

**Central Connecticut State University**  
**School of Technology**  
Manufacturing and Construction Management Department  
1615 Stanley Street  
New Britain, Connecticut 06050

**IT 572 - Innovative Leadership**  
**Spring 2006**

Course Hours: **Tuesday, 5:00 – 7:40 pm**  
Room: **NC155**

Instructor: Dr. Bob Emiliani  
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E-mail: emilianibob@ccsu.edu  
Information on Class Cancellation: 832.3333

Office: Copernicus Hall, Room No. 21202  
Office Hours: Mon/Tues/Thurs, 2:00-4:00 pm

**Textbook:**

Toyota Production System, T. Ohno, Productivity Press, 1988. ISBN 0-915299-14-3  
Better Thinking, Better Results, B. Emiliani *et al.*, The CLBM, 2003. ISBN 0-9722591-0-4  
Various journal articles and current business stories from national and international periodicals.  
> You'll need a 2.5 inch binder <

**Course Prerequisite(s):** MGT 295, IT 362, or IT 502; recommend MFG 496

**Course Description:**

Examines leadership from a scientific, rather than arts perspective. Utilizes innovative concepts and methods derived from industrial management. Compares results- and processes-focused leadership routines, including impact on leadership credibility, organizational capability building, and company performance.

**Course Objectives:**

This course is designed to make the abstract nature of leadership tangible. It will enable students to develop an advanced understanding of leadership behaviors and how they are actualized in technologically-oriented organizations. Students will learn the difference between conventional (B&Q) and new Lean leadership practice, how to differentiate between behaviors that create value and those that are waste and, and how to integrate and improve the entire enterprise rather than locally optimize functional performance. Students will also learn how to improve both personal productivity and organizational performance using one system of management principles and practices. A desired outcome is for students to be able to *quickly* distinguish between REAL leaders and FAKE leaders, and for students to apply what they learn in this course in the workplace.

### Course Requirements:

The course will be conducted using an interactive lecture-discussion format.

- \* Students are expected to come to class prepared, having completed all assignments, and make a significant contribution to the discussion and content of the course.

The class sessions will include a review of the selected topic and discussion of various book chapters, journal articles, and current stories from national and international periodicals.

### Weekly Assignments:

Students will complete the individual written assignment specified:

- Mini assignment. Submit at start of class.
- Regular assignment. Submit as a plain e-mail note or MS Word file (table format), 1-2 pages to emilianibob@ccsu.edu the day before class – **before 6 pm**.

Consolidate multi-part assignments into a single .doc file. Put your name at the top of the page. Do not add a cover page. You will receive a blank e-mail reply confirming that I received your assignment.

### Grading:

Requirement	Grading
Mini Assignment	4 @ 0, 1, or 2 pts each = up to 8 points
Regular Assignment	11 x 8.36 pts each = 92 points

Assignments will be graded on the basis of three criteria (equal weights): did you answer the question, was it in sufficient detail, and was it clear to the reader.

Since we will discuss each homework assignment the following week, **there are no make-ups**.

- \* Attendance and in-class participation are often deciding factors in determining the final grade you receive. Poor attendance will negatively impact your grade.
- \* You should attend every class and participate in class to: a) learn as much as possible, and b) achieve a grade that you will be satisfied with.
- \* Please arrive on time.

### General Student Responsibilities:

1. See requirements as stated in the Student Handbook.
2. Students should be familiar with CCSU Graduate Policy on Academic Misconduct (Graduate School Handbook pp. 33-38 )
3. Students who must be absent should make arrangements with the instructor before the scheduled event or notify the instructor at the earliest possible.
4. Be prepared to access your CCSU e-mail account, or set up e-mail forwarding.

# IT 572 – Innovative Leadership

Spring 2006

Class	Topic	Required Reading	Assignment	Due Date
1 24 Jan	- Course Overview - Root Cause Analysis - Introduction to Lean Management System, Part 1	Ohno, Ch. 1,2 Caux	Regular	1.30
2 31 Jan	- Introduction to Lean Management System, Part 2	Ohno, Ch. 3	Regular	2.6
3 7 Feb	- Common Misconceptions - Toyota Video	Ohno, Ch. 4	Regular	2.13
4 14 Feb	- The Flaws in Executive Decision Making	Ohno, Ch. 5,6 Okuda <i>et al.</i>	Mini	2.21
5 21 Feb	- Lean Behaviors	Emiliani – LB	Regular	2.27
6 28 Feb	- Continuous Personal Improvement	Emiliani – CPI	Regular	3.6
7 7 Mar	- What is Kaizen?	Warnaco Story	Regular	3.13
8 14 Mar	- Review Warnaco Story - Organizing for Lean Management	Sunbeam Story	Regular	3.27
<b>21 March</b>	<b>NO CLASS – SPRING BREAK</b>			
9 28 Mar	- Review Sunbeam Story - Dunlap and Malden Videos	Emiliani – CCOB Emiliani <i>et al.</i> – F/P/I	Regular	4.3
10 4 Apr	- How Lean Leaders Think About Money - SAS Video	Emiliani – LBBC Emiliani <i>et al.</i> – 1/2/3	Regular	4.10
11 11 Apr	- Relationship Between Value Stream Maps and Leadership Competencies	Emiliani <i>et al.</i> – 4/5/6	Mini	4.18
12 18 Apr	- Policy Deployment	Emiliani <i>et al.</i> – 7/8/9	Mini	4.25
13 25 Apr	- Byrne Video - Methods Managers Use to Avoid Lean	Emiliani <i>et al.</i> – 10/11/P/A	Mini	5.2
14 2 May	- Implementing What You’ve Learned	Swank – Lean Svc.	Regular	4.8
15 9 May	- Lean Service Machine - Real Leaders vs. Fake Leaders	Spear – LTL@T	Regular	5.15
16 16 May	- Learning to Lead at Toyota - Summary, Visual Control	-	-	-