

## ORGANIZATIONAL EFFECTIVENESS COURSE

### COURSE OVERVIEW

Regardless of whether your education is in statistics, industrial engineering, operations management or another discipline, most students soon find themselves at work in a relatively complex work environment, such as a manufacturing facility, chemical operations, or even in government agencies.

The purpose of this course is to provide you with a well-rounded perspective of theories and tools related to organizational effectiveness that will enable you to provide facilitation and consultative support to your organization.

The course relies on readings from The New Rational Manager by Charles Kepner and Benjamin Tregoe, along with readings for specific classes that are posted on this web site.

Classroom activities are heavily weighted towards case studies that provide opportunities to practice facilitating specific methods.

### LEARNING OBJECTIVES

Students will understand the concept of a “management system” for an organization and will be able to compare and contrast several approaches to management systems.

Students will be able to compare and contrast philosophies of quality management that have been advanced by W. Edwards Deming, Joseph Juran, and Philip Crosby.

Students will be able to facilitate groups in problem solving, decision making, root cause analysis, strategic planning, and creative thinking activities.

Students will understand and be able to apply diagnostic tools, such as flow charting, cause and effect diagrams, and force field analysis.

Students will be able to assist an organization in establishing an effective set of performance measures as part of a management system.

Students will be able to organize an audit program and prepare an audit checklist, prepare effective written procedures, and design an effective technical training session.