

**Summer Graduate Program in Italy**  
Consortium of Universities for International Studies  
**International Process Consulting – Supplemental Information**

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**International Process Consulting (IPC) Program - May 17 – June 11, 2009; Asolo, Italy**

The CIMBA Summer Session provides a unique, experiential learning opportunity including completing a consulting project for a local Italian company. Students will learn the methods for business and process improvement for both Kepner-Tregoe, Inc. (KT) and Six Sigma. The skills and certifications gained in these courses provide students with a unique set of tools applicable to businesses world-wide. The IPC program is offered during CIMBA's first summer session, and the costs, dates, housing arrangements, etc. are the same for regular students and IPC students. IPC students should refer to the Summer Graduate Program handout for complete information about the program requirements and details.

**What is Six Sigma?**

The Six Sigma methodology is a measurement-based strategy. It combines a number of tools and techniques used in Total Quality Management (TQM) and other quality initiatives for analyzing the root causes of business process problems and for solving them. It provides a strict method for defining and identifying defects and measuring the business processes so that the defects may be analyzed and improved.

People trained in Six Sigma have different roles within Six Sigma projects depending on their level of training:

- Green Belt – Leads basic project work and provides support to Black Belts. Ideally, every manager within a Six Sigma company is a trained Green Belt.
- Black Belt – Core agents for change within a Six Sigma company. Experts in Six Sigma and statistical analysis.
- Master Black Belt – Highly experienced Black Belts who identify and design programs for improvement.
- Champion – Mid to upper level executives within the client company who sponsor and oversee Six Sigma projects.

**Companies currently applying the Six Sigma methodology include:**

Motorola	Amazon.com
Ford	Boeing
GE	Hewlett-Packard
Sony	Siemens
IBM	

**Program Timeline**

**Week 1**

KT Problem Solving and Decision Making  
KT Project Management

**Week 2**

Six Sigma Methodology  
Consulting Project Introduction

**Weeks 3 & 4**

Consulting Project Completion  
Client Presentation

**Credits & Certificates Earned**

**Credits**

06K:294: Rapid Continuous Improvement (3)  
06K:295: Field Studies in Operations Mgmt (3)

**Certificates**

KT Certificate in Problem Solving and  
Decision Making  
KT Certificate in Project Management  
Six Sigma Green Belt Certification

**Optional Certificate**

Six Sigma Black Belt Certification

If these certificates were earned outside of the IPC program the costs would total more than \$7,500.

## **KT Problem Solving & Decision Making**

Through CIMBA's learning alliance with Kepner Tregoe, Inc. (KT), students will learn KT's rational processes for appraising situations, solving problems, making decisions, and analyzing potential problems. The processes emphasize the importance of gathering, organizing, analyzing and logically acting upon information to communicate effectively in teams and then put decisions into practice.

## **KT Project Management**

During this section of the course, students will learn how to create a project plan using the best practices to break large, overwhelming projects into smaller, manageable segments. Techniques for resource planning and allocation, cost assessment, and time management will be covered and students will then apply them to the consulting projects. This systematic approach to project management is currently in use by managers and consultants for some of the world's most successful companies.

## **Six Sigma**

In this component of the program, students will earn a Six Sigma Green Belt Certification. These tools will enable students to better understand and present cause and effect relationships using basic statistical analysis allowing students to quickly analyze the clients' processes. Students without a statistics background have not only spoken highly of the training but have also become some of the most successful users of the methodology. The necessary statistics will be taught as part of the training.

Students will have the option of earning a Six Sigma Black Belt training completion or certification through a separate CIMBA affiliated program. This additional training will teach sophisticated techniques that build upon the basis of the Six Sigma Green Belt training.

This one-week course will take place at the University of Iowa in Iowa City, IA, beginning around July 12<sup>th</sup>, 2009; the course is only open to students connected with a CIMBA program. The additional cost of the Black Belt training completion or certification is ultimately dependent on the number of students in the class (more students equals lower cost) but is estimated to be approximately \$800. Students are responsible for securing their own housing for the course as well as any additional costs such as travel expenses, food, personal expenses, etc. Many students in class will be members of the CIMBA degree program. For more information on this optional program contact [cuis-info@uiowa.edu](mailto:cuis-info@uiowa.edu).

## **Consulting Project**

At the conclusion of the training component, students will complete a consulting project for a local Italian company. Companies will provide data pertaining to actual problems that need real solutions. While trained consultants will assist student groups, the teams will be expected to reach a conclusion and propose measures to improve the firms' processes. At the end of the session, students will present their reports and findings to the clients.

Prior projects have included a wide variety of particular process improvements such as timeliness, quality, efficiency, and cycle time. Projects have spanned various industries ranging from automotive parts manufacturing to tourism development. Specific Italian companies for which CIMBA student teams have completed Six Sigma projects include Favini, Antonio Carraro, Dalì, Kelab, Verona Hospital, Liberty, and Technigold.

### **What is KT?**

Kepner Tregoe, Inc. is an international consulting company. KT believes that firms create value for its clients by using systematic, rational processes to achieve peak performance. After studying how effective business managers appraise situations, analyze problems and potential problems and make decisions, KT developed several processes to enhance any manager's performance. To learn more, please visit [www.Kepner-Tregoe.com](http://www.Kepner-Tregoe.com).

### **Clients of KT include:**

Motorola	Siemens
Boeing	IBM
ExxonMobil	Novell
JPMorganChase	FedEx
Harley-Davidson	Johnson & Johnson
US General Accounting Office	