

**ANDREWS UNIVERSITY
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT, MARKETING & INFORMATION SYSTEMS**

COURSE OUTLINE

| | |
|--------------------------|---|
| COURSE TITLE: | BSAD615 Management of Quality |
| SEMESTER CREDITS: | Three |
| CLASS SCHEDULE: | Summer Semester (July 17 – August 2, 2006) 8:30 a.m. - 12:00 p.m., MTWRF, CSH108 |
| INSTRUCTOR: | Ben A. Maguad, MA Econ, MBA, PhD <i>Associate Professor of Management</i> |
| | Office: <i>Room 218B, Chan Shun Hall</i> |
| | Office Hours: <i>MTWRF, 12:00 – 1:00 p.m. and, by appointment</i> |
| | Phone: <i>471-3103</i> |
| | Email: <i>maguad@andrews.edu</i> |
| | Web: <i>d2l.andrews.edu (BSAD615)</i> |
| TEXTBOOK: | Foster, S.T. (2007). <i>Managing Quality: Integrating the Supply Chain</i> . 3 rd Ed. Upper Saddle River, New Jersey: Prentice-Hall, Inc. |

COURSE DESCRIPTION

Provides a strategic, structured approach to the design and development of quality management programs in manufacturing and services. Addresses the analytical and behavioral aspects of quality, the strategic importance of quality to organizational success, and the importance of customer orientation and human resource management in a total quality management program. This course will also help you to prepare for the Certified Quality Manager and the Certified Quality Improvement Associate examinations administered by the American Society for Quality.

Prerequisites: BSAD355 and STAT285.

COURSE OBJECTIVES

The objectives of the course are to:

1. Discuss the history, definition, and importance of quality in manufacturing and service organizations.
2. Survey the management philosophies that are guiding the quality revolution.
3. Discuss the fundamental principles of total quality and the infrastructure necessary to practice them.
4. Describe the role of customer focus as a basis for the total quality organization's leadership and strategic planning activities.
5. Investigate the role of human resources in achieving total quality, including the design of high-performance work systems and effective management of human resources.
6. Discuss the approaches for controlling and improving design, production, and other key processes by which work gets done and the tools required to support process management activities.

7. Use data and information to manage organizations and achieve business success through quality.
8. Learn how to build total quality organizations and sustain them over the long term.
9. Explain product and service quality assurance, and apply sound analytical techniques such as statistical analysis, statistical process control, metrology, and reliability.

COURSE PROCEDURES

1. **Attendance.** Class attendance is critical to fully understanding quality management concepts and applications. Therefore, sign-in sheets will be provided for each period to document this. If you miss a class period, you are responsible for finding out what you missed from a classmate. Please note that, per university policy, class absences must not exceed 10% of the total attendance requirements for graduate classes. Excessive absences may result in a failing grade.
2. **Class Participation** <individual – 5%>. Attendance alone is not sufficient to receive full credit in this category. Therefore, you must also come to class prepared to discuss the assigned topics and participate in the scheduled activities.

Classroom professionalism is to be maintained at all times. This means that when your professor is speaking or when your colleagues are presenting their work, the classroom should be silent, with the exception of invited questions. As in any academic environment, questions are welcome, but informal chatter or communication among class members becomes a distraction for those in attendance and, as such, will not be tolerated. Cellular phones should be “turned off” during class. Refrain from surfing websites, which have no immediate relevance to the topics discussed in class.

Note: Your participation grade will be based on the following criteria: attendance – 2%; in-class participation – 2%; and D2L visits – 1%.

3. **Quality Issues** <individual – 5%>. Share a personal experience (pleasant or unpleasant) regarding your dealing(s) with a product (good or service) provider. In 5-10 minutes, explain why your experience, if it was pleasant, was a satisfying one. If it was unpleasant, state why it was so; suggest what the product provider could have done to regain your trust.

Alternatively, you may select a current quality-related article (published during the last three months) from the “popular press” (e.g. Wall Street Journal, Business Week, Time, Fortune, Newsweek, Forbes, etc.), and:

- a. Share a brief summary of the article with the class.
 - b. Show how the article demonstrates a textbook concept.
 - c. Apply the lessons learned from the article in your own personal development as a future quality advocate.
4. **Journal Article Report** <individual - 10%>. Select one article from a recognized academic (professional or refereed) journal that deals with a current quality management issue. The source article should be at least 5 pages long and relatively recent (published during the last 3 years). Prepare and submit a *typed* (12-point font, Arial or Times New Roman), *double-spaced*, 3-5 page report, which includes the following two sections:
 - a. Article summary. Describe and summarize what the paper is all about. Be sure to include a complete *bibliographic* reference of the article, i.e., author(s), date, title, name of journal, volume, and pages. Also attach a *photocopy* of the article.

Examples of references (APA style)

From a library journal:

Shrader, R.C. (2001). Collaboration and performance in foreign markets: The case of young high-technology manufacturing firms. *The Academy of Management Journal*, 44 (1), 45-60.

DeVader, C.L., Bateson, A., & Robie, C. (2000, Fall). Factors related to international adjustment: New findings, policy implications and future directions. *Journal of Business and Behavioral Sciences*, 7 (2), 46-56.

From an on-line journal:

Martin, X. & Salomon, R. (2003). Knowledge transfer capacity and its implications for the theory of the multinational corporation. *Journal of International Business Studies*, 34 (4), 345-355. Retrieved August 4, 2003, from <http://www.palgrave-journals.com/jibs/journal/v34/n4/i/index.html>

- b. Personal reaction. Evaluate the strengths and weaknesses of the article in terms of the concepts you learned in class. Also evaluate its significance, its practical implications and the effectiveness of its author(s) in communicating and accomplishing its purpose. Be sure to justify your personal points of view.

The article report will be assessed as follows:

| | |
|-------------------|-----|
| Article summary | 5% |
| Personal reaction | 5% |
| Total | 10% |

5. **Case Analysis** <individual or group: max=2 - 10%>. You will study and analyze (individually or in groups) a case based on a real-world setting. Prepare and submit a *typed (12-point font, Arial or Times New Roman), double-spaced, 5-10 page report* at the end of the semester. You must answer all the questions at the end of the case. Your integrative case is:

Quality Drives Trident's Success

(to be handed out at the beginning of the first class period)

6. **Hands-On Exercises** <group: max=3 - 20%>. During designated time periods, your class will break into groups to work on a hands-on exercise. Be sure to review the theoretical underpinnings of the exercise before coming to class. Participate actively in group discussions by sharing ideas, insights, and experiences with your group members. Each group is expected to submit the completed report at the beginning of the next class period.
7. **Examinations**. The mid-term <25%> and final <25%> examinations, which are comprehensive in nature, will consist of objective, essay, and current-event questions.

Please take note that use of electronic wireless equipment is prohibited during examinations.

8. Others

- a. Academic Honesty. University policy stipulates that individual assignments must be completed independently unless there are instructions to the contrary. Cheating or plagiarism will not be tolerated.
- b. Deadlines. Serious management scholars know that the real world of business is not very forgiving, therefore DEADLINES MUST BE MET. Any exception to this rule can only be made at the discretion of the instructor. Penalties may apply for late submissions.
- c. Preparation of Assignments/Reports. Written reports should be prepared professionally. They will be evaluated in terms of grammatical structure, content flow, neatness, and readability.
- d. Disability Accommodations. If you qualify for accommodations under the Americans with Disabilities Act, please see the instructor as soon as possible for referral and assistance in arranging such accommodations.
- e. Continuous Improvement. Your suggestions and recommendations to improve this class are greatly appreciated.

GRADING AND EVALUATION

Your grade will be calculated as follows:

| | | |
|------------------------------|-------------|------------------------------|
| Class Participation ----- | 5% | (individual) |
| Quality Issues ----- | 5 | (individual) |
| Journal Article Report ----- | 10 | (individual) |
| Case Analysis ----- | 10 | (individual or group: max=2) |
| Hands-On Exercises ----- | 20 | (group: max=tba) |
| Mid-term Examination ----- | 25 | |
| Final Examination ----- | <u>25</u> | |
| | <u>100%</u> | |

GRADING SCALE

The grade distribution will be prepared according to the following scale.

| | | | | | | | |
|----|--------|----|--------|----|--------|---|-------|
| A | 95-100 | B | 80- 84 | C | 65- 69 | F | 0- 49 |
| A- | 90- 94 | B- | 75- 79 | C- | 60- 64 | | |
| B+ | 85- 89 | C+ | 70- 74 | D | 50- 59 | | |

REFERENCES

Besterfield, D.H., Besterfield-Michna, C., Besterfield, G.H., and Besterfield-Sacre, M. (2003) *Total Quality Management*. Upper Saddle River, New Jersey: Prentice-Hall, Inc.

Costin, H. (1999) *Strategies for Quality Improvement*. 2nd Edition. Florida: The Dryden Press.

Evans, J. R. and Dean, W. D, Jr. (2000) *Total Quality: Management, Organization, and Strategy*, 2nd Edition. Cincinnati, Ohio: South-Western College Publishing.

Goetsch, D. L. and Davis, S. B. (2001) *Total Quality Handbook*. Columbus, Ohio: Prentice-Hall, Inc.

Heizer, J. H. and Nathan, J. (1998) *Cases in Total Quality Management: Manufacturing and Services*. Cincinnati, Ohio: South-Western College Publishing.

Summers, C.S. (2003) *Quality*. 3rd Ed. Upper Saddle River, New Jersey: Prentice-Hall, Inc.

*****Check your WebCT site for additional references available at the James White library. You can also access the library site directly at the following address:**

<http://jewel.andrews.edu/search/Wtotal+quality+management/Wtotal+quality+management/1%2C164%2C164%2CB/browse>

TENTATIVE CLASS SCHEDULE (BSAD615)
(July 17 – August 2, 2006)

| DATE | CH | TOPIC/TITLE | ASSIGNMENTS/ ACTIVITIES | DUE DATES |
|---------------|-------------|---|---|---|
| Week 1 | | | | |
| 07-17 M | - 1 2 | <i>Brief Course Introduction</i> Differing Perspectives on Quality Quality Theory <i>Video: W. Edwards Deming: Prophet Unheard (30:00)</i> | Hand out copies of the case, "Quality Drives Trident's Success" – Case Analysis (Ross, 1999) <i>Mid-Term Exam Review Sheet</i> | |
| 07-18 T | 3 | Global Quality and International Quality Awards QI1: _____ QI2: _____ | Guest Presentation (TBA) | |
| 07-19 W | 4 5 | Strategic Quality Planning The Voice of the Customer QI1: _____ QI2: _____ | | |
| 07-20 R | 6 7 | The Voice of the Market Quality in Product and Process Design QI1: _____ QI2: _____ | HOE#1: [QFD] | |
| 07-21 F | 8 9 | Designing Quality Services Managing Supply Chain Quality QI1: _____ QI2: _____ | HOE #2: [Office of Personnel: The Incident - Heizer & Nathan <hand out>] | Article Report Due HOE#1 Due |
| Week 2 | | | | |
| 07-24 M | - 10 | Mid-Term Examination The Tools of Quality QI1: _____ QI2: _____ | 08:30-10:30 (Chapters 1-8) <i>Final Exam Review Sheet</i> | |
| 07-25 T | | Field Trip | | |
| 07-26 W | 10 - | [continued] Ideas Unlimited (hand-out) QI1: _____ QI2: _____ | HOE #3: Quality Tools Exercise [cause/effect diagram or flow-chart] | HOE #2 Due |
| 07-27 R | 11 12 | Managing Quality Improvement Teams and Projects Statistically-Based Quality Improvement for Variables QI1: _____ QI2: _____ | HOE #4: Quality Tools Exercise [affinity diagram] | HOE #3 Due |
| 07-28 F | 12 13 | [continued] Statistically-Based Quality Improvement for Attributes QI1: _____ QI2: _____ | HOE #5: Quality Tools Exercise [SPC – variables or attributes] | HOE #4 Due |

QI: Quality Issues

A copy of this outline and other course related materials can be found at d2l.andrews.edu. Use your AU *username* and *passcode* to access the site.

| Week 3 | | | | |
|---------------|----------|---|--------------------------------|--------------------------|
| 07-31 M | 14 | Six-Sigma Management and Tools QI1: _____ QI2: _____ <i>Group Evaluation</i> | Guest Presentation (TBA) | HOE #5 Due |
| 08-01 T | 15 16 | Managing Learning for Quality Improvement Implementing and Validating the Quality System QI1: _____ QI2: _____ <i>Course Evaluation</i> | | Case Analysis Due |
| 08-02 W | | Final Examination | 08:30-10:30 (Chapters 9-16) | |

QI: Quality Issues

GROUP CONTRIBUTION EVALUATION FORM (BSAD615)

Name of Student: _____ Date: ____/____/2006

Use the following scale to rate each person (excluding yourself) in your group. Assign a number between 0 and 4 corresponding to each category.

| | | | | | |
|-------------|-----------|------------|----------|----------|----------------|
| 4 | 3 | 2 | 1 | 0 | n/a |
| Outstanding | Very Good | Acceptable | Fair | Fail | Not Applicable |

| Names of Group Members (excluding yourself) | ----- | ----- | ----- | ----- | ----- |
|--|-------|-------|-------|-------|-------|
| Criteria | | | | | |
| Attendance and promptness at group meetings | | | | | |
| Quality of preparation for group meetings | | | | | |
| Skills in analyzing what to do | | | | | |
| Overall knowledge and understanding of the group project | | | | | |
| Quality of contribution to decisions | | | | | |
| Quality of contribution to plans and reports | | | | | |
| Has carried one's own share of the work-load | | | | | |
| Overall assessment of the contribution this person made to the group project | | | | | |

Comments: