

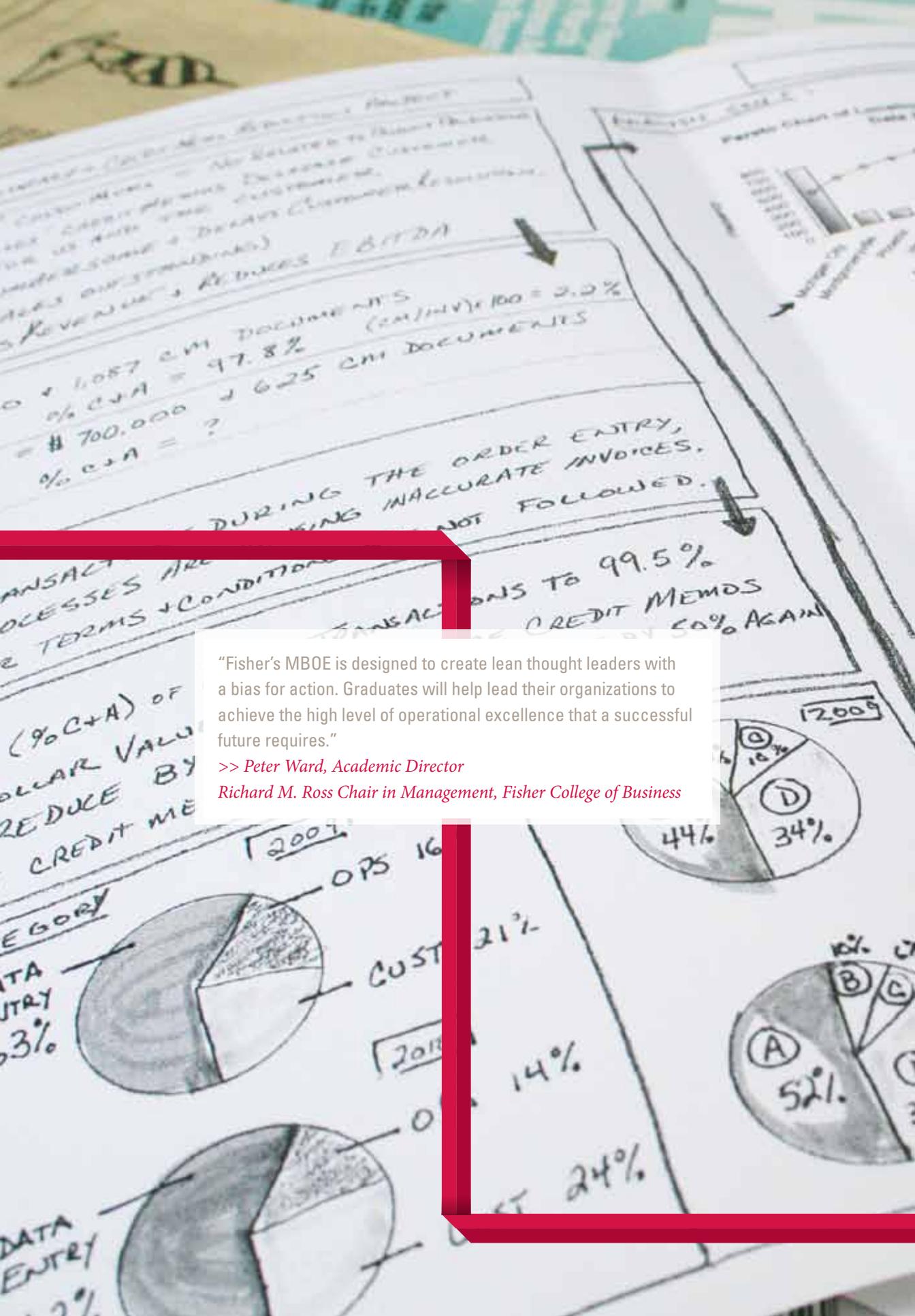
MASTERING EXCELLENCE

Master of Business Operational Excellence
Master of Business Operational Excellence for Healthcare

2012 – 2013



FISHER
COLLEGE OF BUSINESS



"Fisher's MBOE is designed to create lean thought leaders with a bias for action. Graduates will help lead their organizations to achieve the high level of operational excellence that a successful future requires."

>> Peter Ward, Academic Director

Richard M. Ross Chair in Management, Fisher College of Business

OPERATIONAL EXCELLENCE

Today, top-performing organizations around the world are focused on operational excellence. It's no surprise, considering the ability to manage value creation processes efficiently and effectively—without waste—provides a competitive advantage.

Organizations need talented thought leaders who have the knowledge and skills to lead them down this path. The Master of Business Operational Excellence (MBOE) program is training these individuals in the practice of value stream management, employee inclusion in problem solving, waste reduction, and capability building and innovation.

PROGRAM EXCELLENCE

Offered through the Fisher College of Business, the MBOE degree is a highly selective, 12-month program, and the only national program of its kind. Ideal candidates are identified by their company as having the potential to successfully guide their organizations toward operational excellence.

MBOE candidates come from all disciplines and are individuals with a history of successful work experiences. Managing processes needs to be part of their on-the-job responsibilities. And an executive sponsor must recommend the individual as a credible MBOE candidate. Most important, potential participants should demonstrate a passion for improving and achieving operational excellence.

BETTER CREDENTIALS. STRONGER LEADERS.

Through their participation in the MBOE program, students naturally enhance their leadership capabilities. They gain skills and knowledge that provide a long-term benefit not only to them as participants—but also to the companies they lead. Graduates of the program are better equipped to successfully manage and guide their organizations to a high level of operational excellence, a benefit that far outweighs the time, tuition and related expenses.

INDIVIDUAL GROWTH

From the student's perspective, he or she earns both an MBOE degree and Six Sigma Black Belt certification. The credentials gained in both instances are helpful for professional advancement and self-fulfillment. Students will also be aligned with a coach throughout the MBOE experience. This one-on-one relationship provides the student with access to the knowledge and experience of prominent leaders in the practice of operational excellence that often lasts well beyond the program.

IMPROVED PROCESSES. BETTER COMPANIES.

Throughout the year, students are required to complete a series of continuous-improvement projects based at their home companies. They conduct workshops, teach processes and apply knowledge from the curriculum, transferring classroom fundamentals to real-world situations. In the end, your entire team benefits from the experience.

No one should overlook the substantial monetary value that occurs—either directly or indirectly—from completion of the project. Through the in-depth analysis that takes place, companies could possibly avoid an unnecessary capital investment, improve processes for greater efficiency, enhance the customer experience, reduce costs, and/or eliminate waste. The structure of the course increases the speed of the project and helps bring these conclusions to light.



"IT organizations are under increasing pressure to do more with less and contribute to the bottom line. The MBOE program has helped Nationwide create a next generation lean development center focused on creating value and eliminating waste."

>> *Tom Paider, MBOE Class of 2010*
Director, IT Applications, Nationwide



"The MBOE program has provided me the tools to implement change through shared understanding and team engagement."

>> *Susan Moffatt-Bruce, MD, PhD, MBOE Class of 2011*
Chief Quality and Patient Safety Officer, Assistant Professor of Surgery
The Ohio State University Medical Center

"The Master of Business Operational Excellence has elevated my leadership in lean principles for product development. As a result, the applied learning through the Capstone Project is allowing me to identify strategic continuous improvement opportunities that will drive real performance benefits in how we deliver and execute new products to market."

>> *Elaina Carpino, MBOE Class of 2010*
Global Innovation Process Leader, Owens Corning

FOUR LEARNING STYLES

Because individuals learn in a variety of ways, the MBOE program includes four distinct styles of learning: classroom, project, distance and Gemba (learning where the work is done). This not only broadens the overall experience, but it captures the strengths of individual participants.

1. CLASSROOM LEARNING

In this traditional on-campus environment, students learn through lectures and case studies that focus on the individual components of operational excellence, as well as hands-on simulations. These on-campus sessions also serve as a forum for sharing experiences and learning from other students. Class sizes are kept small and blended to facilitate learning across industries.

2. CAPSTONE PROJECT

Project learning is an integral part of the MBOE program, and it is based on an agreement between the student, faculty and sponsor. This is an opportunity for students to apply what they learn to a real-world challenge directly connected to their professional employer. The student leads a team within his or her organization, and together they work to improve processes in their operation. An experienced faculty coach is assigned to each student to mentor the student and monitor ongoing progress. A3 storyboards are used to facilitate the monitoring process, making it possible to outline both the challenge and the plan in a visual format.

3. DISTANCE LEARNING

A significant amount of distance learning takes place through the use of Carmen, Ohio State's online learning management system. Students will have easy access to the program and course information while making it possible to interact with coaches and professors. Students will not only complete necessary online six sigma training, they will participate in electronic classrooms as well as complete various reading and online writing assignments.

4. GEMBA LEARNING

This real-life component provides an up-close look at applications within actual companies. By traveling to the site, students are able to examine and analyze various operations and processes. The student will learn firsthand how classroom concepts are being applied in a variety of settings.

SIMILAR PROGRAMS. UNIQUE APPLICATIONS.

The MBOE and MBOE for Healthcare programs combine on-campus learning with an opportunity to apply the concepts through an integrative Capstone Project. While both the MBOE and MBOE for Healthcare follow the same structure, the latter features on-site applications that take place specifically in the healthcare environment, focuses on patient safety and satisfaction, and features speakers and coaches who are prominent figures within the industry.



SIMULATIONS

Throughout the course, students are involved in a number of hands-on simulations, ranging from one to four days in length. This is an opportunity to closely examine the lean operations process as it moves from a traditional setting to one of operational excellence. As students are challenged to develop a greater understanding of the problem, they exercise their ability to analyze data and reach conclusions.



COACHES

Students are paired with nationally-recruited experts with an established reputation as effective managers and mentors. Many are authors, prominent consultants, and executives in large organizations. Prior to being assigned to a student, coaches are informed of the expectations so that all students have a similar and meaningful experience.



SIX SIGMA BLACK BELT

Throughout the year, students are exposed to a blended curriculum that includes Six Sigma Black Belt training with the opportunity to earn Black Belt certification. Individuals who attain Black Belt certification have a thorough understanding of Six Sigma principles and are knowledgeable about lean enterprise concepts.

2012-2013

PROGRAM SCHEDULE / CALENDAR

On-campus meetings take place eight times throughout the year, and include four-day sessions that run Wednesday through Saturday from 8 a.m. to 5 p.m. The MBOE program is structured to minimize any disruption to students' work and personal lives.

ORIENTATION: NOVEMBER 27, 2012

MODULE 1:
NOVEMBER 28, 2012 – DECEMBER 1, 2012
Operational excellence in service and manufacturing
Homework; online exam on Module 1; project work and coaching
Begin Six Sigma Black Belt training (online)

MODULE 2:
JANUARY 23 – 26, 2013
Value stream management
Homework; online exam on Module 2; project work and coaching
Continue Black Belt training (online)

MODULE 3:
MARCH 20 – 23, 2013 (REGULAR TRACK)
March 27 – 30, 2013 (healthcare in Seattle, WA)
Stabilizing operations; statistics, part 1
Homework; online exam on Module 3; project work and coaching
Continue Black Belt training (online)

MODULE 4:
MAY 8 – 11, 2013
Creating and managing flow; statistics, part 2
Homework; online exam on Module 4; project work and coaching
Continue Black Belt training (online)

MODULE 5:
JUNE 12 – 15, 2013 (REGULAR TRACK)
June 19 – 22, 2013 (healthcare in Appleton, WI)
Leadership and managing change: an improvement toe-hold; statistics, part 3
Homework; online exam on Module 5; project work and coaching
Continue Black Belt training (online)

MODULE 6:
AUGUST 13 – 17, 2013
Solving tough problems: Six Sigma Black Belt (in-class portion)
Homework; project work and coaching; review for Six Sigma Black Belt exam

MODULE 7:
OCTOBER 2 – 5, 2013
Managing change and innovation; Six Sigma Black Belt exam
Homework; online exam on Module 7; project work and coaching

MODULE 8:
MODULE 8: DECEMBER 11 – 14, 2013
Managing the extended value stream; final project review (executive sponsors invited)

DECEMBER 14, 2013
Commencement and celebration (families and friends welcome)



ADMISSIONS INFORMATION

Applicants must apply for admission online at: fisher.osu.edu/MBOE. The Admissions Committee takes a comprehensive approach to evaluating applications, and only complete application packets are considered.

APPLICATION REQUIREMENTS

- » Application form
- » Personal resume
- » All college transcripts
- » Three recommendations
- » Employer sponsorship letter
- » Interview when all materials are received
- » Application fee of \$60 prior to June 30; \$200 after June 30

PROGRAM FEES

The fee for the 2012-2013 MBOE degree is \$47,500.
An additional fee of \$3,500 is required to cover Gemba expenses.

INFORMATION SESSIONS

These informative sessions are designed to cover all facets of the MBOE program, from the underlying motivation and purpose of the program to content for the on-campus class sessions. Students will also have the opportunity to meet and address questions to faculty and staff directly involved with the program.

For more information and to register for an upcoming session visit fisher.osu.edu/MBOE.

CONTACT

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