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New approaches in Lean Management

Jaroslava Kadarova^{a*}, Michal Demecko^a

^a *Technical University of Kosice, Faculty of Mechanical Engineering, Department of Industrial Engineering and Management,
Letna 9, 042 00 Kosice, Slovakia*

Abstract

This article explores the future of Lean Management, its implementation potential in other industrial sectors as well as Lean Management education process. At the same time it explains possibilities of its implementation in industries such as Public Administration, Healthcare and IT services. It describes how the various principles of Lean Management are transmitted to the service sector and what differences arise by this process. In conclusion the article describes and compares different ways of Lean education in various countries and finally the best teaching practice with regard to practice is suggested and proposed.

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1. Introduction

According to Sobek, Durward & Lang, (2010): “Lean is an approach to operations management that considers any resource expended that does not add value to the end customer to be waste. Lean emphasizes an array of tools and methods to aid managers and workers in improvement, each designed for specific types of problems to illuminate and remove sources of waste through systems redesign. These tools and methods include value stream mapping, Kanban and pull, demand levelling, single-piece flow, 5S, kaizen events, A3 reports, visual management and more.”

Implementing of Lean Management removes eight types of wastes; Transport, Inventory, Motion, Waiting, Over-processing, Overproduction, Defects, and Talent. It typically improves Quality performance, Fewer machine and Process Breakdowns, Lower levels of Inventory, Less Space Required, Higher efficiencies, Greater Customer Satisfaction, Improved employee morale and involvement, Higher Profits and more.

* Jaroslava Kadarova, Tel.: +421-55-602-3242
E-mail address: jaroslava.kadarova@tuke.sk

Historically, we can conclude that industrial engineering gradually grows into different sectors of human activity. It is logical that its origins are associated with traditional manufacturing sectors. Most progression achieved especially in Automotive. Lean Management gradually penetrated industries of services and from the beginning of the 21st century it is used to manage Healthcare, IT services and Public Administration, see Fig 1.

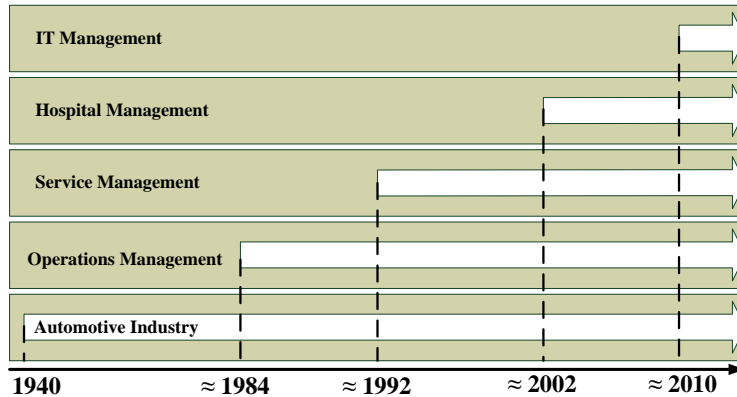


Fig. 1 Timeline of usage Lean Management in various industries, Source: Stohr (2013)

2. Lean Management in Healthcare

"Hospitals are waiting biggest crisis in next 25 years. Small ones drowning in debt." says Stanislav Fiala (2013) from the Association of Czech and Moravian Hospitals.

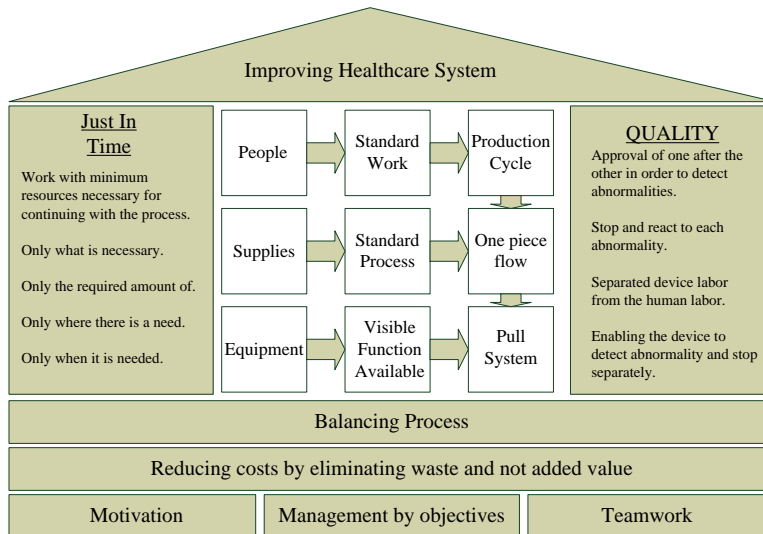


Fig. 2 Improving Healthcare System Source: Stohr (2013)

One of the ways to solve the current problems in the health is leaner processes (ie. Lean Healthcare) and achieve operational savings in health care facilities.

Although Healthcare is in many ways other than industry, there are also many similarities - whether it's manufacturing of cars or providing care to the patient, both the worker must stand up for many complex processes that will ensure added value and fulfil customer requirements. Lean thinking in healthcare demonstrates the potential

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