 098, 113 W. 12th Avenue](#)

## Accessibility of Course Technology

This online course requires use of CarmenCanvas (Ohio State's learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.

- [CarmenCanvas accessibility](http://go.osu.edu/canvas-accessibility) (go.osu.edu/canvas-accessibility)
- Streaming audio and video
- [CarmenZoom accessibility](http://go.osu.edu/zoom-accessibility) (go.osu.edu/zoom-accessibility)
- Collaborative course tools

# Course Schedule

Refer to the CarmenCanvas course for up-to-date due dates.

Week	Points	Topics, Readings, Assignments, Due Dates
January 21 <sup>st</sup>	10	Identifying the Use of Lean in Government (list of questions provided)
January 28 <sup>th</sup>	10	Identification of Waste (template provided)
February 8 <sup>th</sup>	20	MIDTERM Exam
February 11 <sup>th</sup>	15	Identifying the Four Voices (template provided)
February 18 <sup>th</sup> & 25 <sup>th</sup>	15	Use of Tool Presentation (rubric provided)
February 26 <sup>th</sup>	20	FINAL Exam

# Additional Resources

Optional statements from great syllabi:

## 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.

**(Mostly used as a Capstone Class Resource)** Statistical Consulting: Students wishing to have additional help with the statistical analysis for their papers may consult with the Statistical Consulting Service ([www.scs.osu.edu/](http://www.scs.osu.edu/)) and enroll in their Stat 5700 course.

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, Carly Dearborn ([dearborn.8@osu.edu](mailto:dearborn.8@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>.

## For Graduate Capstone Syllabi

Capstone papers from previous semesters can be found at <https://osu.app.box.com/v/JGCCGradCapstones>

## Sensitive Content Warning Statement

(Note - Some students around the country are requesting that professors give a warning ahead of time if there is class material that could evoke a traumatic experience. Some schools, such as Oberlin College, have a proposed policy that would have required professors to give such warnings. Ohio State does not have a formal policy regarding trigger warnings, but the following language could be used by a faculty member who may want to provide such warnings, perhaps in the syllabus.)

"Some contents of this course may involve media that may be triggering to some students due to descriptions of and/or scenes depicting acts of violence, acts of war, or sexual violence and its aftermath. If needed, please take care of yourself while watching/reading this material (leaving classroom to take a water/bathroom break, debriefing with a friend, contacting a Sexual Violence Support Coordinator at 614-292-1111, or Counseling and Consultation Services at 614-292-5766, and contacting the instructor if needed). Expectations are that we all will be respectful of our classmates while consuming this media and that we will create a safe space for each other. Failure to show respect to each other may result in dismissal from the class."

## Student Wellness Statement



As a student, your health and wellness can have an impact on your academic success. Common wellness concerns during your time at the university may include high levels of stress, sleep and diet behaviors, alcohol and other drug use, depression and anxiety, and interpersonal relationship issues. The Office of Student Life has numerous resources and services available to you at no charge to help you address those concerns.

You can learn more about health and wellness resources available on campus by visiting the websites for the [Student Wellness Center](#), [Wilce Student Health Center](#), [Recreational Sports](#) and [Counseling and Consultation Service](#). For students in recovery or seeking recovery from substance use disorders, learn more about support on campus by visiting the [Collegiate Recovery Community](#). For students facing food insecurity, learn more about the free on-campus food pantry by visiting the [Buckeye Food Alliance](#). For students interested in speaking with a peer to learn more about campus resources, call the [Buckeye Peer Access Line](#). For students interested in meeting with a peer and setting holistic wellness goals, learn more about [Wellness Coaching](#).

### **NO BUCKEYE GOES HUNGRY**

The Ohio State University is committed to ensuring that all students have access to adequate and healthy food. Any undergraduate or graduate student with a BuckID may confidentially use the Buckeye Food Alliance food pantries. No proof of need is required. There are two locations:

- West Campus: Lincoln Tower. Doors are locked - call 614-688-2508 upon arrival.
- North Campus: St. Stephens. Look for the Buckeye Food Alliance (BFA) sign on the southwest corner of the building.

To learn more, visit <https://www.buckeyefoodalliance.org/>

**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>).