

LEADING ORGANIZATIONS
CONTINUOUS QUALITY IMPROVEMENT
SYLLABUS

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Written & Delivered By:



PEREGRINE

— GLOBAL SERVICES —

ACADEMICS • LEADERSHIP • PUBLICATIONS

LEADING ORGANIZATIONS

CONTINUOUS QUALITY IMPROVEMENT

OVERVIEW

Continuous improvement is the ongoing improvement of products, services, or processes through incremental and breakthrough improvements. Some scholars make a distinction between continuous improvement and continual improvement. Continual improvement refers to general processes of improvement and encompassing discontinuous or non-linear improvements—that is, many different approaches, covering different areas.

Continuous improvement is a subset of continual improvement, with a specific focus on linear, incremental improvement within an existing process. When this distinction is made, continuous improvement is closely associated with statistical quality control. For our discussion, we can use the terms interchangeably. An alternative definition of continuous improvement is the identification of opportunities for streamlining the work process. This module introduces you to the various methods of achieving continuous quality improvement.

Quality is one of the four pillars of competitive advantage (the other three being efficiency, innovation, and customer responsiveness). Quality has a two-fold advantage. First, quality reduces wastage and re-work. As a result, quality reduces costs. Contrary to popular perception, the higher the level of quality, the lower the level of per-unit cost. Second, a customer-held perception of superior quality allows the firm to charge a premium (higher prices) for its products or services. The higher price results in higher profits. Thus, quality is the only pillar of competitive advantage facilitating the simultaneous pursuit of cost leadership and differentiation.

This module is designed for managers and junior executives seeking to make the transition to organizational leader at the director, chief, vice president, or president levels. The module is based on our book, *Leading Organizations: Innovating for Performance Excellence* published in 2019. This book is used in conjunction with our Executive Education Program for new or emerging CEOs.

The module would also qualify for Continuing Education Units (CEU) for professional certifications with most any profession.

LEARNING OUTCOMES

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand the basic concepts of Quality Management and Continuous Improvement.
2. Use different approaches to achieve process improvement.
3. Know how to use the basic tools of quality.
4. Manage the responsibilities of continuous improvement teams.
5. Develop a problem-solving approach applicable in a variety of situations.
6. Understand the current approaches to quality, such as Six Sigma and Lean.

CURRICULUM

<u>Section</u>	<u>Topics</u>
Module Introduction	<ul style="list-style-type: none"> • Module Purpose • Module Overview
Quality and Continuous Improvement	<ul style="list-style-type: none"> • Introduction • What is the difference between quality assurance and quality improvement? Video • Understanding Quality Management & Continuous Improvement • Continuous Improvement Methodology • Continuous Improvement Teams • Quality and Performance in Management Video • Basic Tools of Quality • Summary
Problem-Solving	<ul style="list-style-type: none"> • Introduction • Doing Problem-Solving • Return on Investment • After Action Reviews • Six Sigma, Lean Six Sigma, and POKA-YOKE • What is Lean Six Sigma? Video • A Contrarian View • Summary
Module Summary, Reflective Questions, Case Studies, and Final Quiz	<ul style="list-style-type: none"> • Summary • Reflective Questions • Case Studies • Final Quiz

RESOURCES

Oedekoven O. O., K. B. Venkateshiah, D. J. Gilbert, & D. K. Robbins (2019). Leading Organizations: Innovating for Performance Excellence. Gillette, Wyoming: Peregrine Pathways.

ASSESSMENT

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

The learner must complete each module, case study questions, and reflection questions to be awarded a completion certificate for the program.

HOURS AND ARTICULATION

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<u>Section</u>	<u>Hours</u>
Module Introduction	0.5
Quality and Continuous Improvement	2.5
Problem-Solving	2
Module Summary, Reflective Questions, Case Studies, and Final Quiz	1
Total Hours	6