

Assignment 1: Case Study – Caesars Casinos

Due Week 4, Day 7 (Weight: 20%)

Lean operations are used to improve processes in a wide variety of industries, not just manufacturing. Organizations worldwide are using Lean to eliminate waste, reduce inventory, increase throughput, and provide better customer service. As a result, improved operations are positively impacting the bottom line.

For this assignment, you'll read and analyze a case study about a Lean implementation at Caesars Casinos. Then, you'll write a 6-8 page paper that describes how challenges were handled during the process, your own proposal for a similar *kaizen* event, and your recommendation for a Lean implementation.

Answer the following questions about the Caesars Casinos case study:

1. Describe two challenges that Caesars experienced during the Lean implementation process. What actions were taken to overcome each challenge? Were they effective?
2. Assume you manage hotel housekeeping at Harrah's Metropolis location, and service scores have declined over the past year. As part of the Lean rollout, you and some of your front-line employees will participate in a *kaizen* event focused on improving guest-room housekeeping operations.
 - What KPIs (key performance indicators) would you propose to track to determine whether the changes implemented through the *kaizen* effort actually improve performance? Explain your choice of KPIs.
3. As with question 2, assume you manage hotel housekeeping at Harrah's Metropolis location, and service scores have declined over the past year. As part of the Lean rollout, you and some of your front-line employees will participate in a *kaizen* event focused on improving guest-room housekeeping operations.
 - Develop a detailed agenda for this *kaizen* event. Your agenda should outline the event's activities, timing, duration, and Lean tools. Explain your rationale for each agenda item.
4. At the end of the case study, Caesars' SVP/GM Brad Hirsch is faced with a choice between two process improvement approaches, expert-driven or employee-centered.
 - What would be the advantages and disadvantages of an expert-driven approach to process improvement at the Metropolis facility, in contrast to the employee-centered approach used at Tunica?
 - Which approach would you recommend for the Metropolis facility, and why?

Your assignment must follow these formatting requirements:

- Be typed and double-spaced, using Times New Roman font (size 12) with one-inch margins on all sides; references must follow APA or school-specific format. Check with your professor for any additional instructions.
- Include a cover page containing the title of the assignment, the student's name, the professor's name, the course title, and the date. The cover page and the reference page are not included in the required page length.

Grading for this assignment will be based on answer quality, logic/organization of the paper, and language and writing skills, using the following grading criteria.

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Weight: 20%		Assignment 1: Case Study – Caesars Casinos			
Criteria	Unsatisfactory	Low Pass	Pass	High Pass	Honors
1. Describe two Lean implementation challenges that Caesars experienced and the actions taken to overcome each challenge. Weight: 20%	Did not submit or incompletely described two Lean implementation challenges that Caesars experienced and the actions taken to overcome each challenge.	Partially described two Lean implementation challenges that Caesars experienced and the actions taken to overcome each challenge.	Satisfactorily described two Lean implementation challenges that Caesars experienced and the actions taken to overcome each challenge.	Completely described two Lean implementation challenges that Caesars experienced and the actions taken to overcome each challenge.	Exemplarily described two Lean implementation challenges that Caesars experienced and the actions taken to overcome each challenge.
2. Develop KPIs for a <i>kaizen</i> event. Weight: 15%	Did not submit or incompletely developed KPIs for a <i>kaizen</i> event.	Partially developed KPIs for a <i>kaizen</i> event.	Satisfactorily developed KPIs for a <i>kaizen</i> event.	Completely developed KPIs for a <i>kaizen</i> event.	Exemplarily developed KPIs for a <i>kaizen</i> event.
3. Develop a detailed agenda for the <i>kaizen</i> event, including a supporting rationale. Weight: 20%	Did not submit or incompletely developed a detailed agenda for the <i>kaizen</i> event, including a supporting rationale.	Partially developed a detailed agenda for the <i>kaizen</i> event, including a supporting rationale.	Satisfactorily developed a detailed agenda for the <i>kaizen</i> event, including a supporting rationale.	Completely developed a detailed agenda for the <i>kaizen</i> event, including a supporting rationale.	Exemplarily developed a detailed agenda for the <i>kaizen</i> event, including a supporting rationale.
4. Describe the advantages and disadvantages of two process improvement approaches, and recommend one process improvement approach with a supporting rationale. Weight: 35%	Did not submit or incompletely described the advantages and disadvantages of two process improvement approaches, and recommend one process improvement approach with a supporting rationale.	Partially described the advantages and disadvantages of two process improvement approaches, and recommend one process improvement approach with a supporting rationale.	Satisfactorily described the advantages and disadvantages of two process improvement approaches, and recommend one process improvement approach with a supporting rationale.	Completely described the advantages and disadvantages of two process improvement approaches, and recommend one process improvement approach with a supporting rationale.	Exemplarily described the advantages and disadvantages of two process improvement approaches, and recommend one process improvement approach with a supporting rationale.

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Criteria	Unsatisfactory	Low Pass	Pass	High Pass	Honors
5. Clarity, logic, and writing mechanics. Weight: 10%	Multiple mechanical errors; much of the text is difficult to understand or the text does not flow; fails to follow formatting instructions.	Several mechanical errors make parts of the text difficult for the reader to understand; the text does not flow; the discussion fails to justify conclusions and assertions. Partially applied concepts from across the course.	More than a few mechanical errors; text flows but lacks conciseness or clarity; assertions and conclusions are generally justified and explained.	Few mechanical errors; text flows and concisely and clearly expresses the student's position in a manner that rationally and logically develops the topics.	None to limited minor mechanical errors; text flows and concisely, clearly, and exemplarily expresses the student's position in a manner that rationally and logically develops the topics.