

1606401: Managing Excellence Syllabus

University of Jordan	
Faculty of Business	
Department	Public Administration
Programme	BA, Public Administration
Course	1606401: Managing Excellence
Teaching Staff	Khalaf al Hadid, Ph.D.
Office Location	Bldg. 3
Phone	535 5000 x 24217
E-mail	kh.hadid@ju.edu.jo
Office Hours	Sun/Tu/Thurs 12:00-1:00 Mon/Wed 1:00-2:00
Term	Second semester 2018/2019
Prerequisite	N/A
Module Description	This course is designed to increase the students' understanding of basic and fundamental concepts of management excellence. It aims to increase student awareness of the theoretical and practical aspects of modern centers of excellence and the culture of excellence. Specifically, the main aim of the course is to enrich the students' perspectives about the foundations of excellence using strategic thinking, culture awareness and culture building, leadership roles in creating excellence, and the necessary skills to achieve excellence.
Aims	<ul style="list-style-type: none"> • To acquaint students with basic and fundamental concepts and approaches of managing excellence • To develop critical thinking and analytical skills in students that will enable them to analyze and understand the differences between temporary crisis in management and excellence managed organizations • Familiarize students with discrepancies between performance and potential • Familiarize students with His Majesty King Abdullah II's vision for public sector reform: reforming organizations must learn to embrace a culture of excellence in their governing functions, which indicates that governing institutions should be citizen-centered, results-focused, and transparent, attributes that serve as the basis for the King Abdullah II Award for government performance • Familiarize students with the fundamental concepts of current international best practices in managing excellence, such as in New Zealand and OECD countries
1. Knowledge and Understanding	
	Students should have knowledge of: <ul style="list-style-type: none"> • The main conceptual and analytic tools for understanding various theories and approaches of the various concepts of managing excellence mentioned above.
2. Analytical and Thinking Skills	
	The course will: <ul style="list-style-type: none"> • Increase the student's ability to think analytically, systematically, and critically about the current crisis of management and how to achieve centers of excellence.
Teaching and Learning Methods	

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	<p>This course will follow a lecture format three hours per week, wherein the students will have the opportunity to discuss, analyze, and brainstorm about the various theories and concepts of managing excellence. I believe that students learn best when they understand the underlying theoretical principles and how these principles can be translated into real world implementation. This approach requires active participation in each class session. Therefore, it is expected that each student will read the required reading before the class begins. The student's participation in and contribution to class discussion will affect his/her grade. Each student is expected to be in class <u>before</u> the class starts; and bring with him/her the required text book, note book, and other needed materials. This will reflect the student's seriousness and commitment to this course. If a student MUST miss a class for a certain reason, he/she must present to me the formal form duly signed by the dean.</p>										
Assessment Methods											
	<p>The student's final grade will be based on the total number of points earned out of a maximum of 100 points for the course. The 100 points are distributed as follows:</p> <table style="margin-left: 40px;"> <tr> <td>Participation</td> <td style="text-align: right;">5 points</td> </tr> <tr> <td>First Midterm exam</td> <td style="text-align: right;">30 points</td> </tr> <tr> <td>Second Midterm exam</td> <td style="text-align: right;">15 points</td> </tr> <tr> <td>Final exam</td> <td style="text-align: right;"><u>50 points</u></td> </tr> <tr> <td></td> <td style="text-align: right;">100 points</td> </tr> </table>	Participation	5 points	First Midterm exam	30 points	Second Midterm exam	15 points	Final exam	<u>50 points</u>		100 points
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Final exam	<u>50 points</u>										
	100 points										
Academic Honesty											
	<p>All the assignments and work submitted by the student must be his or her own work. All actions of academic dishonesty, including cheating, plagiarism, having class notes or materials in purses, pockets, backpacks, etc. during exams, using mobile phones during exams, or helping other students in such actions will be dealt with strictly according to university regulations.</p>										
Main Textbook(s) and Additional Readings											
	<ol style="list-style-type: none"> 1. Peters, Tom, and Robert H. Waterman, Jr. 2004. <u>In Search of Excellence: Lessons from America's Best-Run Companies</u>. London: Profile Books. 2. Packet: <ol style="list-style-type: none"> a. Center Of Excellence Guidebook b. Beevers, Richard. "Customer Service Excellence in the Public Sector." 3. "Human Resources Now: Creating a Culture of Organizational Excellence." Online. http://www.human-resources-now.com/creating-a-culture-of-organizational-excellence.html 										

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Detailed Lecture Schedule

	Source	Topic	Hours
Sep 19		Orientation and discussion of the syllabus and course	1.5
	Peters & Waterman , Ch. 1	Successful American Companies <ul style="list-style-type: none"> - Introduction - Criteria For Success - McKinsey, 7-S Framework - The eight attributes of excellent, innovative companies 	3
	Peters & Waterman , Ch. 5	A Bias For Action <ul style="list-style-type: none"> - Introduction - Organizational fluidity: Management by walking about (MBWA) - Chunking - The ad-hoc task force - Experimenting organizations - Speed and numbers - Cheap learning: Invisibility and leaky systems - The experimenting context - Simplifying systems - The action orientation 	6
	Peters & Waterman , Ch. 6	Close to The Customer <ul style="list-style-type: none"> - Service obsession - Quality obsession - Nichemanship - Niche strategies - How cost-oriented are they? - Listening to the users 	3
	Peters & Waterman , Ch. 7	Autonomy and Entrepreneurship <ul style="list-style-type: none"> - Introduction - The champion - Championing systems - Pushing innovation forward - Product champion - Executive champion - The Godfather - Support for champions - Internal competition - Intense communication - Tolerating failure 	4.5
		First Midterm Exam	1.5

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CENTER OF EXCELLENCE PROGRAMS: HM KING ABDULLAH II AWARD

Center of Excellence Guidebook	<p>Section I: Understanding The Center of Excellence Program</p> <ul style="list-style-type: none"> - The foundations of centers of excellence - Culture of excellence - Pillars of government organizations’ best practices - Criteria of centers of excellence - Frameworks for excellence 	4.5
Center of Excellence Guidebook	<p>Strategic Planning</p> <ul style="list-style-type: none"> - National goals - Vision statement - How to create a vision statement - Mission statement - How to create a mission statement - Values - Values of modern government - S.W.O. T. analysis - What is S.W.O.T analysis? - How to develop institutional objectives - Action Plan: SMART Goals - Monitoring and evaluation 	4.5
Peters & Waterman , Ch. 9 and “Human Resources Now”	<p>Hands-On, Value-Driven</p> <ul style="list-style-type: none"> - Introduction - Basic values of excellence <p>Creating a Culture of Organizational Excellence</p> <ul style="list-style-type: none"> - Understanding the concept of organizational culture - Creating strong mission, vision, and values statements - Hiring exceptional employees - Communicating expectations clearly - Immersing the expectations of organizational excellence 	4.5
	Second Midterm Exam	0.30
Center of Excellence Guidebook	<p>Section II: International Best Practices</p> <ul style="list-style-type: none"> - Best practices in international public sector reform - The fundamental elements of best practices - Management best practices in the age of information - Cultural of excellence: shared values adopted throughout - Pillars of best practices <ul style="list-style-type: none"> - Citizen-centered government - Results-focused government - Transparent government - Criteria of excellence <ul style="list-style-type: none"> - Leadership - Human resources - Knowledge management - Processes 	4.5

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		- Outcomes	
	Center of Excellence Guidebook	Section IV: Center Of Excellence Assessment - Assessment of leadership criteria - Assessment of human resources criteria - Assessment of knowledge management criteria - Assessment of processes criteria - Assessment of outcome criteria	3