Syllabus
EMEN 5040, Quality, Strategy, and Value Creation

Prerequisite: Graduate standing.

Course Description.
An introductory study of methods designed to maximize excellence in business performance including a discussion of business purpose, vision, mission, value proposition, strategic planning and policy deployment, and employee engagement and empowerment while focusing on maximizing profitability. These characteristics are addressed both strategically and tactically.

Course Objectives.
As a result of successfully completing this course, the student will be capable of describing contemporary models and components for developing and maintaining a high-powered organization; with the maximization of profitability in the presence of financial growth as a targeted objective. With the course content organized on the basis of current business performance excellence models, the student will be specifically capable of:

(a) describing an integrated approach (based on Dr. W. Edwards Deming’s Theory of Profound Knowledge) for deploying an organization's Critical Performance Indicators (i.e. KPIs and NFI's) throughout an organization in order to deploy those resources necessary to achieve its Strategic and Tactical Objectives, with the result of achieving its Strategic and Business Plan year after year.

(b) describing a comprehensive model for Daily Management as well as key elements of employee involvement systems and methods including focused input systems and team management.
Lesson Schedule.

Week 1  Introduction
   Introduction to the class and instructor.

Week 2  Deming and The Philosophy of Quality
   Introduction to W. Edwards Deming and Quality

Week 3  Level 5 Leadership

Week 4  Core Competencies and The Economic Engine

Week 5  Strategic Differentiation and the Hedgehog

Week 6  Vision, Mission, and Value Proposition 1
   The history, purpose, and correct construction

Week 7  Vision, Mission, and Value Proposition 2
   The history, purpose, and correct construction

Week 8  Strategic Construct 1

Week 9  Strategic Construct 2
   Midterm Exam (take-home)

Week 10  KPI, NFI, and Gap Analysis

Week 11  Strategic Plan Deployment

Week 12  Daily Management

Week 13  Employee Empowerment within a Disciplined System

Week 14  Employee Incentives

Week 15  The Flywheel and Courage
Textbooks Required.

Good to Great, Jim Collins, most recent edition.
Every Business is a Growth Business, Ram Charan, most recent edition.

The instructor will provide students with copies of the PowerPoint presentations employed in each lecture session through the D2L website. The instructor will also provide students with assigned and supplemental reading materials associated with each presentation, in the form of articles/excerpts from texts, journals, magazines and videos.

Grading.

• **General.** Grades are earned by the student, not given by the instructor. Additional partial points will not be awarded.

• **Criteria.** Student effort and knowledge retention are evaluated in five areas: class participation, journal, midterm exam, and final paper.

  o **Points.** There are a total of 495 points.
    • 195 points Participation (15 pts. per Lesson 2-14)
    • 100 points Journal
    • 100 points Midterm Exam
    • 100 points Final Paper

  o **Scale.** Final individual grade is a percentage based on total points earned versus total points possible.
    • A 94-100
    • A- 90-93
    • B+ 86-89
    • B 80-85
    • B- 78-79
    • C 70-77
Course Policies and Procedures.

• **Preparation for class.** As members of a graduate-level course, students must achieve a detailed understanding of the class topic by studying and attempting to master the assigned readings. Material that is unclear should be researched on the internet and within other texts to achieve understanding *before* arriving at class. Please bring your assigned readings to each class.

• **Class Participation.**

  **General.** At each class meeting, students are graded on their analyses of the class topic, synthesized conclusions, and application of those conclusions to their current or past work experience. The instructor may ask students to describe major topics from the text. Maximum grade is 15 points per lesson; average grade is 8 points.

  **Attending class through video recordings.** Students participating by video will participate in class discussion through the "Threaded Discussion" in each D2L lesson. Student comments (no less than 250 words per lesson) must be completed *by noon on the day of class* so that they may be included as part of the in-class discussion.

  **Attending class in person.** It’s expected that in-class students will further understanding of the course material by actively participating in the class discussion. Though the instructor is the discussion moderator, please direct your comments to the class. Additionally, in the same way that distance students are required to watch the class video, in-class students are expected to read through distance-student comments before coming to class. Lastly, class attendance by itself receives no credit; minimal participation receives partial credit; several high-quality engagements receive higher credit.

  **Attending class through BlueJeans.** Students participating
through BlueJeans must have, at a minimum, computer equipment that allows voice participation. BlueJeans students are held to the same standards of class participation as those attending class in person.

• **Journal.** Keeping a journal allows one to record tactics, techniques methodologies, processes, procedures, epiphanies, and lessons learned. The journal is graded in order to gauge student effort and knowledge retention. The journal must be at least 15 pages in length, bulletized, double spaced, 1” margins, 12 font. Best practice is to record lessons learned during each class.

• **Written Submissions** (midterm exam and final paper). As members of a graduate-level class, it is expected that your written submissions will be readable. Problems in this area include failure to follow the rules of grammar; improper punctuation; use of colloquialisms; improper word choice, paragraph formation, or formatting; lack of intro-body-closing infrastructure, and improper citation. Errors in these areas will result in a reduction in grade proportional to the difficulty in understanding what has been written. In addition, there is a 10% reduction in grade for improper page limit. The file format for all written submissions is PDF.

• **Guest Speakers.** Guest speakers provide a glimpse of current, real-world experience that reinforces the fundamentals we learn in class. From time to time, guest lecturers may be invited to address the class because of their expertise in certain aspects of Ethics. There is no guarantee of the number of guest lecturers who may be invited to speak, the dates on which they may speak, or of the topics they may address. Maximum class presence and participation is appreciated; etiquette dictates that everyone have at least one question or comment during the presentation.

• **Multitasking in Class.** Digital devices may be brought to class. As in all your activities, please use good judgment, courtesy, and decorum. I would ask that work conducted on these devices be
related to the class topic under discussion. Activities such as taking notes, accessing D2L, and the like are encouraged. Activities such as email, texting, and other activities not related to class are discouraged as they disconnect you from the topic discussion and may disturb those around you.

• **Attendance.** Students enrolled in the on-campus section of the class are required to attend class including the final presentations. If you must miss class, provide an email to the instructor. Adequate reasons to miss class include weddings, accidents, extreme weather, business trips and the like. Inadequate reasons include but are not limited to vacation, family in town, decided to sleep in. If you receive permission to miss class, you may make up missed material by viewing the class video (see additional instructions in the D2L entry labeled “Participating Remotely”). In situations the instructor deems extreme, the student may be allowed to miss graded Participation or Quiz assignments. Attendance policies for the College of Engineering and Applied Science may be found at [http://www.colorado.edu/engineering/academics/policies/academic-policies](http://www.colorado.edu/engineering/academics/policies/academic-policies)

• **Class Cancellation.** If the University is closed due to weather or other external constraints and a class must be cancelled, missed class content will be folded into subsequent classes.

• **Copyrighted Materials.** The Engineering Management Program (EMP) has a large distance learning population and, as such, copyrighted materials are sometimes offered electronically to students. EMP has the responsibility to comply with copyright law regulating distance education for a non-profit, state institution; that is, the Technology, Education and Copyright Harmonization (TEACH) Act of 2002. It remains the student’s responsibility to comply with U.S. copyright law with respect to the use and sharing of the electronic materials provided within the program.

• **Analysis versus Synthesis.** As graduate students, I expect you to
assemble and present opinions on what you’re learning. Therefore, please take time to understand these two terms. Analysis is the disassembly of a concept into its elemental components so that it may be more easily considered and understood. This is the process used when examining a case study or listening to a guest lecturer. In contrast, Webster defines “synthesis” as “the combining of often diverse [concepts] into a coherent whole”. Throughout this course, using analysis, various tactics, techniques, and procedures may be revealed. Combining these, it’s expected that each student will synthesize his/her personal business excellence philosophy. The results of this synthesis may be required as part of each of the graded elements.

• **Participating Remotely.** See additional instructions for participating as a remote student in D2L under Course Home in the entry labeled "Participating Remotely".

• **Instructor Contact.** I’m happy to meet with you during office hours (3 PM to 5 PM, Tuesday and Wednesday of each week during the term) or at most any other time by appointment. Please communicate using your colorado.edu email address and email me at my colorado.edu address.

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