

Argosy University
COURSE SYLLABUS
B6421

Change Management and the Sustainable Enterprise

Course description:

The course introduces Six Sigma as a change management framework that has evolved from a focus on process improvement using statistical tools to a comprehensive framework for managing a sustainable business. The course also surveys the analytic tools and techniques which are useful in the design and operation of sustainable systems from supply networks to distribution channels. The material is taught from a managerial perspective, with an emphasis on where and how specific tools can be used to improve the overall performance, reduce the total cost, while increasing the sustainability of the firm's value chain.

Course Pre-requisites: none

Required Textbook:

Przekop, P. (2005). *Six sigma for business excellence*. McGraw-Hill. Electronic book in Argosy Library, <http://site.ebrary.com/lib/argosy/>)

Senge, P. (2006). *The fifth discipline: the art and practice of the learning organization*. 2nd ed. New York: Doubleday. ISBN: 0385517254

Other Required Readings:

Boulding, K. (1965). *The earth as a spaceship*. Pullman: Washington State University. <http://www.colorado.edu/econ/Kenneth.Boulding/spaceship-earth.html>

Forrester, J. (1971). *Counterintuitive behavior of social systems*. Cambridge : Massachusetts Institute of Technology. <http://scripts.mit.edu/~sdg/docs/D-4468-2.Counterintuitive.pdf>

Lovins, A.B., Lovins, L.H., and Hawken, P. (2007) A road map for natural capitalism. *Harvard Business Review*. Jul/Aug, Vol. 85 Issue 7/8, p172-183. Available from ebshost.

Meadows, D.(1998) *Indicators and information systems for sustainable development*. Report to the Balaton Group. (<http://www.sustainer.org/pubs/Indicators&Information.pdf>)

Meadows, D.(1999). *Leverage points: places to intervene in a system*. Hartland , VT : Sustainability Institute. http://www.sustainabilityinstitute.org/pubs/Leverage_Points.pdf

Senge, P., Seville, D. & Lovins, A.(2000). *Systems thinking primer for natural capitalism*. DRAFT. Hartland, VT: Sustainability Institute.
<http://www.sustainabilityinstitute.org/pubs/NatCapPrimer.pdf>

Suggested Readings:

Hawken, P., Lovins, A., & Lovins, H.L. (2000). *Natural capitalism: Creating the next industrial revolution*. Back Bay Books; 1st edition. New York, NY. ISBN: 9780316353007.

Esty, D.C. & Winston, A.S. (2006). *Green to gold: How smart companies use environmental strategy to innovate, create value, and build competitive advantage*. Yale University Press, New Haven, Conn. ISBN: 9780300119978.

Course length: 7.5 Weeks

Contact Hours: 45 Hours

Credit Value: 3.0

Program Outcomes:

1. Communication

1.1. Oral/Written – Present business information orally and in writing using appropriate technology that is concise, clear, organized, supported, and persuasive in a professional manner appropriate to the business context

2. Critical Thinking/Problem Solving

2.1. Critical Thinking – Incorporate and synthesize information, theory, and practice in order to implement appropriate business actions

2.2. Problem Solving/Decision Making – Given a business situation, diagnose the underlying causes of the situation, evaluate possible solutions, and determine and defend appropriate course of action

2.3. Information Literacy – Access information from a variety of sources, evaluate the credibility of the sources, and apply that information to solve business problems

3. Team

3.1. Leadership – Describe the requirements of team members and leaders to work effectively and creatively in achieving team goals

3.2. Collaboration – Collect, categorize, and consider the views of all stakeholders

4. Ethics

4.1. Ethics – Identify the ethical principles related to personal and corporate behavior in specific business situations and explains the potential consequences

5. Diversity

5.1. Diversity – Identify the impact of both cultural and economic factors on the modern enterprise and explain the potential consequences

6. Analysis/Application

- 6.1. Applied Technology – Select and defend business technology solutions to typical business problems
- 6.2. Integration – Describe the interrelationship of the functional business areas of statistics, accounting, finance, marketing, operations, and strategy within the context of specific organizational goals

Concentration

7. Sustainability Organizational Constructs and Strategy

- 7.1. Given a business case related to sustainable business practice, create a strategy (s) to integrate sustainability principles into the operational functions of the organization. Analyze the potential effectiveness of the strategy (s) along with implementation plans, and evaluate opportunities for continued success.

Course Objectives:

1. Apply the current theory and practice of the Six Sigma management framework to examine the sustainability issues within an organization. (Program outcomes 1.1, 2.1, 2.2, 2.3, 3.2, 4.1, 7.1)
2. Visually present the structure of an organizational system with its stocks, flows, causal loops and leverage points. (Program outcomes 2.1, 2.2, 5.1, 6.2, 7.1)
3. Apply systems concepts and tools to economic, social, and environmental systems. (Program outcomes 1.1, 2.1, 2.2, 5.1, 6.2, 7.1)
4. Use systems concepts and tools to communicate more effectively about the challenges and associated with the sustainability of complex systems. (Program outcomes 1.1, 2.1, 2.2, 5.1, 6.2, 7.1)

Weekly Topics & Reading Assignments

	Topics	Reading Assignments	Formative Assessment/Assignment
1	<ul style="list-style-type: none">• What is Six Sigma?<ul style="list-style-type: none">○ Key Concepts○ Tools○ Advantages	Przekop Chapters 1-3.	
2	<ul style="list-style-type: none">• Six Sigma as a Management Perspective<ul style="list-style-type: none">○	Przekop Chapters 4-5.	
3	<ul style="list-style-type: none">○ Introduction to Systems Thinking	Senge Chapters 1-3	

4	<ul style="list-style-type: none"> • The Fundamentals of Systems Thinking <ul style="list-style-type: none"> ○ 	Senge Chapters 4-7	
5	Leverage Points and Indicators	Meadows, D.(1998) Meadows, D.(1999)	
6	Systems Thinking for Natural Capitalism	Senge, P., Seville, D. & Lovins, A. .(2000) Lovins, A.B., Lovins, L.H., and Hawken, P. (2007)	
7	A Global Systems Perspective	Boulding, K. (1965) Forrester, J. (1971)	
8	Conclusion: From Six Sigma to Sustainability		

Grading Criteria

Grading Scale

A	100 – 93
A-	92 – 90
B+	89 – 88
B	87 – 83
B-	82 – 80
C+	79 – 78
C	77 – 73
C-	72 – 70
F	69 and below

Grading requirements

<i>Attendance/participation</i>	25%
<i>Weekly Assignments</i>	25%
<i>Final paper and presentation</i>	50%
	100%

Library

All resources in Argosy University's online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.

Library Resources: Argosy University's core online collection features nearly 21,000 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosy.edu>. Detailed descriptions of online resources are located at <http://library.argosy.edu/libweb/resources/>

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarians.

Information Literacy: Argosy University's Information Literacy Tutorial was developed to teach students fundamental and transferable research skills. The tutorial consists of five modules where students learn to select sources appropriate for academic-level research, search periodical indexes and search engines, and evaluate and cite information. In the tutorial, students study concepts and practice them through interactions. At the conclusion of each module, they can test their comprehension and receive immediate feedback. Each module takes less than 20 minutes to complete. Please view the tutorial at <http://library.argosy.edu/infolit/>

Academic Policies

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the *Publication Manual of the American Psychological Association, 5th Edition (2001)*. Washington DC: American Psychological Association (APA) format. Please refer to Appendix A in the *Publication Manual of the American Psychological Association, 5th Edition* for thesis and paper format. Students are encouraged to purchase this manual (required in some courses) and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through “Turnitin,” (www.turnitin.com), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

Americans with Disabilities Act Policy

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student’s responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

The Argosy University Statement Regarding Diversity

The Argosy University provides equitable access through its services and programs to students of any social, geographic and cultural background, regardless of gender, and strives to prepare all candidates to work with and provide services to diverse populations. Argosy demonstrates its commitment to diversity through the development and support of a diverse educational community.