

California State University, Northridge
Roland Tseng College of Extended Learning - Course Syllabus
**Standard Work, Lean Teams, Lean Design
and Accounting**
Semester: Fall 2007



Instructor: Dan Rivera, CPIM, CIRM
Director Materials & Logistics, Meggitt Safety Systems
Telephone: 805-584-4100, ext. 8264 [work]
FAX: 801-681-6335; E-mail: daniel.rivera@csun.edu

Course: # XBUS 916
Room: **ED1130**
Ticket: 2075-10022
CEUs: 2.7

Course Schedule: Course meets on Wednesdays, September 26, 2007, through Dec. 5, 2007.

Course Times: Class will meet from 6:00 p.m. to 9:00 p.m. Nine classroom sessions.

Course Description and Objectives:

This certification course introduces you to the tools and concepts encompassed by standard work: a lean tool that defines and documents the interaction between people and their environment. During this course the key role that teams, measurements and design have in contributing to the success of a lean implementation in any enterprise is explained. After completing this course you should have an overall understanding of the methods and strategies necessary to participate in a successful lean implementation. This is the fourth and final course in the Lean Operations certificate course series.

Topics:

- Introduction to standard work, capacity concepts, cellular manufacturing and standard work elements.
- Team and leadership models for lean.
- Lean measurements, lean accounting and costing.
- Lean design considerations and best practice in industry.
- Modularity and platforms.

Course Objectives:

By the end of this 9-week course, the student should be able to:

- Understand the elements and methods of standard work and cellular manufacturing.
- Appreciate how to conduct time observations, process capacity studies, and team activities related to standard work, and be able to prepare standard work documents.
- Understand the role of teams, measurements, and design in contributing to success in lean implementations.
- Evaluate the current theories on teams, accounting, and design as they relate to lean.

As a part of the learning process, this class is also structured to encourage students to (a) share the best and the not so effective practices from their current work environment as it relates to the course subject matter, and to (b) provide a network resource to discuss pragmatic approaches to the real world lean operations' issues one might face in the workplace.

Course Structure:

In addition to classroom lecture, the instructor will use a variety of materials for instructional purposes, including: current articles from trade magazines and journals, DVD videos, and items to be included on the CD-ROM handout (tools, spreadsheets, sample documents, software programs, etc.).

Grading Criteria:

A total of 100 points can be earned in this class, with final grading subject to a curve or ranking adjustment as may be appropriate. Plus (+) and minus (-) levels of achievement are possible.

| | | |
|-------------------|------------------|------------------|
| 90-100 points = A | 80-89 points = B | 70-79 points = C |
| 60-69 points = D | < 60 points = F | |

A grade of D or F (below 70 points) **will not** qualify towards any CSUN Certificate (i.e., 2.0) in Lean Operations. Certificate programs require a C or 2.7 cumulative average across all courses taken. A 3.7 GPA, or above, for the whole program (all four courses) will earn the certificate with distinction.

Grading is based upon demonstrated learning and is composed of the following:

- Attendance = 30 points (Attendance will be recorded)**
- Classroom Participation = 30 points
- Take Home End-Of-Course Quiz = 40 points
- Extra Credit Assignments (as discussed in class)

** You must be in attendance for 90% of the total class time to be eligible for Continuing Education Units (CEUs). Please advise the instructor in advance on those nights you will be unable to attend. More than two absences are considered a significant problem.

Required Text Books (provided in class as a part of your paid tuition):

1. Standard Work Participant Guide, APICS Educational & Research Foundation, September 2003 (APICS Stock # 01288)
2. Lean Teams, Lean Design, and Accounting Participant Guide, APICS Educational & Research Foundation, September 2003 (APICS Stock # 01290)
3. The Lean Enterprise Memory Jogger, 2002, Richard L MacInnes (Goal/QPC) – **Note: the memory jogger is distributed in the Introduction to Lean Operations course (see your instructor if you have not attended this course yet).**

Other Class Information:

1. Things to have in class: (a) a calculator capable of square root, (b) a highlighter, (c) pencils, and (d) your Participant Guide & Text. You are encouraged to mark-up your Guide.
2. Parking - \$5 per session in Student Lots, \$144 per semester. Fines are typically \$30.
3. Breaks – There will be one, 12-minute break at approximately the mid-point of each class. Individuals are expected to be back in class promptly. No dinners in class, please.
4. Not every topic of this nine-week course may pertain to your current job duties. Remember, this is an educational course stressing lean methodologies, not a job specific training course.