



# COURSE SYLLABUS

PROCESS IMPROVEMENT METHODS

MAN 4584 Section #1185

Online Instruction

Summer 2024

View [How to Be a Successful Student](#) which provides details about success factors and links to the most current version of fluid information, such as the academic calendar.

## WELCOME

Welcome to MAN 4584: PROCESS IMPROVEMENT METHODS

This course helps students understand the fundamental concepts of process improvement, including key terminology, methodologies, and critical success factors commonly used across organizations.

## PROFESSOR

**Name:** Dr. Wende Huehn-Brown

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**Phone:** 727-341-3131

**Office Hours:** Each Tuesday (10AM to 2PM). Other campus days will vary (contact for apt.)

**Office Location:** St. Petersburg/Gibbs Campus (TE Building, Room 131A)

**Virtual Hours:** Each Wednesday (11:30AM to 12:30PM). Other dates/times available (contact to arrange time that fits both our schedules)

**Zoom Link:** <https://spcollege.zoom.us/j/94284762238>

**Professor Webpage:** <https://web.spcollege.edu/instructors/id/huehnbrown.wende>

## ACADEMIC DEPARTMENT

**Dean of the College of Business:** Emmanuel Hernandez-Agosto

**Office Location:** Downtown Campus

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**Email:** [hernandez.emmanuel@spcollege.edu](mailto:hernandez.emmanuel@spcollege.edu)

## COURSE INFORMATION

**Course Description**

This course presents the basic principles and techniques used to manage process improvement. Today's managers need to understand how to engage people in process improvement, as well as how to critically understand and apply the associated methodologies. Process improvement is complicated and dynamic, encompassing a variety of approaches traditionally recognized as Total Quality Management (TQM), Lean, Six Sigma, Balanced Scorecard, and many others. The potential benefits of process improvements create not only lucrative opportunities for today's organizations, but they are a necessity for survival in the competitive world marketplace. Businesses must be able to better manage and control their process improvements in order to achieve their strategic objectives. 47 contact hours. No Prerequisites.

Students should anticipate a response to email within 24 hours. If MyCourses is down or you are unable to upload your assignments, or if you have questions not related to this class, please send correspondence to main SPC email account above. Course grading is normally complete within 1 week from submission due date.

## Course Goals

1. The student will demonstrate an understanding of the business process management by learning key terminologies, methodologies, and critical success factors for process improvement.
2. The student will examine the main strategic drivers and triggers that vary across organizations and situations for business process management and improvements.
3. The student will analyze the framework associated with process improvement methodologies in order to further develop critical thinking and problem solving skills to support dynamic improvement needs across organizations.
4. The student will demonstrate an understanding of project management; people change management, and leadership that are essential for sustainable process improvements.
5. The student will compare and evaluate business process management maturity stages to gain an understanding on how to support long-term process improvements.

## Course Learning Objectives

- 1. The student will demonstrate an understanding of business process management by learning key terminologies, methodologies, and critical success factors for process improvement by:**
  - a. examining the evolution of various process improvement methodologies.
  - b. assessing strategic direction to determine process improvement priorities.
  - c. evaluating current processes using various mapping and charting tools.
  - d. describing process performance by designing and collecting key measurement indicators, as well as using different charts and scorecards to show these measurements.
  - e. analyzing current processes using various tools to evaluate processes and create improvement ideas.
  - f. exploring how to prioritize, plan, and implement process improvement requirements using training, tracking, and sustaining methodologies.
- 2. The student will examine the main strategic drivers and triggers that vary across organizations and situations for business process management and improvements by:**
  - a. discussing process improvement methodologies case studies.
  - b. analyzing the impacts and benefits of process improvement methodologies.
  - c. contrasting the link between strategic needs, process improvements, operating cultural requirements, and change management.
- 3. The student will analyze the framework associated with process improvement methodologies in order to further develop critical thinking and problem-solving skills to support dynamic improvement needs across organizations by:**
  - a. determining the differences and similarities between various process improvement approaches.
  - b. describing approaches and phases followed to pursue different process improvement requirements.
  - c. formulating a process improvement roadmap to address a realistic business application.
  - d. addressing roadblocks that often arise during the implementation of process improvements.
  - e. examining closing and follow-up requirements upon completion of key process improvement milestones and projects.
- 4. The student will demonstrate an understanding of project management, people change management, and leadership that is essential for sustainable process improvements by:**
  - a. evaluating essential cultural needs to support process improvement.
  - b. discussing project management steps and risks.
  - c. examining components and behavioral aspects for change programs as they are associated with process improvement initiatives.
  - d. exploring leadership's role in business process management and process improvement projects.
- 5. The student will compare and evaluate business process management maturity stages to gain an understanding on how to support long-term process improvements by:**
  - a. determining the evolutionary stages of maturity in business process management.

- b. defining organizational structure to support process improvement initiatives throughout maturity stages.
- c. discussing further developments associated within this field.

## Prerequisites

(Course & Skill Set) There are no prerequisites for this class

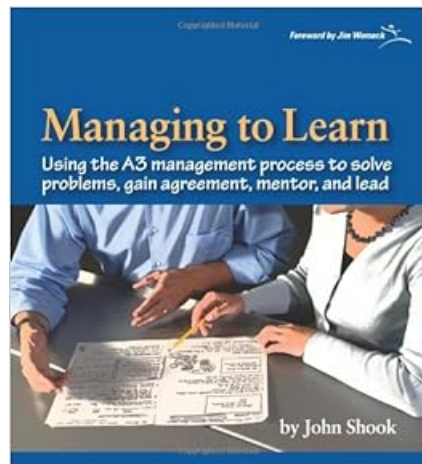
## Availability of Course Content

All course content is available from the beginning of class

## REQUIRED TEXTBOOK & OTHER RESOURCE INFORMATION

**Managing to Learn: Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor and**

**Lead Paper/Chart Edition**

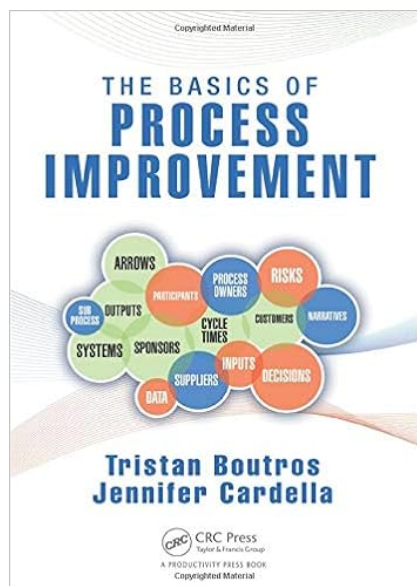


ISBN-13: 978-1934109205

ISBN-10: 1934109207

by [John Shook](#) (Author), [Jim Womack](#) (Foreword)

**The Basics of Process Improvement 1st Edition**



ISBN-13: 978-1498719889

ISBN-10: 1498719880

by [Tristan Boutros](#) (Author), [Jennifer Cardella](#) (Author)

*Concise Rules Of Apa Style* (Concise Rules of the American Psychological Association (APA) Style) (Spiral-bound) (March 2005) by [American Psychological Association](#) ISBN: 1591472520 **Or Instead of the APA manual you may use an online tool such as Purdue's owl website. It is the students responsibility to access and use the appropriate resource.**

In your MySPC schedule students can view textbook and bookstore resources directly.

View the textbook sites:

- [Pay for Your Textbooks](#)
- [SPC Bookstore](#)
- [Find Course Materials](#)

If you have any questions regarding the course textbook, contact the SPC bookstore Monday-Thursday, 10am-4pm at 727-940-9019.

## LEARNER SUPPORT

Answers to questions regarding accommodations may be found at the [Accessibility Services](#) site. If you are in need of accommodations, please contact a campus [Accessibility Services Coordinator](#). If you need a Sign Language Interpreter, complete the [Interpreter/Captionist Request Form](#).

## Titans Care

As an SPC student it's vital that you know Titans Care. You can access resources through SPC's [Student Assistance Program \(SAP\)](#), a collaborative resource for students with mental health or general life issues. SAP provides help and education in suicide prevention, mental health, substance abuse awareness and more. It is SPC's belief that supporting mental wellness is everyone's charge, and that one loss as a result of substance abuse, mental illness, or suicide is one too many. If you or a loved one are considering suicide, please call the National Suicide Prevention Lifeline at 1-800-273-8255.

View the [Learning Resources](#) site.

View the [Learning Center Tutoring Schedules](#).

View the [Student Services](#) site.

## IMPORTANT DATES

Course Dates: View the [Academic Calendar](#). For specific course Beginning and End Date

Drop Date: View the [Academic Calendar](#). For specific Drop Date

Withdrawal Date: View the [Academic Calendar](#). For Specific Withdrawal Date

Proctored Testing Dates: [Proctored Testing with Honorlock](#)

Financial Aid Dates: View the [Financial Aid Dates](#).

## ATTENDANCE

View the college-wide attendance policy included in [How to Be a Successful Student](#). The policy notes that each instructor is to exercise professional judgment and define "active participation" in class (and therefore "attendance"), and publish that definition in each syllabus.

For this class, participation in the course is essential in order to avoid being withdrawn for non-attendance. Participation is defined as reading and preparing for weekly lessons. As well as completing and submitting all assignments on time, plus taking part in all other course communications in a timely manner. The Assignments and Due Dates spreadsheet (see copy in the Lessons folder to print) provides an overview of all assignments and due dates for this course which are required for active participation in this course (plan your time accordingly). Students can learn the lessons at own pace up until each deadline (plan 15-18 hours per week).

Students should review the college-wide attendance and financial aid policies included in the syllabus addendum. Additionally students need to review the student expectations regarding silencing or turning off all electronic devices during blended class meetings. Online students will be held to the same practices of courtesy and respect as outlined further on the guidelines posted in the syllabus addendum.

Excused absences, of course, will not count against you. However students must contact the professor to make appropriate arrangements, along with provide them with supporting documentation accordingly (i.e. doctor note, family death certificate, etc.). Advance notice should be given to the instructor whenever possible to arrange for alternatives. Flexibility may be granted due to illness or other challenges for partial credit. Any late submissions must be complete within one week of the original due date.

Lack of attendance can result in students being administratively withdrawn. Students are given a W in a course if two issues occur in Week 1 or 2, or are given a W if issues occur after the 60% point (see last date to withdraw in the academic calendar to avoid this issue as it can result in serious financial aid and GPA consequences). If you are in your third attempt at completing a course, you will be given a WF grade at any point in the term if you fail to meet attendance requirements. Please see the student handbook and SPC policies further if needed.

## GRADING

### Grading Policy:

Students must submit all of the assignments for each week by the deadline or they will not receive credit for the week. In the "business world", if you are late with your bid, you will not get the contract. The very same principal applies here. Please note that computer problems, sickness, travel, and lack of planning do not constitute an excuse for not making a deadline. This may mean you will have to use computers on campus or somewhere other than your home, or submit the assignments to the instructors college e-mail account if Mycourses is down should the need arise. Be sure to view all of the contents and expectations under weeks 1-8 to confirm you can meet them on time for proper completion of this course.

A grading curve may be applied at the instructor's discretion. Per SPC policy, an incomplete grade requires students to provide documented evidence of the reason(s) for extension, have a minimum of 80% of the course completed, be in good standing (i.e. C or better), and acknowledge in writing the plan to finish remaining work not later than the end of the sixth week in the next semester. After that time a grade of "F" (or higher if the work that has been submitted is adequate to justify the higher grade) will be assigned.

### Assignment break down

Discussion Postings (6)	12%	
Exams (4)	40%	
Assignments (8)	48%	

How to check your Grades and review feedback:

- [Checking Your Grades](#)
- [Reviewing Dropbox Submissions](#)
- [Checking Discussion Grades and Feedback](#)
- [Reviewing Quiz Submissions](#)

### Grading Scale

A = 90-100%

B = 80-89%

C = 70-79%

D = 60-69%

F = 0-59%

## STUDENTS' EXPECTATIONS AND INSTRUCTOR'S EXPECTATIONS

## Required Interaction

This course has discussion topics for student-students and/or student-professor interaction. Graded discussions and assignments include assessment rubrics to further understand performance expectations. Other action items in the class focus on student-content interaction.

Students should [create notifications](#) and [register their phone](#) for text messages to help stay on track. Students can also [register email](#) and [forward email](#) from MyCourses so they do not miss vital communication about their courses.

## Participation, Conduct, and Netiquette

SPC has outlined expectations for student behavior and interaction for online discussions, email, and other forms of communication. View the Student Expectations in [How to Be a Successful Student](#). The professor has authority to remove disruptive students and delete any inappropriate posts. Students should first speak to their professor to resolve any resource or grade issues.

## Academic Honesty

Students agree to the SPC Honor Code policy when they register for each course. Students are expected to be honest in completing all their academic work and students have the ethical obligation to report violations of the academic honesty policies they may witness.

Students that receive assistance from a tutor for this course must ensure all scheduled assignments, discussions, and exams are their own work. Tutors may assist with only other similar problems.

Students are prohibited from using Generative AI (Artificial Intelligence) for any submission in this course. If students use AI or tutors for their graded work, it violates the academic honor code agreed upon when registering for the class. For example, if writing a discussion post, it needs to be your own original work as use of AI to make a post or reply is unacceptable for this course. Also, it is unlikely AI understands what you need to write for an effective post or reply to discuss it which may lead to low performance.

AI or tutors are not a replacement for building your own critical thinking needs for the submissions in this course. Organizational leaders and managers expect students that take this kind of course to learn the objectives for the course. If students cut their learning short violating the academic honesty and integrity policies, they leave themselves at a deficient level for building the knowledge, skills, and abilities needed to support their own business and/or career too.

Failure to comply with the college academic honesty and integrity policies during course studies may result in academic and disciplinary action, up to and including expulsion from the college. View the Academic Honesty Policy or talk to your professor if you have further questions. Cheating, plagiarism, misrepresentation, conspiracy, fabrication, collusion, and other forms of academic honesty or misconduct are covered under the **Academic Honesty Guidelines** of the college in the [Student Right to Know](#) Academic Policies.

Failure to meet the honor code and academic honesty and integrity policies of SPC can result in academic and disciplinary action, up to and including expulsion from the college. The College of Business has a "0" tolerance policy for academic dishonesty and if the student is in violation, an "F" in the course can be applied. Understand that not properly giving credit to the sources used in your work, even when paraphrasing, is considered plagiarism and can result in not only a "0" for that assignment, but an "F" in the course. Furthermore individual submissions are expected to be completed by the individually registered student unless otherwise instructed (i.e. team assignments). All communications, discussions, assignments, exams and other work in this class must be the student's own work.

View the [Academic Honesty Policy](#).

## Copyright

Copyrighted material within this course, or posted on this course website, is used in compliance with United States Copyright Law. Under that law you may use the material for educational purposes related to the learning outcomes of this course. You may not further download, copy, alter, or distribute the material unless in accordance with copyright law or with permission of the copyright holder. For more information on copyright visit: [Copyright.gov](#).

## TURNITIN



The instructor of this course may require use of Turnitin.com as a tool to promote learning. The tool flags similarity and mechanical issues in written work that merit review. Use of the service enables students and faculty to identify areas that can be strengthened through improved paraphrasing, integration of sources, or proper citation. Submitted papers remain as source documents in the Turnitin database solely for the purpose of detecting originality. Students retain full copyright to their works. Review the [Turnitin Usage Agreement](#). Students who do not wish to submit work through Turnitin must notify their instructor via course email within the first seven days of the course. In lieu of Turnitin use, faculty may require a student to submit copies of sources, preliminary drafts, a research journal, or an annotated bibliography.

View the [Reviewing a Turnitin/Originality Report](#) tutorial.

## STUDENT SURVEY OF INSTRUCTION

The Student Survey of Instruction is administered in courses each semester. It is designed to improve the quality of instruction at St. Petersburg College. All student responses are confidential and anonymous and will be used solely for the purpose of performance improvement.

## TECHNOLOGY

### Minimum Technology Requirements

View the [Technical Requirements for MyCourses](#).

SPC offers Microsoft Office software to current students at no additional cost. The software is available for both Windows and Mac computers. View the [How to Download Microsoft Office 2016](#) tutorial.

### Minimum Technical Skills

Specify the minimum technical skills expected of the learner: general and course-specific learners must have to succeed in the course.

Students should know how to navigate the course and use the course tools. Dropbox-style assignments may require attachments in either Microsoft Word (.doc or .docx) or Rich Text Format (.rtf), so that they can be properly evaluated. If an attachment cannot be opened by the instructor, students will be required to re-format and re-submit an assignment so that it can be evaluated and returned with feedback.

MyCourses tutorials are available to students new to this LMS and are located at the beginning of the course. Most features on MyCourses are accessible on mobile devices, although it is recommended that you use a computer for quizzes, tests, and essay assignments.

### Technical Support

Technical support is available via the [SPC Technical Support Center](#).

### Accessibility of Technology

- [MyCourses \(Brightspace by Desire2Learn\) Accessibility](#)
- [Turnitin Accessibility](#)
- [Honorlock Accessibility](#)
- [Google \(YouTube\) Accessibility](#)
- [Ensemble Accessibility](#)
- [Microsoft](#)

### Privacy

- [MyCourses \(Brightspace by Desire2Learn\) Privacy](#)
- [Turnitin Privacy](#)
- [Honorlock Privacy](#)
- [YouTube Privacy](#)
- [Ensemble Privacy](#)
- [Microsoft](#)

## Instructional Continuity Plan

To be prepared in the event of weather or other emergency disruptions, review the [Emergency Preparedness Procedures for Students](#).

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