



המכללה האקדמית תל אביב יפו

Value Creation

Instructor

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1. Objectives:

Providing students with a state-of-the-art toolkit for the diagnosis of organizational strengths and weaknesses, and the creative generation of options in the value creation ARENA. The course provides state-of-the-art tools for forecasting, focused objective setting and action deployment. Issues covered include the Pareto principle, innovation funnel management, Kaizen, Six Sigma, performance measurement, gap analysis and quality assurance. The course addresses all organizational functions.

2. Method:

The course is based on a wide array of case studies and discussions. Assignments are based on real organizations familiar to the student.

3. Student responsibility:

Students must participate in class, submit homework assignments participate in the midterm exam and submit the final project.

Participation in all classes is a compulsory requirement for passing the course.

4. Grading:

The final grade will be composed as follows:

Two team homework assignments: 15% each

Final exam: 70%

Assignments and project are submitted in groups of up to 2 students.

5. Homework assignments:

All assignments must be submitted by groups of 4 students on time to:

Avivavalue@gmail.com subject: Value Creation in PowerPoint format.

6. Reading Material:

Reading material is required and essential for homework assignments and case studies. Relevant readings should be read prior to class.

7. Topics discussed:

Meeting	Topic	Assigned reading
1.	Value Creation: triple bottom line, ARENA reconnaissance.	Arena - Human Systems Management
2.	Supply Chain creativity.	
3.	Focusing methodologies: Pareto & EV	FAST
4.	Change and Death in the Arena: Megatrends and vision.	
5.	Opportunity generation and investment management.	
6.	Market sizing and forecasting	
7.	Risk management for value creation.	Achilles heel
8.	Core assessment: Event-Factor-Review, Root-Cause-Analysis, Scorecard.	Focused SWOT- diagnosing critical strengths and weaknesses
9.	P4A	The Goal
10.	Performance measures: Define, Challenge, Manage	
11.	6 Sigma	
12.	TOC	

Please note: the topics covered and their order may change according to the course dynamics.

8. Reading:

1. Compulsory: Goldratt E. M. and J. Cox, The Goal: A Process of Ongoing Improvement, North River Press, Great Barrington, MA, revised edition, 2014.

Optional:

2. Adner R. and R. Kapoor, Right Tech, Wrong Time, **Harvard Business Review**, November, 2016 pp. 61-67
3. Coman, A., "ARENA mapping: An effective strategy focusing tool", Human Systems Management, 27(4), pp. 305-312, 2008.

4. Coman, A. and Ronen, B. Focused SWOT: diagnosing critical strengths and weaknesses, *International Journal of Production Research*, 47: 20, 5677 — 5689, 2009
5. Goldratt E. M. and J. Cox, *The Goal: A Process of Ongoing Improvement*, North River Press, Great Barrington, MA, revised edition, 2014.
6. Cox J. III and J. Schleier, *Theory of Constraints Handbook*, McGraw Hill, 2010.
7. Ronen B. and S. Pass, *Focused Operations Management: Achieving More With Existing Resources*, John Wiley and Sons, Inc., Hoboken NJ, 2008
8. Kollenscher E., B. Ronen and A. Coman, "Achilles' heel strategy: identifying and leveraging a competitor's weakest point", *International Journal of Production Research*, Volume 52, Issue 3, 2014
9. Adner R. and R. Kapoor, Right Tech, Wrong Time, *Harvard Business Review*, November, 2016 pp. 61-67
10. PMBOK guide: www.unipi.gr/akad_tmhm/biom_dioik_tech/files/pmbok.pdf
11. E. M. Goldratt, *Critical Chain*, North River Press, 2002
12. Coman, A., and Ronen, B., Icarus' predicament: Managing the pathologies of overspecification and overdesign, *International Journal of Project Management*, 28(3), 237-244, April 2010.
13. Coman, A., "IPVM: IT support of concurrent product development teams", *International Journal of Technology Management*, Vol.20, Nos. 3/4, pp. 388-404, 2000