



Certificate in Strategy and Performance Management

Results-based leadership is essential for successful organizations today. Assessing progress helps a leader to take the pulse of an organization at any moment, then adapt as needed to achieve real outcomes. Making strategy operational involves more than articulating goals. Leaders must identify measurable targets then continually revisit both appropriateness and status of these benchmarks. The Certificate in Strategy Performance Management provides practical tools to get a handle on where an organization is going and how well it's getting there. Participants examine elements, approaches, and models for successful management at the strategic level. Additionally, coursework will prepare students to communicate outcomes to various stakeholders.

Benefits

Managers, human resource professionals, and management consultants who know how to develop and execute organizational strategy are valuable to their organizations by helping them to consistently outperform peers. As a result of the Georgetown program, students will have a framework for setting goals, developing measures and targets, reporting results, and using the feedback to make organizational improvements. Through hands-on coursework, students will hone presentation skills to effectively report findings and recommendations across levels within their organizations. Courses are scheduled so that participants may complete the certificate in 6 weeks.

Program Core Competencies

Program Completers will be able to:

1. Formulate an effective organizational strategy and express it in the form of a strategy map.
2. Provide a framework for implementing an organizational strategy in the form of a complete balanced scorecard at any level of the organization.
3. Use a variety of well accepted and innovative measurement techniques and approaches for outcomes, customer/client value propositions, processes, and organizational learning and growth factors.
4. Use effective presentation and reporting techniques to report organizational results.
5. Recognize valid techniques for measuring psychological and interpersonal factors in organizations.

Faculty

John Corso, Ph.D., Academic Advisor Gary Steinberg

Registration

CCPE.GEORGETOWN.EDU

Please visit us online for course descriptions, faculty bios, and registration.

You may choose to register for all courses at once or register for a single course.

202.687.7000

You may call to speak with a program advisor or email ccpestrategy@georgetown.edu.

Fast Track

The Certificate in Strategy and Performance Management may be earned in 6 weeks.

Location & Times

Courses take place at the Georgetown University Clarendon Campus
3101 Wilson Blvd, Ste 200,
Arlington, VA 22201

Across from the Clarendon Metro station on the Orange Line.

Courses meet Mondays, Tuesdays, Thursdays, and Fridays from 5:45pm – 9:15pm, and on Saturdays from 8:30am – 12:30pm.

Tuition

Total certificate tuition	\$4,000 Plus the cost of textbooks (roughly \$100)
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Contact the CCPE office for group registration rates.

Required

Elements of Organizational Performance	(18hrs)	January 30, 31 & February 2, 3, 4
Strategic Alignment: The Balanced Scorecard Method	(18hrs)	February 6, 7, 9, 10, 11
Performance Measurement and Evaluation	(18hrs)	February 13, 14, 16, 17, 18
Communicating Organizational Results	(18hrs)	February 27, 28 & March 1, 2, 3
Measuring Human and Intellectual Capital Development	(18hrs)	March 5, 6, 8, 9, 10

Elements of Organizational Performance

In this opening course, we take the highest level view of performance, the strategic management perspective. Strategic management establishes a direction (mission) and a vision for where the organization is going. The Balanced Scorecard is introduced as the framework for communicating mission and vision to make them operational.

Strategic Alignment: The Balanced Scorecard Method

Having established high-level direction, the question is: how do we implement that overall strategy? By getting all elements of the organization, especially the people, “on board” with what we are trying to accomplish. We call this process “alignment.” The Balanced Scorecard is examined at a more in-depth level to show how alignment is achieved.

Performance Measurement and Evaluation

In this third course, we consider the means by which we accomplish the quality outputs and outcomes that lead to successful accomplishment of the strategy. Tools from the Lean (Toyota Production System) and Six Sigma frameworks for process improvement, as well as other best measurement and evaluation techniques, are examined.

Communicating Organizational Results

In this fourth course, we examine the means by which we inform stakeholders and interested parties of the results we have achieved in order to promote their continued buy-in into our enterprise. Practical presentation and reporting techniques are learned and exercised by participants.

Measuring Human and Intellectual Capital Development

The foundation of everything we do in organizations is its people. The essence of performance—its very lifeblood—is the performance of individuals and teams which comprise that organization. In this final course, we look at the challenging, often overlooked, yet imperative measurement approaches which tell us: are our people qualified, learning, growing, and performing?

Prerequisites

A bachelor’s degree. A TOEFL examination for non-native speakers of English is not required but students are expected to read, write and comprehend English at the graduate level to fully participate in and gain from the program.

Certificate Requirements

To earn the Certificate in Strategy and Performance Management students must complete the five required courses totaling 90 contact hours. Students have two years to complete the certificate requirements. Upon completion of the program students receive a Certificate in Strategy and Performance Management from Georgetown University.

Continuing Education Units (CEUs)

A minimum of 9 CEUs or 90 contact hours must be earned to obtain the Certificate in Strategy and Performance Management.

Required Textbooks

- *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*
- *Alignment: Using the Balanced Scorecard to Create Corporate Synergies*
- *The Execution Premium: Linking Strategy to Operations for Competitive Advantage*
- *The Lean Six Sigma Pocket Toolbook: A Quick Reference Guide to Nearly 100 Tools for Improving Process Quality, Speed, and Complexity*