RISE 5016 Management of Change, Innovation, and Performance in Organizational Systems

(Organizational Performance Measurement Systems)
Course Syllabus for Spring Semester 2012
Mondays 4:00-6:45 p.m.

INSTRUCTORS

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Office Hours: By appointment

REQUIRED TEXTS

1. ISE 5016 Coursepack. Additional readings to supplement the course texts. The Coursepack will be available at the University Bookstore and Tech Bookstore.

RECOMMENDED TEXTS


4. Visual & Statistical Thinking : Displays of Evidence for Decision Making, by Edward R. Tufte, ISBN #0961392134 (This used to be a required text for this course but it is no longer in print.)

COURSE OBJECTIVES

This course is the second in a sequence of courses. ISE 5015, taught in the fall semester, focuses on assessing organizations, designing organizational transformation efforts, and implementing change. It is recommended that students have taken ISE 5015. In so far as ISE 5015 has not been offered, essential material from ISE 5015 is reviewed. And students are encouraged to do additional reading as needed regarding ISE 5015 material.

ISE 5016 investigates performance measurement systems. The focus is on developing a solid understanding of the theoretical framework as well as applications and tools for measuring and evaluating enterprise performance. The course responds to current challenges organizations face to compete successfully in today's environment. The course develops a blend of theory and application. Upon successful completion of the course, each student should be able to:

• Understand and define the most significant problems with performance measurement systems in organizations today.
• Define performance from a multi-dimensional perspective, using several frameworks.
• Understand the role of performance measurement in the context of organizational improvement.
• Assess and analyze an existing measurement system.
• Understand how to apply structured approaches to design a performance measurement system for an organization.
• Research and analyze the scholarly and practitioner literature for a focused topic within the area of measurement.
• Define and justify relevant research questions for a focused topic within the area of measurement.
• Understand applications of measurement in different types of organizations.

INSTRUCTOR EXPECTATIONS

The instructor's role is to facilitate the learning process. The student's role is:

• To come prepared for class, having read assigned material before class (if this expectation is not being met, unannounced quizzes will be used as part of the class participation grade).
• To participate in class discussions and contribute individual experiences relevant to the topic.
• To take individual responsibility for completing assignments on time and to make arrangements with the instructor ahead of time if this is not possible; late work will not be accepted without prior notification.
• To accept individual accountability for performing work and putting forth an appropriate and equitable level of effort for group assignments (peer evaluation will be used to assess level of effort contribution to the group project and may be used to adjust individual grades on the group project assignment).
• Complete assignments in a professional manner; students needing improved writing skills are encouraged and expected to use the Writing Center before turning in written assignments.
TO work with professional integrity and honor. **All aspects of work in this class are covered by the Virginia Tech Graduate Honor System** - this encompasses written work, particularly the research paper and the issue of plagiarism.

**ASSIGNMENTS**

Assignments provide the instructor with feedback on how well students are integrating the course material into their existing knowledge base. Graded assignments provide the students with indications of areas where they are meeting course objectives and areas where they need improvement. An overall course grade will be determined at the end of the semester based on the following assignments (individual and group) and weighting scheme.

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<thead>
<tr>
<th>Assignment</th>
<th>Method</th>
<th>Weight</th>
<th>Points</th>
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<tbody>
<tr>
<td>1. Research Paper</td>
<td>Individual</td>
<td>30%</td>
<td>150</td>
</tr>
<tr>
<td>2. Project</td>
<td>Group</td>
<td>40%</td>
<td>200</td>
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<tr>
<td>3. Final Exam</td>
<td>Individual</td>
<td>20%</td>
<td>100</td>
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<tr>
<td>4. Participation</td>
<td>Individual</td>
<td>10%</td>
<td>50</td>
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The research paper, project, and final exam are described in detail in the "Assignments" folder on the CourseInfo website. Due dates for assignments are shown on the Class Schedule, in the Course Documents folder. Any revisions to assignment content or due date will be posted to the course website and will be announced in class.

Participation (objective) consists in a weekly paper review consisting of a reader and a discussant. Participation (subjective) consists in contributions to the classroom experience, e.g., asking questions during the paper discussion, engaging or challenging the instructor during lecture, and/or helpful, creative suggestions for improving the class experience.

**CLASS TOPICS**

The detailed class schedule, in the Course Documents folder, will show which topics will be covered each class day, along with the assigned readings and assignment due dates. Class handouts corresponding to these topics will be posted in the Course Documents folder. Handouts will be typically posted the day of class before 12 noon. Students should download the handout before noon or make arrangements with fellow classmates to have a copy printed for them. If handouts are posted later than this time, copies will be distributed in class.

1. Course Introduction and Overview
2. Review Key Models and Concepts in Organizational Analysis and Improvement
3. Current Issues and Problems in Performance Measurement
4. Defining Performance Using Multiple Frameworks
5. Measurement System Design: Principles and Process
6. Assessing Measurement Systems
7. Performance Measurement Scorecard Software
8. Tools for Managing Individual Performance
9. Survey Measurement
   • Survey as a Data Collection Tool
   • Assessing Reliability and Validity
   • Analysis Tools for Survey Data
10. Customer Satisfaction Measurement
11. Measuring Service Quality
12. Employee Satisfaction Measurement
13. Variation and Performance Measurement
14. Portrayal Design: Visual and Statistical Thinking
15. Organizational-Level Measurement Tools