

Program Requirements

Master of Science in Management: Operational Excellence

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The program leading to the Master in Science in Management: Operational Excellence is a 36-credit curriculum designed to prepare management professionals for positions in organizations focused on utilizing the Operational Excellence philosophy to conduct their operations. Operational Excellence is heavily based on material from the Toyota Production System as culturally adapted under the guidance of our Executive in Residence, Rodger Lewis. Mr. Lewis has studied, practiced, implemented and culturally adapted the Toyota Production System concepts around the world in multiple cultures during his impressive career. The program is designed for those individuals who have had management experience and who seek a more effective means of building mutual trust and respect within their organization, empowering their employees and releasing their employee's creativity and innovation. The program is administered by the management division of the Alex G. McKenna School of Business, Economics, and Government. The program is designed so that it can be finished within two years by completing four (4) summer classes and two (2) classes per semester in two successive years. The program utilizes a combination of classroom instruction, field research and experience, case studies and other material and venues as necessary to explain and clarify Operational Excellence concepts.

The McKenna School also offers a nine-hour Graduate Certificate in Operational Excellence. This certificate is designed to introduce students to the basic concepts of Operational Excellence through a combination of classroom work, on-site work experiences and case reviews. A minimum GPA of 3.0 is required.

Program Goals

1. To expose management professionals to the concepts of the Toyota Production System and Operational Excellence.
2. To prepare management professionals to become effective leaders and implementers of cultural change towards Operational Excellence.
3. To develop a deep understanding of the balance necessary between operations and human development needed to effectively grow an Operational Excellence system.
4. To actively involve management professionals in researching, exploring and deliberating evolving concepts in Operational Excellence.
5. To engage management professionals in lively inter-professional discussions and analysis of real life problems that occur in the manufacturing, service and healthcare arenas.
6. To enhance teamwork and team function in the Operational Excellence environment.

Objectives

At the completion of the master's level program, the student will be able to:

1. Conduct research and evaluate current professional literature;

2. Assume a leadership role in collaboration with team members and serve as a role model for team efforts;
3. Design and conduct performance appraisals of staff members and be able to create and supervise strategies of professional development to increase the performance of staff members as well as the larger organization;
4. Understand standards of professional behavior and ethical conduct appropriate to management and apply these standards in ways consistent with social justice and respect for human dignity;
5. Demonstrate information literacy and the capacity to design and execute research;
6. Apply knowledge of theories and models in advanced management areas;
7. Demonstrate higher level skills in oral and written communications, oral presentation, critical thinking, and creative problem-solving appropriate to top management;
8. Show a commitment to continuing learning and professional development;
9. Examine and understand management techniques utilized for improving safety, quality, productivity, and;
10. Explore, understand and appreciate the issues and complexities associated with change efforts in organizations.

Admission Requirements

1. Possess an earned Bachelor's degree from an accredited institution. Official transcripts must be submitted from each institution attended.
2. Students must complete the Graduate Management Aptitude Test. The sum of the GMAT score plus (200 X GPA) must exceed 1000.
3. Two letters of recommendations—at least one recommendation from a supervisor the other may be academic or professional. All reference letters should clearly state the relationship between the individual providing the reference and the applicant.
4. At least one year of relevant work experience.
5. Personal statement: On a separate sheet of paper describe briefly your reasons for wishing to enter the graduate program in management at Saint Vincent College. Please also use this essay to detail any work experience that might qualify you for this program and why this program will help you in your current or desired career. Submit completed application for Graduate Admission for Master of Science in Management: Operational Excellence.
6. For international applicants, a TOEFL score of 79 on the IBT, 550 on the PBT, 213 on the CBT, and 6.0 on IELTS or higher is required. Some exceptions may be made for those international students from English speaking countries and who have completed undergraduate degrees in the United States. .
7. Submit application fee of \$25.

Provisional Admission

1. Possess an earned Bachelor's degree from an accredited institution. Official transcripts must be submitted from each institution attended.
2. Have a minimum grade point average of 3.0. Students with an undergraduate grade point average below a 3.0 will not be eligible for provisional admission and should review the process for full admission (including the GMAT requirement).
3. Two letters of recommendations—at least one recommendation from a supervisor the other may be academic or professional. All reference letters should clearly state the relationship between the individual providing the reference and the applicant.
4. At least one year of relevant work experience.

5. Personal statement: On a separate sheet of paper describe briefly your reasons for wishing to enter the graduate program in management at Saint Vincent College. Please also use this essay to detail any work experience that might qualify you for this program and why this program will help you in your current or desired career.

6. Submit completed application for Graduate Admission for Master of Science in Management: Operational Excellence.

7. For international applicants, a TOEFL score of 79 on the IBT, 550 on the PBT, 213 on the CBT, and 6.0 on IELTS or higher is required. Some exceptions may be made for those international students from English speaking countries and who have completed undergraduate degrees in the United States.

8. Submit application fee of \$25.

9. Provisional acceptance will be granted without the GMAT requirement. Students who are admitted provisionally must earn a 3.3 in their first three (3) courses to gain full admission to the graduate program. These three (3) courses must include GCBA 692- Operations Management, GCBA 694- Operational Excellence, and one other required course. We strongly suggest that you complete GCBA 693- Supply Chain Management as this would allow you to complete the certificate if you do not gain full admission to the program. Students who do not earn the 3.3 GPA will not be able to continue in the graduate program unless they complete the GMAT and meet the requirements for full admission.

Courses Required

The following 12 classes are required:

GCBA 611	Management Accounting
GCBA 665	Management Information Systems
GCBA 688	Quantitative Analysis
GCBA 689	Marketing Strategy
GCBA 691/HSL 605	Quality Improvement in Healthcare and Service Industries
GCBA 692	Operations Management
GCBA 693	Supply Chain Management
GCBA 695/HSL 610	Strategic Management of Complex Organizations
GCBA 696	Principles, People, and Values in Operational Excellence
GCBA 697/HSL 600	Leadership and Ethics
GCBA 605	Advanced Management Law
GCBA 694	Operational Excellence

GCBA 605 Advanced Management Law

The study of the legal regulatory environment faced by today's managers. Emphasis on human resources issues and employment law including employee handbooks and policies, codes of conduct, employment and non-competition agreements, state and federal laws governing all aspects of the employment relationship from hiring to termination, employment discrimination, harassment, workers compensation, unemployment compensation, health and safety. Other topics include anti-trust and fair competition, advertising and product liability. Offered spring semester. Three credits.

GCBA 630 Management Accounting

A study of the use of accounting information in performing managerial functions including planning, capital expenditure analysis, controls, cost and financial analysis, costing behavior, and incremental costing. Emphasis is on the use of accounting as a tool for management decision making. Three credits.

GCBA 665 Management Information Systems

Students are provided with an introduction to the information technology hardware and software platforms, tools, and methodologies utilized in the corporate systems environment. Topics include: hardware, networks, operating systems, databases (e.g. SAP, Oracle, IBM DB/2, MySQL), Business Intelligence, Desktop

Applications, Business Applications, Electronic Commerce, and Systems Design and Development. The course will also include a detailed examination of the SAP Business One application software. Three credits.

GCBA 689 Marketing Strategy

This masters-level overview of marketing emphasizes the decisions that professionals will face in their efforts to bring together the objectives and resources of their organizations with the needs and opportunities in the market place. Building on customer segmentation, product, pricing, distribution, and promotional methods, the centerpiece of the course is a The Marketing Game, a comprehensive marketing simulation that requires teams of students to perform research, planning, implementation, and control activities for a simulated firm. Teams will also complete a Marketing Plan for their firm, including sales, costs, and profitability projections. Three credits

GCBA 690 Quantitative Analysis

This course is a survey of inferential statistics, with special emphasis on business and economic applications. Statistical models, techniques, and tools for aiding management decisions are introduced using spreadsheets and SPSS. Topics include probability distributions, hypothesis testing, multiple regression, ANOVA, nonparametric tests and the statistical foundations of statistical process control and six sigma. Three credits.

GCBA 691/HSL 605 Quality Improvement in the Healthcare and Service Industries

An in-depth study of the principles of Operational Excellence as applied primarily to the healthcare industry. The approach will focus heavily on the cultural change to mutual trust and respect which is needed to effectively implement Operational Excellence in the healthcare environment. We will study the methods to empower and engage employees in continuous improvement. The tools and concepts of the Toyota Production System will be introduced and their application in healthcare will be explored. The course utilizes field observation, case studies and inter-personal exploration to understand critical concepts. Three credits.

GCBA 692 Operations Management

This course focuses on introducing students to the basic manufacturing concepts in the Toyota Production System and Operational Excellence. Students will be introduced to cultural aspects of Operational Excellence. This course involves hands on learning in the manufacturing setting, team work on the shop floor and individual and team presentations in class. Students will have an opportunity to try their hand at designing improvements in the industrial setting utilizing the tools and concepts of continuous improvement. Three credits.

GCBA 693 Supply Chain Management

This course is designed to help the student acquire an understanding of the most current practices being implemented by businesses as they compete to bring to the market place their products and services in an ever more demanding global economy. Students will be introduced to new, and sometime unconventional, tools companies are currently using in an effort to delete inefficiencies from their manufacturing, expenditure and revenue cycles by improving supply chain relationships. Three credits.

GCBA 694 Operational Excellence

This course presents a variety of techniques for ensuring that organizational processes are operating at the pinnacle of their capability. Students examine ways companies apply strategy, tactics, and technology to achieve and sustain operational advantage. Students become more conversant with OE lexicon, learn conventional and outside-the-box OE thinking processes, apply

quantitative techniques to assess process capability, and through OE projects, deploy change to organizations, their customers, and their suppliers. Three credits.

GCBA 695/ HSL 610 Strategic Management of Complex Organizations

Strategic management involves utilizing the tools and techniques of strategic analysis to craft, implement, and execute company strategies. The central theme of the strategic management course is that a company's chances for sustained success are greatly improved when managers (1) develop an astute, timely strategic "game plan" for running the company and then (2) implement and execute the strategic plan with great proficiency. The overriding pedagogical objectives are to sharpen students' abilities to "think strategically" in a lean environment, to evaluate a company's situation from the perspective of its competitiveness and performance prospects, and to draw sound conclusions about what actions a company's management needs to take in light of all the relevant circumstances. Three credits.

GCBA 696 Principles, People, and Values in Operational Excellence

This capstone class provides a largely principle-based exploration of issues related to Operational Excellence. Although drawing on a variety of sources, major emphasis is on "Lean," in the manner practiced by Toyota, and its applicability to many types of operational problems in diverse organizations. Using a combination of lectures, Harvard and other case studies, and class discussion the course aims to equip students with the ability and confidence to more clearly and deeply assess problems and develop solutions that aspire to highest standards. Prerequisite: BA 692 or equivalent work experience. Three credits.

GCBA 697 Leadership and Ethics

This course presents a theoretical and applied treatment of a pervasive and challenging task of leading in the new global economy—continuously and successfully dealing with the issues of constant improvement within a framework of ethical leadership. Students will learn the leadership theories, concepts, and applications that will allow them to successfully initiate, analyze, and implement various types of organizational changes. Specifically, through a series of case studies, students will demonstrate their capacity to isolate key ethical issues as they are related to Operational Excellence decisions. Seven core ethical standards will be emphasized in the analysis of the case studies: The Common Good, Human Dignity, Care, Hospitality, Stewardship, Solidarity, and Subsidiarity. Three credits.

Master Degrees in Education

Curriculum and Instruction (optional K-12 Curriculum Supervisor)
Special Education (PreK-8 or 7-12 Special Education)
Educational Media and Technology (K-12 Library Science or Instructional Technology Specialist)
Environmental Education (optional K-12 Environmental Science)
School Administration and Supervision (K-12 School Principal)

Veronica Ent, Chairperson, Graduate Director

John F. Bleyer, Russell Edwards, Kristin Harty, Philip Kanfush, O.S.B., Tandra Krall, Robert Michalow, C. Richard Nichols, Wanda Reynolds, Mary Beth Spore, Dawn Turkovich,

Adjunct Faculty: Angela Belli, Trent Bocan, Chris Colbert, Ron Davis, Daniel Esper, Jeanne Hammer, Samuel Lawson Nancy Martz, Sandy Reidmiller, Vanessa Roddy, William Scheeren, Kathy Tobolewski

Master of Science in Curriculum and Instruction

The Master of Science Degree in Curriculum and Instruction at Saint Vincent College focuses on three critical elements of learning: curriculum, instruction, and assessment. Candidates will investigate various frameworks and programs of curriculum design; explore methods of making instruction meaningful to all students; and evaluate diagnostic and assessment strategies and products for use in their school or in the workplace. The Curriculum and Instruction master's program also provides a research component so that students can document need, propose change, and evaluate the effect of that change. Perhaps most importantly, the Saint Vincent Curriculum and Instruction program will place emphasis on developing instructional leaders who will be resources to their schools, school districts, and other work sites in developing and implementing change and improvements that need to occur. The program is very versatile in that students can obtain their initial Pennsylvania teaching certification in an area while taking graduate courses. Additionally, the program also offers an optional accreditation track for veteran professionals with five years of teaching experience to obtain Pennsylvania Certification in K-12 Curriculum and Supervision.

Goals

The Master of Science Degree in Curriculum and Instruction pursues three goals:

- To provide an advanced and individualized program of study in curriculum and instruction designed for school, business, health care and human services professionals.
- To provide opportunities for in-depth study and investigation of recent research, emergent knowledge, and current trends and issues concerning educational policies, practices, and regulations.
- To prepare professionals in education, as well as in business, health care, and human services endeavors, to assume leadership roles in stimulation, planning, managing, and evaluation educational change.

Master of Science In Curriculum and Instruction Sequence and offering schedule

The Curriculum and Instruction Master's degree is designed to be an accelerated 30-credit hours that can be completed in approximately 18 months (seven required courses, three elective courses). The courses are held all year around in the same 'one-night a week for seven weeks' fashion. Thus, students can take two courses a term only driving to campus one evening per week. At the close of the student's degree coursework, students take a comprehensive exam. The exam is offered every term, which enables students to graduate year around.