

**International Process Consulting
Consortium of Universities for International Studies
Asolo, Italy
Summer 2009**

Instructor: Team Taught

Prerequisite: None

Description: This course will introduce the participant to a variety of project management tools and the Six Sigma methodologies. Students will be evaluated on their ability to integrate these project management techniques and their Six Sigma training into a project that will be done for a local company.

Course Objectives: There are four primary objectives for the course:

- Gain a basic understanding for the methodologies behind problem solving and decision making within a group structure.
- Gain a basic understanding of the framework around managing a project.
- Gain a basic understanding of Six Sigma methodology.
- Show mastery of said understandings through successful completion of a Six Sigma Greenbelt project.

Course Credit:

Students completing the IPC program will receive credit for the following classes:

06K:294 Rapid Continuous Improvement

06K:295 Field Studies in Operations Management

Text: *The New Rational Manager* by Kepner-Tregoe

The Rational Project Manager by Longman and Mullins (Kepner-Tregoe)

Six Sigma note package

Teaching Method: The primary focus of this class is on practical implementation of concepts, not textbook theory. In order to provide opportunities for immediate application and practice of rational process use, this course is facilitated using case studies. Case-based facilitation differs in some important respects from what is conventional in many of your courses. As a learner you will engage in the course rather than simply examining written materials. You will become active and animated: offering ideas, raising questions, building on each others' statements, constructing a collective analysis, re-framing the discussion, challenging each other, learning with and from each other as much as, or more than, from me as the facilitator. My role will be to invite engagement, amplifying some learners' remarks and pointing out opposing views, feeding the group's thinking back to it, pulling the threads of conversation together and tying them in to the course's themes; in short, structuring and facilitating your work rather than delivering information, giving explanations, or providing answers. The emphasis is on your reasoning and expressions, on your capacity to structure the problem and work out a solution.

Classroom Weights

The chart that follows shows what each assignment you are responsible for doing through the course of the summer is and how much it is weighted in the class. More details will be given about each individual assignment as we get closer to it.

Assignments	Due date	Total
Class Participation	Ongoing	10%
Class Projects and Assignments	Ongoing	10%
Final Six Sigma Presentation	Final Exam Schedule (TBD)	75%
Team Performance Measure	Final Day of Class	5%

Grading Scale:

The following gives detail about what is needed to achieve each separate letter grade. There will be no plus/minus grading done for this class. If you have any questions about your grade at any point during the semester, please contact me via email and we can set up a time to discuss it.

	Grade	Comments
A	90%-100%	Overall, learner demonstrates mastery in applying each of the required learning outcome competencies and knowledge of the core concepts. A broad grasp of issues reveals an effective communicator, innovator, decision-maker and implementer, who can fully integrate the core concepts with the operation of a profitable organization.
B	80%-89%	Overall, learner demonstrates a good understanding in applying the required learning outcome competencies and knowledge of the core concepts. Familiarity with processes reveals an understanding of the problems and decisions required to integrate the core concepts with the operation of a profitable organization.
C	70%-79%	In certain areas, learner demonstrates a general level of competency in applying some of the required learning outcome competencies and some knowledge of the core concepts. Integrating the core concepts into the operation of a profitable organization is still in the formative stage.
D	60%-69%	In certain areas, learner has not demonstrated a sufficient level of competency in applying a number of required learning outcome competencies, and knowledge of core concepts.
F	Below 60%	Knowledge of the concepts and demonstration of the required learning outcome competencies were not demonstrated.

The schedule below gives a tentative schedule of what we will be doing each week. Please be aware changes might occur during the semester and I will highlight all changes during normal class time.

Day of Week	Primary Topics/Learning Points	Times (Subject to change)
Monday	Low Ropes	9.00 – 4.30 PM
Tuesday	Problem Solving and Decision Making	8.30 – 6.00 PM
Wednesday	Problem Solving and Decision Making	8.30 – 6.00 PM
Thursday	Project Management	8.30 – 6.00 PM
Monday	Six Sigma: Classroom Learning	8.30 – 6.00 PM
Tuesday	Six Sigma: Classroom Learning	8.30 – 6.00 PM
Wednesday	Six Sigma: Classroom Learning	8.30 – 6.00 PM
Thursday	Six Sigma: Classroom Learning	8.30 – 6.00 PM
Monday	Company Tour/Six Sigma Application	8.30 – 6.00 PM
Tuesday	Project Management	8.00 – 2.00 PM
Wednesday	Six Sigma Application – Group activities	8.00 – 6.00 PM
Thursday	Six Sigma Application – Group activities	8.00 – 6.00 PM
Monday	Six Sigma Application – Group activities	
Tuesday	Six Sigma Application – Group activities	8.00 – 6.00 PM
Wednesday	Six Sigma Application – Group activities	8.00 – 6.00 PM
Thursday	Six Sigma Application – Group activities	8.00 – 6.00 PM
Friday	Project Presentations	8.00 – 2.00 PM

Homework

You will be assigned reading as homework and you could potentially be assigned cases to do for homework. Each homework assignment is due the next day and late assignments **will not** be accepted.

Final Project

At the end of the class, you will be presenting your final Six Sigma results to a client of either the company for which you are doing the research or a representative of the CIMBA consulting team. These results will determine 75% of your final grade and will also be used as a basis of evaluating if you receive your Six Sigma Greenbelt.

Office Hours

By Appointment.