

**The Danish School of Media and Journalism**  
**Bachelor in Media Production and Management**  
**Course description**  
**Spring, 4<sup>th</sup> semester 2017**

**Course: Continuous Improvement**

**ECTS: 10** (6 weeks)

**Outline**

This course is focusing on how companies continuously can improve its activities and processes. Mainly through Lean Management and Environmental Management. Both as independent concepts and in interaction with other Management Systems (e.g. ISO 9001).

Since the 1990s we have heard about LEAN. More and more organizations claim that they have implemented LEAN. Even small production companies and advertising agencies seem to understand the opportunities with LEAN. However, in the public debate we hear criticism about how "Lean" has taken hold in hospitals, municipalities and other public sector organizations. At the same time, there is an increasing pressure from customers and from the society that all the activities are carried under the least possible environmental impact and with high social responsibility.

So, whoever you are and wherever you work there is a high probability that you are going to do business with LEAN-Companies and companies with environmental requirements.

**Aims**

It is the intention that the student must obtain a qualified overview and understanding of the key management systems that exist in these areas.

The intention is that the student must be able to analyze and consider the applicability of these in a given company, so that the students can fulfil a role as change agent / responsible for the implementation and / or maintenance of such management systems.

**Learning outcome**

In this course you will

- get an introduction to the Lean origins and the fundamental Lean Philosophy
- learn to see the difference between value-adding activities and non-value adding activities
- learn about typical Lean tools such as:
  - 5S, SMED, TPM, 5 x Why?
  - Value Stream Mapping and Kaizen

The student will gain knowledge of the theoretical principles and practical applicability for:

- The Environmental certification systems ISO 14001 and EMAS
- different eco-labeling schemes, like: The Nordic Eco-labelling schemes and the EU Eco-labelling schemes, FSC, PEFC and CO<sub>2</sub>neutrale websites
- CSR-principles from UN Global Compact and ISO 26000

**Skills**

After this course the student should, in the context of decision-making or professional discussions, be able to compare and analyze the similarities and differences between:

- The Toyota Production System, Lean Management and Modern Lean Six Sigma
- ISO 14001, EMAS, The Nordic Ecolabel and the EU Ecolabel, The Forest Stewardship Council (FSC) and The Programme for the Endorsement of Forest Certification (PEFC)
- ISO 26000 and UN Global Compact

This should give the students the skills to

- reflect and discuss current and future improvement issues

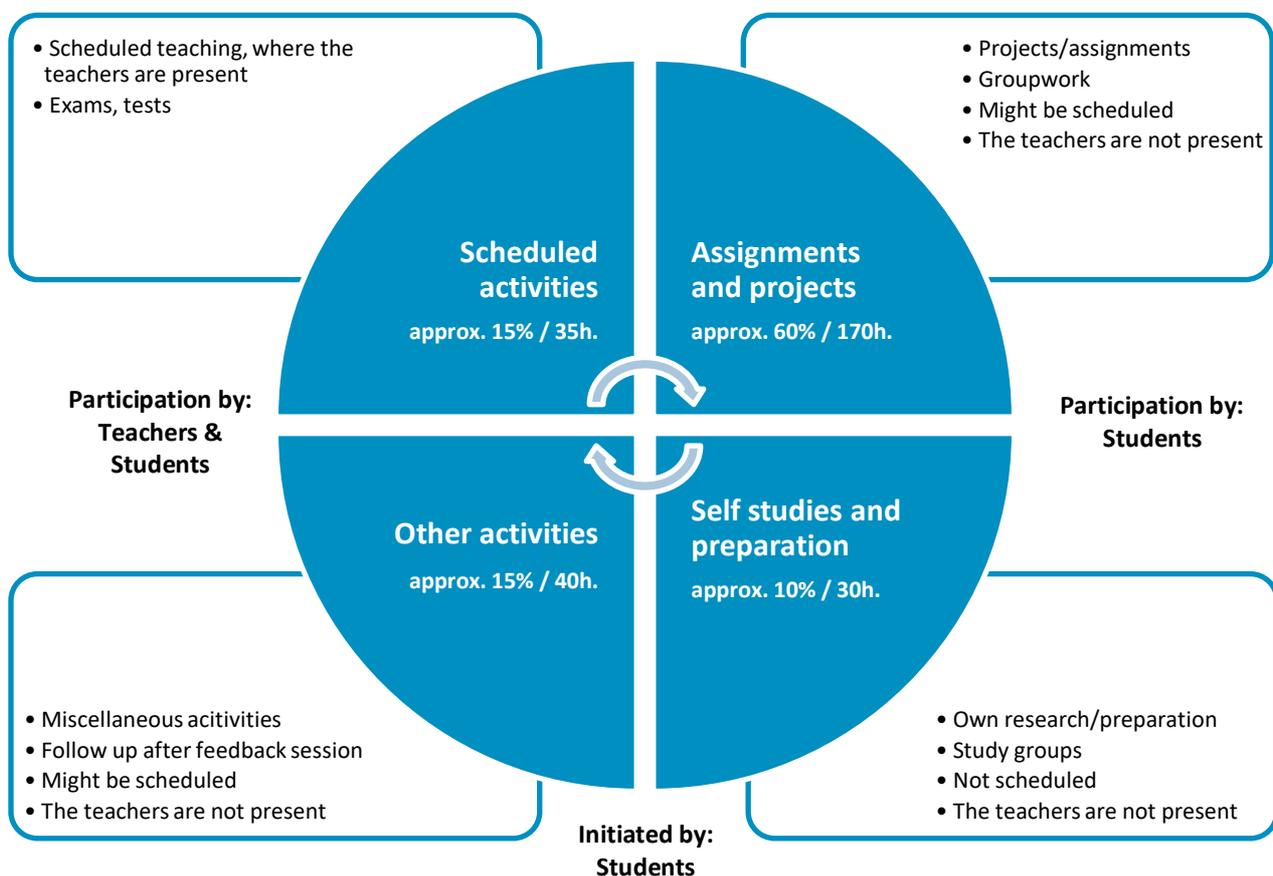
- engage in decision-making regarding these improvement issues
- join a company that uses these continuous improvement issues

### Methods

The course is organized with the main focus on a chosen Case-company (or organization), where the students, in groups, operates through desk research and field research (with contact to the company / organization).

The students will throughout the course familiarize themselves with the various Management Systems and analyze how these might be implemented or used in this company. The Case-assignment should be seen as a Project Description of the real case where the student gradually builds up knowledge about the management systems and how they can be used for continuous improvement. Thus, it is the intention that the students each week performs data collection, research and possible interviews where the group gradually expanding their case description / project description. The specified literature and the relatively few lecturing days should be seen as part of this research- and data collection process.

### Student Activity Model



### Attendance and Participation

It is highly recommendable that the students attend on the scheduled class hours and that they participate in the other course activities and communication via Moodle (online).

### Grading

The student must pass the final assignment, which consists of partly a written group project and partly an individual online test which lasts 1 hour. For this test the student must use a computer. There will be an internal censorship and the final grading (ECTS scale) will be based on an 50/50 average of the group project and the individual online test.

ECTS: 10

## LITERATURE (to be purchased)

### *The Continuous Improvement Primer - an introduction to Basic Lean, Quality Management, Environmental Management and other Management Systems*

By Michael Abildgaard Pedersen. Self-published through Amazon, CreateSpace.  
NOTE: This will be available at amazon.com from March 1, 2017

## Compendium (accessible as PDF files through Moodle)

approx. 150 pages collected and composed in historical /chronological order

### *"Toyota Production System – Beyond Large-Scale Production"*

By Taiichi Ohno, Taylor & Francis Inc. 1988 (165 pages)  
ISBN-10:0915299143 / ISBN-13:9780915299140



**30 pages:**  
Page: ix–xv  
Page: 1–15  
Page: 17–24

### *"LEAN Thinking – Banish Waste and Create Wealth in Your Corporation"*

By James P. Womack and Daniel T. Jones, (397pages)  
Simon & Schuster, 2. udgave, 2003  
ISBN-13: 978-0-7432-3164-0



**30 pages:**  
Page: 5–6  
Page: 15–36  
Page: 286–291

### *"The Toyota Way – 14 Management Principles from the world's greatest manufacturer"*

by Jeffrey K. Liker  
McGraw-Hill; 1 edition (December 17, 2003) (352 pages)  
ISBN-10: 0071392319 / ISBN-13: 978-0071392310



**30 pages:**  
Page: xvi–xvii  
Page: 3–14  
Page: 27–1

### *"Learning to See: Value Stream Mapping – to Add Value and Eliminate MUDA "*

by Mike Rother and John Shook, 1999 (112 pages)  
ISBN-13: 978-0966784305 / ISBN-10: 0966784308



**27 pages:**  
Page: 1–7  
Page: 9–12  
Page: 14–29

### ISO 14001:2004 Environmental management systems

– Requirements with guidance for use  
Original document consist of 24 pages



**5 pages:**  
Introduction: 2,5 pages  
Page: 1  
Page: 10 – 11 (1,5page)

### ISO 14004:2004 Environmental management systems

– General guidelines on principles, systems and support techniques  
Original document consist of 46 pages



**9 pages:**  
Page: 5 – 13

### ISO 26000:2010 Guidance on social responsibility

Original document consist of 118 pages



**20 pages:**  
Page: iii  
Page: vi – x (5 pages)  
Page: 1 – 14 (14 pages)

## Literature that is freely available on the Internet (to be used as references)

### ISO 9001 Quality Management System

#### "How One Ad Agency Boosted Productivity After Cutting Costs"

<http://www.fastcompany.com/1552362/how-one-ad-agency-boosted-productivity-after-cutting-costs>

#### "Taking the first steps towards a quality management system"

ISO Management Systems – July-August 2004, page 19 – 25 (free download from ISO)  
[http://www.iso.org/iso/iso-management-systems/ims\\_2004.htm](http://www.iso.org/iso/iso-management-systems/ims_2004.htm)

#### ISO 9001 Certification through Lloyd's Register Quality Assurance (LRQA)

<http://www.lrqa.co.uk/standards-and-schemes/iso-9001/iso-9001-pdf-downloads.aspx>

#### ISO 9001 Certification through Bureau Veritas

[http://www.bureauveritas.com/wps/wcm/connect/bv\\_com/group/services+sheet/iso-9001-certification\\_12249](http://www.bureauveritas.com/wps/wcm/connect/bv_com/group/services+sheet/iso-9001-certification_12249)

#### ISO 9001 Certification through DNV GL - Business Assurance

<http://www.dnvba.com/Global/certification/management-systems/quality/Pages/ISO-9001.aspx>

#### The ISO-Survey

<http://www.iso.org/iso/iso-survey>

### LEAN

#### "How Lean is Print" by PIA/GATF 2008

<http://ci.printing.org/wp-content/uploads/2013/10/How-Lean-is-Print-MP-May-June08.pdf>

#### "The Printers hidden Factory for Waste" by PIA/GATF

<http://ci.printing.org/wp-content/uploads/2013/10/The-Printers-Hidden-Factory-for-Waste.pdf>

#### "5 S for Printers" by PIA/GTAF 2007

<http://ci.printing.org/wp-content/uploads/2013/10/5-S-K-Rizzo-Mgt-Port-Mar-Apr07.pdf>

#### "Why Lean Isn't Working in the Print Industry, and What You Should Be Doing About It!" by PIA/GTAF 2007

[http://digitalcommons.calpoly.edu/cgi/viewcontent.cgi?article=1006&context=grc\\_fac](http://digitalcommons.calpoly.edu/cgi/viewcontent.cgi?article=1006&context=grc_fac)

## Environmental Management:

### EMAS

[http://ec.europa.eu/environment/emas/index\\_en.htm](http://ec.europa.eu/environment/emas/index_en.htm)

### ISO 14001

ISO Management Systems, May-june 2007 "A decade of ISO 14001" page 13-21 and other relevant pages

[http://www.iso.org/iso/home/news\\_index/iso\\_magazines/home/news\\_index/iso\\_magazines/home/news\\_index/iso\\_magazines/ims\\_2007.htm](http://www.iso.org/iso/home/news_index/iso_magazines/home/news_index/iso_magazines/home/news_index/iso_magazines/ims_2007.htm)

ISO Management Systems, Nov-dec. 2008 "Next Generation ISO 14001" (44 pages, free download)

[http://www.iso.org/iso/home/news\\_index/iso\\_magazines/home/news\\_index/iso\\_magazines/ims\\_2008.htm](http://www.iso.org/iso/home/news_index/iso_magazines/home/news_index/iso_magazines/ims_2008.htm)

### Eco-Labels

<http://www.nordic-ecolabel.org/downloads/>

[http://ec.europa.eu/environment/ecolabel/index\\_en.htm](http://ec.europa.eu/environment/ecolabel/index_en.htm)

<http://ec.europa.eu/environment/ecolabel/documents/EU%20Ecolabel%20leaflet.pdf>

<http://www.pefc.org/>

<http://fsc.org/>

## Corporate Social Responsibility:

### UN Global Compact:

UN Global Compact Management Model (32 pages, free download)

<https://www.unglobalcompact.org/resources/231>

Global Corporate Sustainability Report 2013 (28 pages, free download)

<https://www.unglobalcompact.org/resources/371>

### ISO 26000:

Discovering ISO 26000 (8 pages free download)

[http://www.iso.org/iso/discovering\\_iso\\_26000.pdf](http://www.iso.org/iso/discovering_iso_26000.pdf)

Schematic Overview of ISO 26000 (1 page, free download)

[http://www.iso.org/iso/home/store/publication\\_item.htm?pid=PUB100260](http://www.iso.org/iso/home/store/publication_item.htm?pid=PUB100260)

Social responsibility: 7 core subjects (1 page, free download)

[http://www.iso.org/iso/sr\\_7\\_core\\_subjects.pdf](http://www.iso.org/iso/sr_7_core_subjects.pdf)

ISO Focus+ Volume 2, No. 3, March 2011, ISSN 1729-8709 (48 pages, free download)

<http://www.iso.org/iso/home/standards/iso26000.htm>

## Supplementary literature/information

<http://www.csrcompass.com/>

<https://www.unglobalcompact.org/AboutTheGC/index.html>

**CHANGES MAY OCCUR**