

PERFORMANCE IMPROVEMENT -- GC605

Prerequisite courses	none
Credits	3
Term	Fall 2007
Required Text:	<u>Total Quality Handbook</u> by David L. Goetsch and Stanley B. Davis <u>What is Six Sigma?</u> By Pete Pande and Larry Holpp

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Course Objectives:

- Provide an introduction to the principles and concepts of Performance Improvement (similar to the concepts of Total Quality Management – TQM)
- Emphasize the importance of employee involvement and critical nature of customer focus
- Demonstrate why performance improvement is so important in any industry, and how these principles and concepts can be applied
- Provide an orientation to the analytical tools used in performance improvement projects and apply them to real work situations
- Differentiate between the role of the project team and the role of line management
- Discuss national quality awards, benchmarking and Six Sigma

Course Format:

Lectures, in depth discussions, case studies, problem solving and team exercises

Evaluation

Performance will be evaluated by the following:

- Periodic quizzes 50%
- Exercises, problem solving 20%
- Final exam 30%

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SYLLABUS – Fall 2007

CLASS	TEXTBOOK CHAPTERS	TOPIC	ASSIGNMENTS & ADDITIONAL READINGS
CLASS #1 Sept 11	Intro, 1 & 2	<ul style="list-style-type: none"> Quality and competition in the marketplace – with specifics on US in the global market Fathers of Quality and Performance Improvement: Deming, Juran and Crosby Strategic Management – steps including SWOT analysis, Vision, Mission and Values 	<ul style="list-style-type: none"> <u>Article</u>: “The Visionaries” by Don Phin HW: Motivation Feedback Survey HW: Motivation Needs Survey <u>Article</u>: “Strategic Planning” by Michael J. McCaslin, CPA <u>Article</u>: “Can Managers Close the Gap Between Strategy and Execution?” BY Florence Stone <u>Article</u>: “Quality Over Quantity” by Steven Corwin <u>Article</u>: “Satisfied Sans Good Service” by Andis Robeznieks HW: SWOT Analysis
CLASS #2 Sept 25	3 & 4	<ul style="list-style-type: none"> Management – Quality & Performance Improvement and the role of Ethics & Morality “Partnering” for Improvement – with customers, suppliers, globally and even competitors! Culture for change – a Requirement for Performance Improvement 	<ul style="list-style-type: none"> <u>Article</u>: “10 Ways to Initiate and Manage Change Effectively” <u>Article</u>: “Getting Strategic About IT” “High Velocity Culture Change” – highlights from handbook for Managers <u>Article</u>: “Learning to Love CQI” <u>Article</u>: “Who’s Rating You?” by Dagmara Scalise
CLASS #3 Oct 9	5, 6 & 7	<ul style="list-style-type: none"> Customers – internal & external; retention and satisfaction “Customer Focus” as a requirement for improvement Employee Empowerment – involvement that matters! Management’s Role & Leadership 	<ul style="list-style-type: none"> HW: “Communicating by Listening” <u>Article</u>: “Creating A Sound Communication Style” by Florence Stone <u>Article</u>: “10 Ways to Become an effective Listener” <u>Article</u>: “Enjoying the

		<ul style="list-style-type: none"> • Short paper on internal/external customers from place of employment or the Graduate College due 10/25 	<ul style="list-style-type: none"> • silence” by Charles S. Lauer • HW: Complete: DISC Personality Profile and read related materials
<p>CLASS #4 Oct 23</p>	<p>8, 9 & 10 <u>What is Six Sigma?</u> Chapter 6 –“A Look Inside the Six Sigma Toolkit”</p>	<ul style="list-style-type: none"> • Teams – teambuilding, skills for members and leaders of teams • Requirements for successful teamwork • Communication – an effective process • Education and Training – imperatives for performance improvement! • Technology transfer • Principles of Learning & Teaching • Politics in the Workplace: <ul style="list-style-type: none"> • – Role of organizational structure • -- Lobbying, coalition, electioneering, rumor mills • Negativity and Conflict – facts of life • Politics & Conflict – Impact on trying to improve or change the culture • POWER – personal sources, position sources and organizational sources • ISO 9000 & Total Quality – International standards and benchmarking 	<ul style="list-style-type: none"> • <u>Article:</u> “Wrong people for the job?” • <u>Article:</u> “AAOS to meet challenge of new workforce” • HW: Personal Power Base • HW: Political Behaviors Inventory • <u>Article:</u> “Do Not Micromanage” by Florence Stone • HW: Do a short process flow diagram of going grocery shopping. • <u>Article:</u> “Lessons We Can Learn from Geese” • <u>Article:</u> “Trust & Disagreement” • <u>Notes:</u> Problem Solving Tools

<p>CLASS #5 Nov 6</p>	<p>11,12 & 13</p> <p>Only skim Chapter 11 but focus on sections: <i>Control Chart Development and Role of Total Quality Tools</i></p> <p>Complete <u>What is Six Sigma?</u> text</p>	<ul style="list-style-type: none"> • Overview of Common Tools • -- Pareto Chart • -- Cause & effect diagrams • -- Check sheets • -- Histograms • -- Scattergrams • -- Run Charts & Control Charts • -- Flow charts & Organizational Charts • -- Surveys • Approaches to Problem Solving & Decision Making • -- PDCA Cycle • -- Perry Johnson Method for Problem Solving • -- Scientific approach to Decision making • Employee Involvement • Performance Improvement is a continuous process • Five essential improvement activities • Developing a Performance Improvement Plan • Benchmarking – definition & rationale for • Prerequisites & obstacles to Benchmarking • What and how to benchmark 	<ul style="list-style-type: none"> • <u>Notes:</u> PDCA Cycle • <u>Article:</u> Benchmarking for Dummies – Using Benchmarking without a degree in Statistics” • <u>Article:</u> Beware of Benchmarking Pitfalls • <u>Notes:</u> Six Sigma Execution • <u>Article:</u> Process Management for Orthopedic Practice, Course #300 • HW: ASSIGNMENT: Use of Tools • <u>Notes:</u> Continuous Improvement – CQI • <u>Notes:</u> Implementing Total Quality Management • <u>Article:</u> “Six Sigma Practices: A strategy based on data is a perfect fit for healthcare” • <u>Article:</u> “Using the Six Sigma Management System to Increase primary Care Office Efficiency”
<p>CLASS #6 Nov 20</p>	<p>13 & 14</p>	<ul style="list-style-type: none"> • Just-In-Time (JIT) • Six Sigma discussion • Review for Final 	<ul style="list-style-type: none"> • <u>Notes:</u> <u>Six Sigma Execution</u> by George Eckes • <u>Presentation:</u> “Process Management for the Orthopaedic Practice by William Pupkis • Review for Final
<p>CLASS #7 Dec 4</p>	<p>FINAL</p>	<p>Comprehensive with multiple choice and short answer essay questions</p>	