

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

**COURSE OUTLINE**

<b>COURSE TITLE:</b>	BSAD615 Management of Quality
<b>SEMESTER CREDITS:</b>	Three
<b>CLASS SCHEDULE:</b>	Summer Semester (July 16 – August 1, 2007) 8:30 a.m. - 12:00 p.m., MTWRF, CSH108
<b>INSTRUCTOR:</b>	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>
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	Web: <i>d2l.andrews.edu (BSAD615)</i>
<b>TEXTBOOK:</b>	Foster, S.T. (2007). <i>Managing Quality: Integrating the Supply Chain</i> . 3 <sup>rd</sup> 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% (2 class periods for this summer course) of the total attendance requirements for graduate classes. Excessive absences (beyond the 2 allowed) will result in the lowering of your letter grade by levels in increasing progression (e.g., 3-4 absences – 1 level; 5-6 absences – 3 levels; 7-8 absences – 5 levels; and so on). If the absence is due to medical, governmental, or other 'official' reasons, you must present written evidence to your professor before you can be excused from such absence.
2. **Class Participation** <individual – 10%>. Attendance alone is not sufficient to receive full credit in this category. Therefore, you must also come to class prepared to listen actively, to discuss the assigned topics, to participate in the scheduled activities, and to devote the entire period only for this class. 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. Cell phones should be "turned off" during class. In addition, use of laptops in the classroom is not permitted (past usage of these devices had been found to be mostly unproductive and disruptive to the class in session and the activities had been very difficult to monitor – e.g., non-class related web surfing, online chats, games, doing assignments for another class).

Class participation grade will be based on the following criteria:

- participation – 8% [in-class participation/deportment – 5%; attendance – 3% {0.25% will be deducted for every class absence incurred; three tardies will count as one absence}]. [Note. If you are absent from class, then you are not fully participating.]
  - D2L visits – 2%.
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 journal (refereed or peer reviewed) 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:*

Maguad, B. A. (2007). "Identifying the Needs of Customers in Higher Education." *Education*. Spring, 127, 3, 332-343.

Maguad, B. A. (2007). "Using Process Variation Analysis to Monitor Teachers' Performance" *The Journal of Adventist Education*. April/May, 69, 4, 26-32.

*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/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:

<i>Article summary</i>	<u>5%</u>
<i>Personal reaction</i>	<u>5%</u>
<i>Total</i>	<u>10%</u>

5. **Term Paper** <individual or group: max=2 - 10%>. Select a business firm or an organization (e.g., Baldrige Award winners) and obtain information about it by researching the latest management literature, the worldwide web, and other sources of information. Submit a 3-5 page report (*typed, 12-point font - Arial or Times New Roman, double-spaced*), which includes the following sections:
- Introduction. Outline *briefly* the points you plan to make in the body of your paper.
  - Organizational profile. Give a *brief* overview of the company or organization that you plan to study.
  - The organization's quality story. Describe the organization's quality journey. What factors compelled the organization to embark on the journey? What changes did it make? What infrastructure did it put in place to sustain the quality initiative? What difficulties did it encounter along the way? How did the quality transformation impact the organization's operations, cost structure, bottom line, employee morale, etc.?
  - Conclusion. What did you learn from your research? Describe your experience in data gathering, web exploration, executive interview, report preparation, etc.
  - References. Provide sources of your information in the bibliographic format (use the APA style; see examples above).
6. **Hands-On Exercises** <group: max=3 - 20%>. During designated times, your class will separate 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.
7. **Examinations**. The mid-term examination will consist of objective and essay questions. The final examination will consist of objective, essay, problem-solving, and comprehensive questions.

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

## 7. 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. *Late assignments, submitted 1 day after the due date, will receive a 20% penalty. After that, they will no longer be accepted.*
- 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	10%	(individual)
Quality Issues	5	(individual)
Journal Article Report	10	(individual)
Term Paper	10	(individual or group: max=2)
Hands-On Exercises	20	(group: max=tba)
Mid-term Examination	20	
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		

Quality Improvement Suggestions. You may receive a bonus grade (up to 1%) if you improve the course syllabus and turn in your suggestions on or before the last lecture class (July 31, 2007) of the semester.

## REFERENCES

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

Costin, H. (1999) *Strategies for Quality Improvement*. 2<sup>nd</sup> Edition. Orlando, FL: The Dryden Press.

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

Evans, J. R. and Lindsay, W. M. (2008). *The Management and Control of Quality* (7<sup>th</sup> ed.). Cincinnati, OH: South-Western College Publishing .

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

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.

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

Summers, C.S. (2003) *Quality*. 3<sup>rd</sup> Ed. Upper Saddle River, NJ: Prentice-Hall, Inc.

**\*\*\*Check your D2L 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?Xtotal+quality+management&SORT=R/Xtotal+quality+management&SORT=R&extended=0&SUBKEY=total%20quality%20management/1%2C178%2C178%2CB/browse>

**TENTATIVE CLASS SCHEDULE (BSAD615)**  
**(July 16 – August 1, 2007)**

QI = Quality Issue

DATE	CH	TOPIC/TITLE	ASSIGNMENT/ ACTIVITY	DUE DATES
<b>Week 1</b>				
07-16 M	- 1 2	<i>Brief Course Introduction</i>  Differing Perspectives on Quality Quality Theory  <i>Video: W. Edwards Deming: Prophet Unheard (30:00)</i>	   <i>Mid-Term Exam Review Sheet</i>	
07-17 T	3	Global Quality and International Quality Awards  QI1: _____ QI2: _____ QI3: _____	  <i>Guest Speaker</i> <i>TBA</i>	
07-18 W	4 5	Strategic Quality Planning The Voice of the Customer  QI1: _____ QI2: _____ QI3: _____		
07-19 R	6 7	The Voice of the Market Quality in Product and Process Design  QI1: _____ QI2: _____ QI3: _____	   HOE#1: QFD	
07-20 F	8 9	Designing Quality Services Managing Supply Chain Quality  QI1: _____ QI2: _____ QI3: _____	  HOE #2: Office of Personnel: The Incident - Heizer & Nathan <hand out>	<b>HOE#1 Due</b>  <b>Journal Article Report Due</b>
<b>Week 2</b>				
07-23 M	- 10	<b>Mid-Term Examination (8:30 - 10:15 a.m.)</b> The Tools of Quality (10:30 a.m.)  QI1: _____ QI2: _____	  Chapters 1-8  <i>Final Exam Review Sheet</i>	
07-24 T		<b>Field Trip</b>		
07-25 W	10 -	[continued] Ideas Unlimited (hand-out)  QI1: _____ QI2: _____ QI3: _____	   HOE #3: Process Chart/ Fishbone Diagram	<b>HOE #2 Due</b>
07-26 R	11 12	Managing Quality Improvement Teams and Projects Statistically-Based Quality Improvement for Variables  QI1: _____ QI2: _____ QI3: _____	   HOE #4: Affinity Diagram	<b>HOE #3 Due</b>

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07-27 F	12 13	[continued] Statistically-Based Quality Improvement for Attributes  QI1: _____ QI2: _____ QI3: _____	HOE #5: SPC – variables Problem #13 - p. 409	HOE #4 Due
<b>Week 3</b>				
07-30 M	14	Six-Sigma Management and Tools  QI1: _____ QI2: _____ QI3: _____  <i>Course Evaluation</i>	<i>Guest Speaker</i> <i>(TBA)</i>  HOE #6 SPC – attributes Problem #s 16,17, 21, 22, pp.431-433	HOE #5 Due   <b>Term Paper Due</b>
07-31 T	15 16	Managing Learning for Quality Improvement Implementing and Validating the Quality System  QI1: _____ QI2: _____ QI3: _____  <i>Group Evaluation</i>		HOE #6 Due
08-01 W		<b>Final Examination</b> (8:30 - 10:30 a.m.)	Chapters 9-16	

QI: Quality Issue

**GROUP CONTRIBUTION EVALUATION FORM (BSAD615)**

Name of Student: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/2007

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** Outstanding      **3** Very Good      **2** Acceptable      **1** Fair      **0** Fail      **n/a** Not Applicable

Names of Group Members (excluding yourself)	-----	-----	-----	-----	-----
<b>Criteria</b>					
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: