Governors State University  
College of Business and Public Administration  

FALL 2013 Syllabus

Course
Title: MGMT 4410-01 (Quality Management)  
Credit Hours: 3  
Room: D34180, Main Campus  
Hours: Tuesday/Thursday, 10:30 to 11:45AM  
Prerequisites: MGMT 3100 and STAT 2700 or their equivalents  
Hours: Monday and Wednesday, 01:30 to 02:45PM

Instructor: Dr. Changyue Luo  
Office: G293  
Phone: (708) 534 4943  
E-mail: cluo@govst.edu or call. For regular communication, please note that e-mail is preferred to telephone messages.  
Office hours: Tuesday, 9:00-10:30am, 12:00-1:30pm, 3:00-5:00pm.

Catalog Description:  
Covers a mixture of technical and behavioral topics to prepare future managers to evaluate and improve the quality of business processes. Technical topics include statistical process control, process capability, Taguchi methods, ISO standards and a variety of process improvement tools. Behavioral topics include employee empowerment, team-building, labor relations and change management.

Text book/Learning Materials  
Selected articles and cases from journals and Internet (to be assigned)

Rationale and Intended Audience:  
This is a required course for BA in Business Administration with a Management concentration or with an Operations Management concentration, and satisfies a concentration course requirement for the BA in Business Administration with a Human Resources Management concentration. It is also a required course for a minor in Management. The course deals with quality of service and manufacturing operations – an essential topic in today’s competitive business environment.

Expected Learning Outcomes:  
Describes the different perspectives and definitions of quality.  
Develops an understanding of the philosophies of quality by Deming, Juran, and others.  
Describes the requirements of quality management standards such as ISO 9000, and the criteria of awards such as Malcolm Baldrige Award.  
Develops the competence to successfully implement a Six Sigma Plan.  
Recognize, understand, and incorporate the voice of customer and voice of the market.  
Describes how quality is designed into products and services.  
Learns how to manage teams and projects for quality improvement, and how to manage change.  
Implement process control charts for variables and attributes.
<table>
<thead>
<tr>
<th>Week</th>
<th>Chapter (Goetsch) and Topic</th>
<th>Discussion Assignment</th>
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<tr>
<td>1</td>
<td>Prep Session I</td>
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| 2    | Ch. 1. The Total Quality Approach to Quality Management: Achieving Organizational Excellence | 19/1-1-Question 1  
Why would a company that is turning out a satisfactory product want to continually examine its processes and the work environment? What happened to the old adage “If it’s not broke, don’t fix it”? |
| 3    | Ch. 2. Quality and Global Competitiveness  
Ch. 3. Strategic Management: Planning and Execution for Competitive Advantage | 34/2-1-Question 2  
How can modern technologies be justified from a cost perspective in a small company? |
| 4    | Ch. 4. Quality Management, Ethics, and Corporate Social Responsibility  
Ch. 5. Partnering and Strategic Alliances | 80/5-1-Question 1  
Is there a store, restaurant, or other establishment with which you do business that could improve its service or products? If given the opportunity, what would you tell the owner or manager about improvements that are needed? |
| 5    | Ch. 6. Quality Culture, Changing Hearts, Minds, and Attitudes  
Ch. 7. Customer Satisfaction, Retention, and Loyalty | 111/7-1-Question 1  
If the Tylenol incident were to happen today and you were a user of Tylenol, would Johnson & Johnson be able to win back your trust? |
| 6    | Ch. 8. Employee Empowerment  
Ch. 9. Leadership and Change  
Ch. 10. Team Building and Teamwork | 145/Critical Thinking Activity  
Put yourself in Mark’s place. What can he do to break through the inertia and get Trans-Tech started on making the necessary changes? How would you handle this dilemma?  
164/10-1-Questions 1 & 2  
Explain how you would go about developing a team charter. Develop a team charter and post it on the discussion board. |
| 7    | Prep Session II            |                       |
| 8    | Ch. 11. Effective Communication  
Ch. 12. Education and Training | 206/12-2-Question 2  
If you worked in this organization as the quality manager and the CEO asked you to explain why he should approve making a commitment to corporate training, what would you tell him? |
| 9    | Ch. 13. Overcoming Politics, Negativity, and Conflict in the Workplace  
Ch. 14. ISO 9000 and Total Quality: The relationship  
Ch. 15. Overview of Total Quality Tools | 277/Constructing a Cause and Effect Diagram |
| 10   | Ch. 17. Quality Function Deployment | 311/Critical Thinking Activity  
How should Kramer and Carver proceed if they choose to apply QFD? |
11 Ch. 18. Optimizing and Controlling Processes Through Statistical Process Control 340/18-3-Question 3 How would you rate the comparative competitiveness of the two companies?

12 Ch. 19. Continual Improvement methods with Six Sigma, Lean, Lean Six Sigma, and More 367/Critical Thinking Activity Join the debate. What approach do you think is best for promoting continual improvement, and why/

Ch. 20. Benchmarking

13 Project Presentation

14 FINAL EXAM

(Some topics may be dropped, and some topics may be added, depending on class interest and time – these will be announced in class). Additional case problems will be assigned for your analysis.

Evaluation:
Homework: 50%
Team project and report: 20%
Final exam: 30%
Grading scheme: A (90% and over), B (80% to 89.9%), C (70% to 79.9%), D (60% to 69.9%), F (below 60%).

Team Project:
Please form teams of about 3 students, select a product/ process/ activity/ operation/ organization that you are familiar with, critique the current state of its quality, and using the material learned in this class, show how it can be improved. The intent is to demonstrate what you have learned from the course, so try to incorporate a variety of quality improvement techniques. I encourage you to complete a real life company project. Present your work to the class and submit a written report (five to seven pages), double spaced; in addition, you may include pictures, charts, diagrams, tables, etc.).

Course Policies:
1. GSU eLearning System (Blackboard) will be used to enhance this course. All students have an online account – please become familiar with it.
2. Grade of ‘incomplete’ must be requested in writing, with valid and verifiable reasons. An incomplete grade is given only when substantial part of the course has been completed and due to serious unforeseeable reasons, the student needs extra time to complete the course. If a student is granted an incomplete grade, it is the student’s responsibility to know the deadlines and finish the course work on time.
3. Make up exams will not be given except for medical emergencies. In such cases, valid and verifiable documentation must be submitted.
4. Homework and projects must be submitted on time in the proper format. Late work will be subject to penalties that increase with the tardiness. Homework will include writing short papers on topics related to quality – all papers must be typed; grammar, style, and proper referencing are important (you may use MLA style – for help with that, see references at the university library’s web site). Plagiarism will lead to penalties.
5. Grades will not be discussed through e-mail or phone due to privacy concerns. For the final grade, please check the appropriate University web site after May 18. You will of course receive feedback throughout the trimester.

7. Attendance of all classes is expected. Obtaining prior permission to miss a class does not relieve you of your responsibility to make up the missed class.

8. All work submitted as yours must be so; all quotes must be indicated as quotes and referenced. Plagiarism is a serious violation of academic integrity. Please refer to ‘academic honesty’ in the student handbook for more information.

Disability:

GSU is committed to providing all students equal access to all university programs and facilities. Students who have a documented physical, psychological, or learning disability and need academic accommodations, must register with Access Services for Students with Disabilities (ASSD). Please contact the Coordinator of ASSD in Room B1201 in person; by e-mail, assd@govst.edu; or by calling 708.235.3968. If you are already registered, please contact your instructor privately regarding your academic accommodations.