

GBUS 757 GENERAL MANAGEMENT AND OPERATIONS CONSULTING

Course Description: This course addresses topics and subjects likely to be experienced by MBAs seeking positions or internships in general management career development programs or consulting firms with strong focus on effective operations analysis and implementation skills. The topics covered in the elective are likely to be encountered by rising MBA students in their summer internships or by students in their first few years after graduating from school. Topics will include but will not be limited to such areas as a process management perspective, analysis of operations improvements, Lean implementation principles and tools in services and manufacturing, and Six Sigma project design and implementation.

Academic course objectives

The course will extend students' understanding of key concepts, provide experience in anticipating implementation challenges, and broaden their analytical thinking skills in the following areas:

- Foundations of lean practice and tools, including value stream mapping, take time, process stability, Five S, waste elimination, standardized work, pull, and root-cause problem resolution
- Lean implementation management, including operating systems design, implementation strategies and tactics, lean attitude, and managerial-operator roles
- Six Sigma process-improvement methodology (DMAIC) and managing improvement projects
- Process analysis tools and Design of Experiments (DOE)
- Operating systems for continuous improvement

Elements of the course grade

Group deliverables	(40%)
Class contribution	(30%)
Individual assignments	(30%)

Link to the 2008 course syllabus: <http://faculty.darden.virginia.edu/landelb/courses.htm>

Class Materials:

1. Case packet
2. **The Gold Mine** (required)
3. and **Six Sigma for Dummies** (required),.

We urge you to obtain these items prior to the Spring break period. This material is available at the Darden Exchange.

Class Assignments: Class assignments will be posted on a course web site and are not in the Course Packet; we do this in order to permit some class assignment flexibility as the course progresses. .

Expectations: Our objective is to provide a stimulating classroom environment to examine the critical issues facing general managers and operations consultants who are seeking performance excellence via

process design and process improvement management. Such a classroom environment comes from blending course material, guest speakers, instructor input, and, most important, student input. We plan to be prepared for every class, and we expect students to do the same. We will strive hard to use class time effectively, and we ask that students do also. This includes starting and ending each class on time.

Attendance: We expect students to inform us before class via email if they will be absent or late. More than two non illness-related absences will result in a participation grade no higher than a B-.

Conduct of the Course: The course grade will be determined by the following components:

1. *Course Group Deliverables (40%):* Two group-based written assignments are required; one in the lean module and one in the six sigma module. Details will be described in Class 1.
 - a. Kaizen Event Group Deliverable:
 - i. Begins with preparations for Class 6, April 4,
 - ii. Group Report due April 13
 - b. Six Sigma Group Deliverable:
 - i. Begins with preparations for Class 12, April 24,
 - ii. Group Report is due May 9
2. *Class Contribution (30%):* With respect to class contribution, quantity counts, but quality is what really matters. We will be looking for ways that students raise the learning level of the group as a whole. Students' ability to explain their approach and results, synthesize concepts, and develop frameworks is encouraged. Excellent questions asked of fellow students, guest visitors, and the professors also count toward students' class contribution grade.
3. *Individual Assignments (30%):* Four written assignments will be required throughout the course. Three assignments are focused on Chapters 1-5 in *The Gold Mine*, and the fourth assignment is a personal application of 5S's.
 - a. Chapters 1 through 5: Written Assignments are due on March 20, 21 and 26
 - b. 5S Application: Bad Normal Situation Description is due on March 26
 - c. 5S Personal Application: Individual Report is due on April 19
4. *There will be no final course exam or final written paper.*

Additional Resources: Although we will read cases and have discussions about many different industries (manufacturing and services) and problem situations, we may not have the opportunity to address issues and related to the setting in which you are most interested. We will take time in most classes to address applications observations. Also, your faculty will be available outside of class or by e-mail to discuss supplemental applications with students and point them to the appropriate references, including case studies, books, and practitioner and academic articles. We would be delighted to pursue those interests with students and encourage making an appointment to see us.

GMOC 757 Syllabus - Spring 2008 (2-12-08)

Date	Topic and Materials	Written Work Due
Class #1 Thursday, March 20	<u>A Lean Perspective on General Management and Operations</u> <ol style="list-style-type: none"> 1. <i>The Toyota Fieldbook</i> - Chapter 3, "Starting the Journey of Waste Reduction" 2. <i>Fast Company</i>, "No Satisfaction at Toyota" 3. <i>The Gold Mine</i> - Chapters 1 and 2 	Individual Written Assignment: ✓ Chapters 1 and 2
Class #2 Friday, March 21	<u>Lean Implementation: A Kaizen Event</u> <ol style="list-style-type: none"> 1. Reynaldo Roche (UVA-OM-1258) 2. <i>The Gold Mine</i> - Chapters 3 and 4 <p>Phone-in Guest: Jeriel Chua (Darden MBA '06)</p>	Individual Written Assignment: ✓ Chapters 3 and 4
Class #3 Wednesday, March 26	<u>Lean 5S: System Analysis and Implementation</u> <ol style="list-style-type: none"> 1. <i>The Gold Mine</i> - Chapter 5 2. "5S – 5 Challenges" (video) <p>Guest: Elaine Kraus, Whole Life Organizing</p>	Individual Written Assignment: ✓ Chapter 5 ✓ 5S Situation
Class #4 Thursday, March 27	<u>Value Stream Mapping</u> <ol style="list-style-type: none"> 1. Supplier Development: Value Stream Mapping (UVA OM xxx) 2. S & A Hot Dogs 	
Class #5 Thursday, April 3	<u>Systems Thinking, Lean Improvement , and Implementation</u> <ol style="list-style-type: none"> 1. "Good News...How Hospitals Heal Themselves Using Systems Thinking, Baldrige Principles and Toyota Methods to Improve Patient Safety" (video) 2. <i>The Gold Mine</i>, Chapter 8, 3. <i>The Nun and the Bureaucrat</i> - Chapter 8 "What We Learned From The Toyota Production System: Focus on the Patient Customer", Chapter 8 	
Class #6 Friday, April 4	<u>Lean Thinking and Process Improvement in an Office Setting</u> <ol style="list-style-type: none"> 1. "Time: The Next Dimension of Quality" (video) 2. Accounts Payable at Rockwell Collins 3. RPI Position Paper 4. <i>The Toyota Way Fieldbook</i> - Chapter 18, "Telling the Story Using an A3 Report" 	
Class #7 Wednesday, April 9	<u>Lean Systems: General Management Responsibilities and Challenges</u> <ol style="list-style-type: none"> 1. <i>The Gold Mine</i> - Chapters 9 and 10 <p>Guests: Bill Donaldson and Aimee Henkle, Danaher Motion</p>	

Date	Topic and Materials	Written Work Due
Class #8 Thursday, April 10	<u>Lean Enterprise Implementation</u> <ol style="list-style-type: none"> 1. Wausau Equipment Co.: A Lean Journey (UVA-OM-xxx) 2. <i>The Toyota Way Fieldbook</i> - Chapter 19, "Lean Implementation Strategies and Tactics" <p>Guest: Sorin Gruia, Resource Dynamics International</p>	
Sunday, April 13		Group Written Assignment: ✓ AP Kaizen Report
Class #9 Wednesday, April 16	<u>Quality Improvement Story and Basic Tools</u> <ol style="list-style-type: none"> 1. Florida Power & Light Quality Improvement Story Exercise (A) (9 689 041) 	
Class #10 Thursday, April 17	<u>Six-Sigma Implementation in Manufacturing</u> <ol style="list-style-type: none"> 1. It's A Dirty Job" (UVA-OM-1207) 2. "Six-Sigma: F(x) Cascade" (UVA-OM-1206) 3. <i>Six Sigma for Dummies</i> - Chapter 2, "Examining the Principles and Language of Six Sigma" <p>Guest: Andrew Gonce, McKinsey, Darden MBA '06</p>	
Sunday, April 20		Individual Written Assignment: ✓ 5S Report
Class #11 Wednesday, April 23	<u>Six-Sigma Implementation in Services</u> <ol style="list-style-type: none"> 1. Six-Sigma at Academic Medical Center (A) (UVA-OM-1058) 2. <i>Six Sigma for Dummies</i> - Chapter 4, "Finding the Pain- Defining Projects" <p>Guest: Dee San, Six Sigma Black Belt</p>	
Class #12 Thursday, April 24	<u>Hot Project Design and Implementation</u> <ol style="list-style-type: none"> 1. Vitreon Corp.: The Hyalite Project (9 607 031) 	
Class #13 Friday, April 25	<u>Process Stability, Capability and Standardized Work</u> <ol style="list-style-type: none"> 1. A Closer Look at the Catapult 2. Process Analysis Assignments 	
Class #14 Wednesday, April 30	<u>Design of Experiments Implementation</u> <ol style="list-style-type: none"> 1. Process Design of Experiments Assignment 2. <i>Six Sigma for Dummies</i> - Chapter 9 "Achieving the Objective" 	
Class #15 Thursday, May 1	<u>5 S Presentations and Course Reflections</u>	
Friday, May 9		Group Written Assignment: ✓ Six Sigma Report