



SAINT VINCENT COLLEGE

Alex G. McKenna School of Business, Economics, & Government

MASTER OF SCIENCE IN MANAGEMENT: OPERATIONAL EXCELLENCE

Saint Vincent's Masters in Management: Operational Excellence allows the learning focused career leader to receive the educational and practical experience necessary to lead cultural change initiatives and implement the tools, techniques and countermeasures of operational excellence.

This degree blends business management with a liberal arts skill set that encompasses critical thinking, international awareness, the application of cutting-edge business systems programs, effective communications, ethics, statistics and quantitative literacy, and the ability to write well and persuasively.

The academic purpose of Operational Excellence is to expose students to advanced theories of management as shaped by the Toyota Production process. Operational Excellence (OE) empowers employees by allowing them to share and implement their ideas for improving productivity, quality control, and safety. It is a culture of teamwork where employees are treated with respect and a sense of community is fostered.

The program concentrates on two primary OE concepts while introducing you to the core curriculum of management. The first is the methods you can use to develop cultural change within your work area and your enterprise. The second is on the tools, techniques and countermeasures used by skilled OE practitioners in implementing OE at their organizations. You will have several opportunities to experience and practice these skills hands on throughout the program.

Upon completion of this degree the graduate will be prepared to manage and lead in the OE Learning Organization.

PROGRAM GOALS:

1. Broaden your knowledge of core management theory and Operational Excellence
2. Discover the critical role that culture plays in the management of World Class Industries
3. Learn to identify problems and develop effective countermeasures in today's business setting
4. Prepare for leadership in management
5. Improve your ability to communicate effectively
6. Develop understanding of the legal and ethical standards of effective management professionals
7. Enhance your skills in teamwork and team performance
8. Apply the knowledge of theories and models in advanced management areas
9. Demonstrate higher level skills in oral and written communications, critical thinking, and creative problem-solving appropriate to top management

COURSES REQUIRED (36 CREDITS):

GCBA 605 Advanced Management Law	3
GCBA 630 Management Accounting	3
GCBA 665 Management Information Systems	3
GCBA 689 Marketing Strategy	3
GCBA 690 Quantitative Analysis	3
GCBA 691 Quality Improvement in Health Care and Service Industries	3
GCBA 692 Operations Management	3
GCBA 693 Supply Chain Management	3
GCBA 694 Operational Excellence	3
GCBA 695 Strategic Management of Complex Organizations	3
GCBA 696 Principles, People, and Values in Operational Excellence	3
GCBA 697 Leadership and Ethics	3

COURSE DESCRIPTIONS:

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.

GCBA 630 Management Accounting

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

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.

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 an simulated firm. Teams will also complete a *Marketing Plan* for their firm, including sales, costs, and profitability projections.

GCBA 690 Quantitative Analysis

This course examines strategies for gathering and organizing data and performing quantitative analysis. Topics include research design, statistical reasoning and interpretation, operational excellence methods and data analysis using Microsoft Excel. *Pre-requisite: Basic knowledge of Microsoft Excel.* (Cross-listed as HSL 575)

GCBA 691 Quality Improvement in Health Care and Service Industries

An in-depth study of quality improvement philosophy, methodologies, tools, and issues related to quality improvement. Introduction to main approaches to operational improvement with an emphasis on quality standard setting, system design and organizational change strategies, reporting mechanisms, and effectiveness assessment. The relationship between quality improvement programs, risk management, and utilization review will be emphasized. In particular, this course will examine challenges facing the health care service industry to include waste and quality in the health care environment, application of the Toyota Way to the health care industry, and building the health care industry of the future. *Pre-requisite: GCBA 690/HSL 575.* (Cross-listed as HSL 605)

GCBA 692 Operations Management

This course provides an overview of Lean Manufacturing, the Six Sigma Process, the Toyota Production Process, and the Total Quality Management philosophies of continuous improvement and of process variation. For accounting students, this course will include applications to managerial accounting, auditing, and information systems.

GCBA 693 Supply Chain Management

Students will learn the strategic importance of good supply chain design, planning and operation for every firm. Students will come to understand how a well developed and managed supply chain is a competitive advantage while weaknesses in the supply chain will detract from the performance of a firm. Students will learn the practical managerial levers and concepts to improve supply chain performance in such areas as facilities, inventory, transportation and information.

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.

GCBA 695 Strategic Management of Complex Organizations

Strategic management involves utilizing the tools and techniques of strategic analysis to craft, implement, and execute organizational strategies. The central theme of this course is that an organization's chances for sustained success are greatly improved when managers (1) develop an astute, timely strategic "game plan" for running the organization 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 an organization's situation from the perspective of its competitiveness and performance prospects, and to draw sound conclusions about what actions an organization's management needs to take in light of all the relevant circumstances. (Cross-listed as HSL 610)

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: GCBA 692/BA 692 or equivalent work experience.

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. (Cross-listed as HSL 600)

For further information about the MSM-OE program, contact the Office of Graduate & Continuing Education at gradadmission@stvincent.edu or 724-805-2933, or access information about the program online at: http://www.stvincent.edu/graduate_programs/business/masters-in-managementoperational-excellence