

MGMT 6960 – LEADING THE LEAN BUSINESS

Spring 2001

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COURSE DESCRIPTION

This course presents the defining principles of leadership and organizational development for lean businesses. Comparisons will be made between management behaviors and decisions common to businesses that lack process focus versus businesses that follow well-defined processes designed to eliminate waste. Behaviors that fully support lean production are presented and demonstrate the alignment and integration of leadership with fundamental operating practices and business objectives. The importance of precise communication and its effect on leadership effectiveness and credibility are also emphasized. The framework for this course is production systems, but will include discussion on the application of lean to service businesses. Prerequisites: MGMT 6190, MGMT 6710, and MGMT 6450, or by permission of Instructor.

COURSE OBJECTIVES

This course is designed to enable the student to develop an advanced understanding of leadership behaviors and how they are actualized in manufacturing or service businesses dominated by either batch-and-queue or lean practices. Students will learn how to: a) develop interpersonal (“soft”) by skills using “hard” business skills, b) differentiate between behaviors that add value and those that are waste, c) simultaneously improve both personal productivity and operating performance using a single management system. The desired outcome is for students to recognize and value the leadership and behavioral components of work in lean businesses and apply this solution to their own workplace. Use what you learn in this course!

REQUIRED READING

The Human Element, T. Cleary, Shambhala Press, 1994, ISBN 1-57062-205-1
Toyota Production System, T. Ohno, Productivity Press, 1990. ISBN 0-915299-14-3
Toyota Management System, Y. Monden, Productivity Press, 1993. ISBN 1-56327-139-7
Corporate Purpose, S. Basu, Garland Publishing Inc., 1999. ISBN 0-8153-3374-9

COURSE REQUIREMENTS

Class Participation

The course will be conducted using an interactive lecture format. **Students are expected to come to class, complete ALL reading assignments, and make a significant contribution to the discussion and content of the course.** The content of the course is taken from selected texts, case studies, and current journal and periodical articles. The class sessions will include a review of the selected topic, discussion of articles from the literature, and sharing of individual experiences.

** Each week, students will submit a 1-2 page summary of the required readings and indicate key points such as: leadership/non-leadership behaviors, key points of interest, areas of disagreement, improvement opportunities, linkages to other academic disciplines, etc. (can be a combination bullets + short narrative, as appropriate).**

Submit your written assignment via e-mail (emiliani@rh.edu) no later than noon on Monday.

Term Project

Teams will prepare a Competency Model for the leaders of lean businesses. Please research traditional competency models and compare them to your proposed lean executive competency model. You will present your findings to class on **9 April** and have up to 30 minutes to present the results of your work. Please use MS Powerpoint and feel free to express your creativity by using music, video clips, etc.

I suggest that your team do one or more “dry runs” prior to your presentation.

Term Paper

Each student must prepare a term paper that is responsive to the following question:

“What the Heck Did I Learn in Professor Emiliani's Course?”

At a minimum, please address the following points: 1) identify what you learned, 2) discuss the benefits of what you learned, 3) explain which leadership skills you intend to improve upon, 3) explain how these improvements will help you meet your personal and business goals, and 4) explain, in detail, the methods you will use to influence others with what you have learned.

The term paper is due on **13 April**. The term paper shall be typewritten, 1.5 line spacing, maximum of 7 pages (no cover page), 1 inch top, left, right, and bottom margins, and include references that support your views (i.e. you may need to do some additional research).

Submit your paper via e-mail (emiliani@rh.edu).

Please deliver a paper that you can be proud of! It should be concise, well written, and effectively communicates your thinking. Hint: keep track of what you really learn each week.

Hint: You may want to get a friend to review your term paper before submitting it to me.

COURSE GRADING

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Requirement	Basis of Work	Grading	Due Date
Class Participation (includes weekly written assignments)	Individual	34%	Ongoing
Lean Leader Competency Model	Team	33%	9 April 2001
Term Paper	Individual	33%	13 April 2001

Grading Criteria

Grading will be based upon the following criteria:

- Understanding key concepts and issues
- Depth of thought or analysis
- Logic and flow of ideas
- Linkages among stakeholders
- Creative/original thinking
- Clarity of oral presentations
- Clarity of written papers

Also, team members may be asked to assess each other's performance using a short questionnaire (1-5 Likert scale). These results may be factored into the final grades (i.e. don't let your team down!).

ACADEMIC INTEGRITY

Rensselaer at Hartford's catalog defines various forms of academic dishonesty and procedures for responding to them. Students should familiarize themselves with the penalties for plagiarism and other forms of cheating.

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Syllabus – Spring 2001

Class No.	Topics	Required Reading	Oral Presentations	Written Assignments
1 8 January	- Course Overview - The Origins of Toyota Motor Corp. Linking Entrepreneurship & Leadership	Cleary, p. 1-68		Submit all written assignments via e-mail (emiliani@rh.edu) no later than noon on Monday.
15 January	HOLIDAY – NO CLASS	Keep Reading!!		
2 22 January	- Introduction to Lean Business Management	Cleary, p. 71-129		- Summarize Readings <i>Cleary</i>
3 29 January	- Common Misconceptions	Ohno, Ch. 1,2		- Summarize Readings <i>Cleary</i>
4 5 February	- Executive Decision Making: Reality: Why Leaders Deny It!	Ohno, Ch. 3,4		- Summarize Readings <i>Ohno</i>
5 12 February	* Student Reflections on Leadership * <i>2.5 hrs group discussion; report out to Prof. Emiliani</i>	Ohno, Ch. 5,6 Emiliani – LB		- Summarize Readings <i>Ohno</i>
19 February	HOLIDAY – NO CLASS	Keep Reading!!		
6 20 February	- True Leadership: Taiichi Ohno - Lean Behaviors	Monden, Ch. 1,2 Emiliani – CPI		- Summarize Readings <i>Ohno, Emiliani</i>
7 26 February	- Lean Financial Management System - Continuous Personal Improvement	Monden, Ch. 3,4 Emiliani – CCOB		- Summarize Readings <i>Monden, Emiliani</i>
8 5 March	- Organizing for Lean Management - Cracking the Code of Business	Monden, Ch. 7,8 Emiliani – WGMGM		- Summarize Readings <i>Monden, Emiliani</i>
9 12 March	* Student Reflections on Leadership * <i>2.5 hrs group discussion; report out to Prof. Emiliani</i>	Basu, Ch. 1,2 Emiliani – Auctions		- Summarize Readings <i>Basu, Emiliani</i>
10 19 March	- New Product Development - What Gets Measured Gets Managed? - Downward Price Online Auctions	Basu, Ch. 3,4 Emiliani – IA		- Summarize Readings <i>Basu, Emiliani</i>
11 26 March	- Corporate Purpose - Production Management - Redefining the Focus of Investment Analysts	Basu, Ch. 5,6 Emiliani – OoM		- Summarize Readings <i>Basu, Emiliani</i>
12 2 April	- Corporate Purpose - Achieving Business Results - Moral/Ethical Responsibilities The Challenge of Personal Discipline	Basu, Ch. 7,8		- Summarize Readings <i>Basu, Emiliani</i>
13 9 April	- Term Project Presentations		Lean Executive Competency Model	- Submit Term Paper (13 April)