

Liverpool John Moores University

Title: PROCESS PERFORMANCE IMPROVEMENT
Status: Definitive
Code: **7514FTKMI** (116315)
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School
Teaching School/Faculty: Kaplan Financial London

Team	Leader
Alastair Balchin	Y

Academic Level: FHEQ7
Credit Value: 15.00
Total Delivered Hours: 37.00
Total Learning Hours: 150
Private Study: 113

Delivery Options

Course typically offered: Runs Twice - S1 & S2

Component	Contact Hours
Seminar	36.000

Grading Basis: 40 %

Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Exam	AS1	Open book multiple choice examination	25.0	1.00
Essay	AS2	Case study - individual assignment (3000 words).	75.0	

Aims

- 1. To introduce students to the role of organizational processes in business performance in both services and manufacturing.*
- 2. To introduce students to process performance measures including efficiency, effectiveness and economic measures.*
- 3. To introduce students to the concepts of Six Sigma and Lean and their associated tools and techniques as means to improving process performance.*

Learning Outcomes

After completing the module the student should be able to:

- 1 Apply Lean principles to a selected project in a critical way
- 2 Critically apply the DMAIC methodology and its associated Six Sigma tools to a selected project
- 3 Identify, analyse and evaluate business process problems independently, make reasonable judgments, draw valid conclusions and make practical recommendations as to process improvement

Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

EXAM	1	2	
essay	1	2	3

Outline Syllabus

1. *The business case for Lean and Six Sigma;*
2. *Understanding processes and their role in business performance;*
3. *What is Six Sigma and Six Sigma performance;*
4. *Introduction to the DMAIC methodology;*
5. *Introduction to Lean Thinking;*
6. *Lean versus Six Sigma - Differences and Similarities;*
7. *An introduction to Lean Metrics – Takt Time, Cycle Time and OEE (Overall Equipment Effectiveness);*
8. *Tools and Techniques for continuous improvement and their use within the Six Sigma DMAIC;*
9. *An introduction to Six Sigma metrics – costs of quality, defects per million opportunities (DPMO), Sigma Quality Level (SQL) and Yield;*
10. *Six Sigma project selection;*
11. *The DMAIC methodology in detail;*
12. *Variation and Statistical Process Control (SPC);*
13. *Critical Success Factors for Lean Six Sigma.*

Learning Activities

Each session will involve a lecture followed by a practical workshop where students will gain practice in the application of various Lean and Six Sigma tools and techniques including Process Mapping, identification of value-adding and non-value adding activities, calculations including Takt Time, Cycle Time and OEE and the identification and allocation of costs of quality.

References

Course Material	Book
Author	Wedgwood, I D
Publishing Year	2007
Title	Lean Sigma: A Practitioner's Guide
Subtitle	
Edition	
Publisher	Prentice Hall, New York
ISBN	

Course Material	Book
Author	Summers, D C S
Publishing Year	2007
Title	Six Sigma: Basic Tools and Techniques
Subtitle	
Edition	
Publisher	Pearson Prentice Hall, New Jersey
ISBN	

Course Material	Book
Author	Cygi, G, DeCarlo, N and Williams, B
Publishing Year	2005
Title	Six Sigma for Dummies
Subtitle	
Edition	
Publisher	Wiley Publishing
ISBN	

Course Material	Book
Author	Brue, G
Publishing Year	2005
Title	Six Sigma for Managers
Subtitle	
Edition	
Publisher	McGraw-Hill
ISBN	

Course Material	Book
Author	George, M, Rowlands, D and Kastle, B
Publishing Year	2004
Title	What is Lean Six Sigma
Subtitle	
Edition	
Publisher	
ISBN	McGraw-Hill

Notes

Lean and Six Sigma methodologies both individually and combined are proven methodologies to identify and eliminate defects, waste, rework and other failures that results in financial savings and improved customer satisfaction for manufacturing and service industries including Healthcare and Financial Services. Qualified / Certificated Six Sigma practitioners are highly employable and command high salaries in the organizations for which they work. This module is designed to give you the necessary understanding and tools and techniques equivalent to Lean Six Sigma Yellow Belt certification. All students who achieve more than 60% in the examination element of the assignment will receive a Lean Six Sigma Yellow Belt Certificate of performance.

In Lean Sigma: A Practitioner's Guide, Dr. Ian Wedgwood captures best-practice Lean Sigma experience from multiple projects and industries, helping any professional identify the solution that will work best and implement it. Wedgwood's exclusive "project roadmaps" present the fastest, most effective route to solving a wide range of problems and explain why those solutions make sense. His "discovery roadmaps" help you identify potential Lean Sigma projects, even in processes where there are no obvious targets. The heart of Lean Sigma is Wedgwood's 48 individual "tools roadmaps": step-by-step in Lean Six Sigma Black Belt. Business Modelling Expert. Lean Practitioner and Lean Guide. Creativity / New Product Development. Creativity and Innovation Practitioner. Benchmark Six Sigma is Accredited training Provider of Exemplar Global (previously RABQSA), a member of ASQ family. Exemplar Global provides global recognition for our Green Belt, Black Belt and Master Black Belt programs. Lean Practitioner and Lean Guide. What is Lean Practitioner and Lean Guide? Understanding the Lean principles helps one identify what is of value to the customer. This identification feeds into removing all the "waste" and keeping only what is meaningful for the customer. You can create increasingly efficient processes with reduced costs and production time. In Lean Sigma: A Practitioner's Guide, Dr. Ian Wedgwood captures best-practice Lean Sigma experience from multiple projects and industries, helping any professional identify the solution that will work best and implement it. Wedgwood's exclusive "project roadmaps" present the fastest, most effective route to solving a wide range of problems and explain why those solutions make sense. His "discovery roadmaps" help you identify potential Lean Sigma projects, even in processes where there are no obvious targets. The heart of Lean Sigma is Wedgwood's 48 individual "tools roadmaps": step-by-step in