



Cultural Transformation Through Process Improvement: From Chaos to Joy

Course Purpose/ What will I learn?

The purpose of this course is to explain the problems caused by Traditional Management theory, methods, and techniques, and to provide an alternative theory of management, called Professional Management, or Deming-based Process Improvement Management, to overcome these problems.

Audiences for the Course

There are three audiences for this course. The **first** audience is companies wanting a university approved Deming-based Process Improvement training program for free. This ensures that everyone in the company receives the same training program; it minimizes variation in the material being learned. If certification is desired there is a small corporate fee based on the number of employees. The **second** audience is universities without faculty with expertise in Deming-based Process Improvement management who want to offer course work in the process improvement area. If certification is desired there is a small university fee depending on the number of students. The **third** audience is individuals who want to learn about Deming-based Process Improvement for their own reasons. If certification is desired there is a small fee.

Recommended Background

None, but desire to learn and have fun!

Instructor

Howard Gitlow is a Six Sigma Master Black Belt, and a Professor of Management Science, at the University of Miami in Coral Gables, Florida. He received his Ph.D. in Statistics (1974), M.B.A. (1972), and B.S. in Statistics (1969) from New York University. He has consulted on quality, statistical studies, and related matters with many organizations, including several Fortune 500 companies. Dr. Gitlow has authored or co-authored 16 books and over 60 academic articles. He is passionate about Deming's theory of Management, Japanese Total Quality Control, Six Sigma, and Lean Thinking. His hobbies are hanging out with friends, movies, travel, reading, music, and continually updating this MOOC.

Topics

01 - Overview of Traditional versus Professional Management

- Lecture 01 - Traditional Management v. Professional Management
 - Lecture 01.1 – Traditional Management v. Professional Management (34:36)
 - Lecture 01.2 – Burnout Self-Test (8:58)
 - Lecture 01.3 – Traditional Management 8:36)
 - Lecture 01.4 – Management by Objectives (MBO) (12:47)
 - Lecture 01.5 – Performance Appraisal Systems (PAS) (13:51)
 - Lecture 01.6 - Rank and Yank (5:39)
 - Lecture 01.7 – Professional Management (25:51)
- Lecture 02 - Macro Model of Professional Management (Dashboards)
 - Lecture 02.1 – Macro Model [Dashboard] – Introduction (40:50)
 - Lecture 02.2 – Structure of a Dashboard (21:59)
 - Lecture 02.3 – Key Objectives (3:09)
 - Lecture 02.4 – Key Indicators (Metrics) (2:47)
 - Lecture 02.5 – Attribute Key Indicators (2:50)
 - Lecture 02.6 – Measurement Key Indicators (2:03)
 - Lecture 02.7 – Binary Indicators (1:03)
 - Lecture 02.8 – List Indicators (1:20)
 - Lecture 02.9 – Gantt chart Indicators (3:53)
 - Lecture 02.10 – Flag Diagrams (6:52)
 - Lecture 02.11 – Tasks and Projects (1:56)
 - Lecture 02.12 – Models for Managing Projects (8:03)
- Lecture 03 - Micro Model of Professional Management (Projects)
 - Lecture 03.1 – Micro Model for Professional Management (12:44)
 - Lecture 03.2 – Micro Model - Housekeeping SDSA (7:16)
 - Lecture 03.3 – Micro Model – Housekeeping 5Ss (15:52)
 - Lecture 03.4 – Micro Model - PDSA (6:23)
 - Lecture 03.5 – Micro Model - Change Concepts (15:14)
 - Lecture 03.6 – Micro Model - 70 Ideas (30:07)
 - Lecture 03.7 – Micro Model - Views of Quality (8:46)
 - Lecture 03.8 – Micro Model - Answers to Views of Quality (1:24)
- Lecture 04 - Management Model of Professional Management (Deming's Theory of Management)
 - Lecture 04.1 – The Management Model of Professional Management (11:17)
 - Lecture 04.2 – Dr. W. Edwards Deming (32:10)
 - Lecture 04.3 – Paradigms of Dr. Deming's Theory of Management (Optimize the Whole System; Not Just Your Component of the System) (9:24)
 - Lecture 04.4 – Paradigms of Dr. Deming's Theory of Management (Improve the Process to Get Results; Don't Just Demand Results) (4:31)
 - Lecture 04.5 – Paradigms of Dr. Deming's Theory of Management (Balance Intrinsic and Extrinsic Motivators; Don't Only Use Extrinsic Motivators) (11:51)

- Lecture 04.6 – Paradigms of Dr. Deming’s Theory of Management (Cooperate; Don’t Compete if the Aim of the System is Not to Win) (15:55)
- Lecture 04.7 – Components of Dr. Deming’s Theory of Management (Theory of Systems) (19:40)
- Lecture 04.8 – Components of Dr. Deming’s Theory of Management (Theory of Variation) (9:43)
- Lecture 04.9 – Components of Dr. Deming’s Theory of Management (Theory of Knowledge) (19:54)
- Lecture 04.10 – Components of Dr. Deming’s Theory of Management (Theory of Psychology) (26:32)
- Lecture 04.11 – Components of Dr. Deming’s Theory of Management (Instructor’s Answer) (1:52)
- Lecture 04.12 – Introduction to Dr. Deming’s 14 Points for Management (1:52)
- Lecture 04.13 – Deming’s 1st Point (5:29)
- Lecture 04.14 – Deming’s 2nd Point (4:59)
- Lecture 04.15 – Deming’s 3rd Point (15:42)
- Lecture 04.16 – Deming’s 4th Point (12:16)
- Lecture 04.17 – Deming’s 5th Point (22:20)
- Lecture 04.18 – Deming’s 6th Point (8:14)
- Lecture 04.19 – Deming’s 7th Point (11:03)
- Lecture 04.20 – Deming’s 8th Point (13:16)
- Lecture 04.21 – Deming’s 9th Point (12:10)
- Lecture 04.22 – Deming’s 10th Point (4:00)
- Lecture 04.23 – Deming’s 11th Point (19:24)
- Lecture 04.24 – Deming’s 12th Point (8:30)
- Lecture 04.25 – Deming’s 13th Point (8:56)
- Lecture 04.26 – Deming’s 14th Point (6:35)
- Lecture 04.27 – Quality in Service, Education, and Government (3:23)

Course Format

This is a lecture-based course with questions for self-examination (and instructor solutions). The course consists of lecture videos of varying length. You learn at your own pace. My advice is to stop the video when you come across a question for self-examination. Spend some time answering the question(s) before you continue in the course. Compare your answers to the instructor’s answers and determine if you have adequately comprehended and internalized the course material. If you have not learned the material, rewind the tape and watch the seminar again. If you still do not understand the material, please read the reference materials related to the material; then, try again.

References

Gitlow, H., Oppenheim, R., Oppenheim, A., and Levine, D., (2017) Quality Management, 4th edition, Hercher Publishing, (Naperville, Il.) Chapters of the text are included **for free**. (They are not to be redistributed which will be considered a violation of copyright.)

Frequently Asked Questions

What resources will I need for this class?

Your brain and desire.

Is there a textbook for the class?

Gitlow, H., Oppenheim, R., Oppenheim, A., and Levine, D., (2017) Quality Management, 4th edition, Hercher Publishing, (Naperville, Il.) The textbook is **free** and access is included within the course lectures and notes.

When does the course begin?

This class is self-paced. You can begin whenever you like and then follow your own pace. It is a good idea to set goals for yourself to make sure you stick with the course.

How long will the course be available?

This class will be available 24/7/365.

How do I know if this course is for me?

If you are unhappy with the style of management you use, or are managed by, and would like an alternative management style, then this course is for you.

How much does the online course cost?

The course is free, but if you would like to purchase a digital badge the cost for that will be \$60.

What are the rules on collaboration?

Students work independently.

When will the videos disappear?

The course material will not disappear. You will have full access to the course material for as long as needed in order to ensure your successful completion of the course.

Will there be any examinations in this class? The examination questions are optional, but if you want to be certified as a Deming-based Process Improvement Champion, the fee is \$99.00.