

The Danish School of Media and Journalism
Bachelor in Media Production and Management
Course description
Spring, 4th semester 2019

Course: Continuous Improvement

ECTS: 10 (6 weeks)

Outline

In a globalized world, all companies are in constant competition. Thus, continuous efforts are made to reduce costs and work smarter. This course is focusing on how organizations continuously can improve their activities and processes. Mainly through Lean Management but also combined with other Management Systems (MS) like e.g. Quality Management Systems. In parallel with this, the organizations also experience an increasing pressure from customers and society who expect that all the organization's activities are carried out under the least possible environmental impact and with highest possible social responsibility.

Aims

It is the intention that the students obtain a qualified overview and understanding of the key management systems (MS) that exist in these areas, so that the students become able to analyze and consider the applicability of these MS in a given organization, in order to fulfil a role as change agent assistant or partly responsible for the implementation and maintenance of a MS.

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, VSM and Kaizen

In addition, you will gain knowledge of the theoretical principles and practical applicability for:

- The environmental management systems ISO 14001 and EMAS and different eco-labeling schemes, like: The Nordic Eco-labelling schemes and the EU Eco-labelling schemes, FSC, PEFC and CO₂neutrale websites
- CSR-principles from UN Global Compact and ISO 26000

Skills

After this course the student should be able to participate in decision-making and professional discussions within these areas. Including:

- reflect and discuss current and future improvement issues
- engage in decision-making regarding these improvement issues
- join a company that uses some of these continuous improvement issues

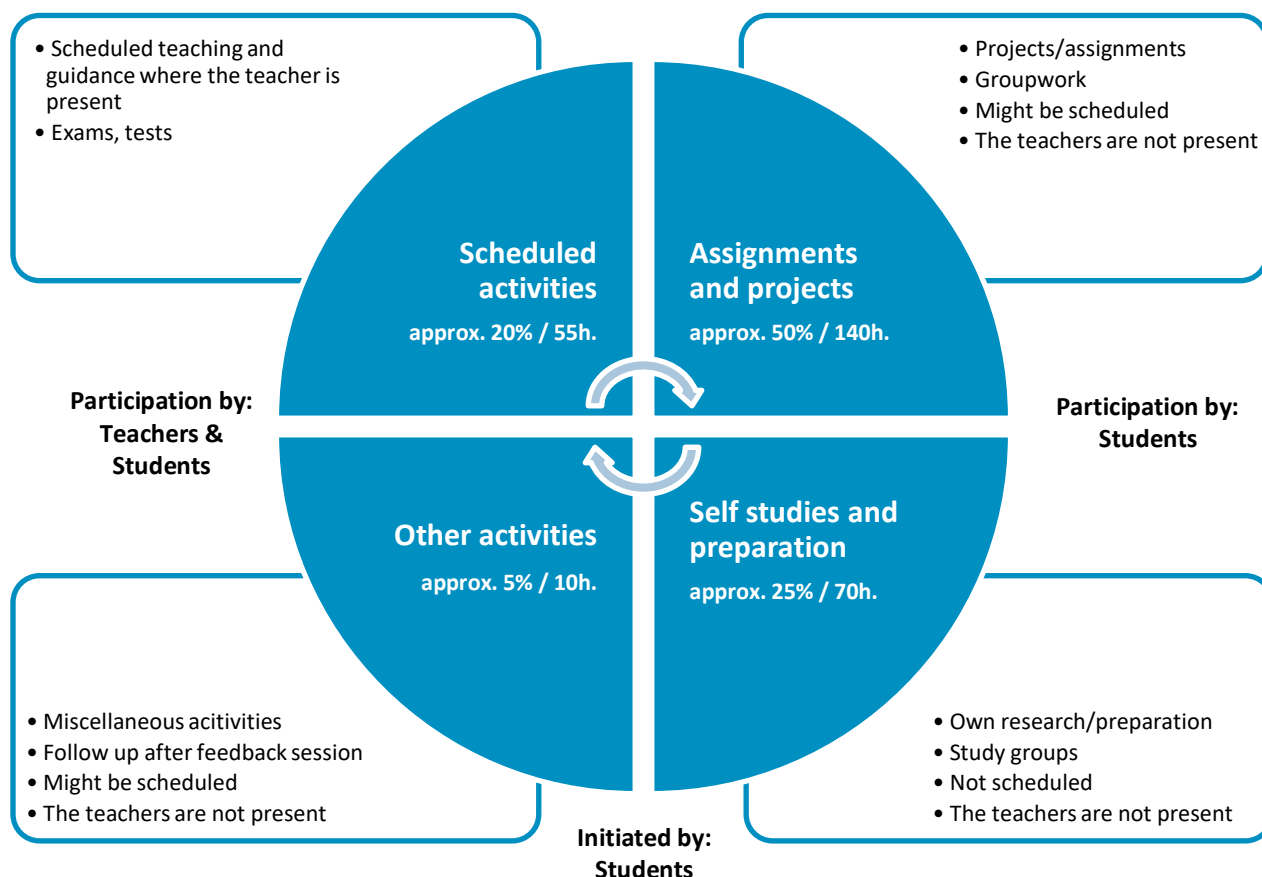
Methods

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).

Through the concept of flipped classroom, 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.

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 (workshops/guidance) 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)

None

Recurrent literature

Two possibilities: A printed edition of all 220 pages or selected chapters freely available on Moodle as pdf

The Continuous Improvement Primer - an introduction to Basic Lean, Quality Management, Environmental Management and other Management Systems By Michael Abildgaard Pedersen. 2nd Edition 2018. Amazon, CreateSpace.

https://www.amazon.de/dp/1985895722/ref=sr_1_2?s=books-intl-de&ie=UTF8&qid=1519808248&sr=1-2

Compendium (accessible as PDF files through Moodle)

"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:

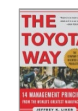
Page: 5–6
Page: 15–36
Page: 286–291

"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 14001:2015 Environmental management systems

– Requirements with guidance for use

For more info: <https://www.iso.org/standard/60857.html>



5 pages:

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

ISO 14004:2016 Environmental management systems

– General guidelines on principles, systems and support techniques

For more info: <https://www.iso.org/standard/60856.html>



9 pages:

Page: 5 – 13

ISO 26000:2010 Guidance on social responsibility

For more info: <https://www.iso.org/standard/42546.html>



20 pages:

Page: iii + vi–x (6 pages)
Page: 1 – 14 (14 pages)

ISO 9001:2015 for Small Enterprises. What to do?

Advice from ISO/TC 176 (188 pages)

For more info: <https://www.iso.org/publication/PUB100406.html>



30 pages

Page: 11-13+15-19+23-25
+33 + 111-121
173-179 + 183-184

ISO 13053-1:2011 Quantitative methods in process improvement

– Six Sigma – Part 1: DMAIC methodology

For more info: <https://www.iso.org/standard/52901.html>



7 Pages :

Page : vi+18-23

ISO 13053-1:2011 Quantitative methods in process improvement

– Six Sigma – Part 2: Tools and techniques

For more info: <https://www.iso.org/standard/52902.html>



9 pages :

Page : 6 – 14

Supplementary literature that is freely available on the Internet (to be used in the course)

ISO 9001 Quality Management System

"How One Ad Agency Boosted Productivity After Cutting Costs"

<https://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.qualitysolutions.co.za/wp-content/uploads/2017/01/ISO_article_on_ISO_9001.pdf

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

<http://www.lrqa.co.uk/what-we-do/certification/>

ISO 9001 Certification through Bureau Veritas

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>

LEAN and the printing industry

How Lean is Print by PIA/GATF 2008

<https://ci.printing.org/wp-content/uploads/2018/06/How-Lean-is-Print-MP-May-June08.pdf>

The Printers hidden Factory for Waste by PIA/GATF

<https://ci.printing.org/wp-content/uploads/2018/06/The-Printers-Hidden-Factory-for-Waste.pdf>

5 S for Printers by PIA/GTAF 2007

<https://ci.printing.org/wp-content/uploads/2018/06/5-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

Environmental Management:

EMAS

http://ec.europa.eu/environment/emas/index_en.htm

ISO 14001

Introduction to ISO 14001:2015 (12 pages)

https://www.iso.org/files/live/sites/isoorg/files/archive/pdf/en/ims_3-2007.pdf

<https://www.iso.org/iso-14001-environmental-management.html>

Eco-Labels

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

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

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

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

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

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

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

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

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

CHANGES MAY OCCUR