

<b>DEREE COLLEGE SYLLABUS FOR: MG 4145 TOTAL QUALITY MANAGEMENT</b>	
(Updated Fall 2021)	<b>UK LEVEL: 6</b> <b>UK CREDITS: 15</b> <b>US CREDITS: 3/0/3</b>
<b>PREREQUISITES:</b>	MG 2003 Management Principles <b>or</b> MG 3034 Managing People and Organizations
<b>CATALOG DESCRIPTION:</b>	The role of quality as a system for establishing global competitive position. The impact of tools and integration of customer, human resources and management issues. Topics include the role of management, cost of quality, methods to keep the product and process excellent, the excellence models, the ISO 9000 standards, and the philosophies and ideas of the leading thinkers in quality management.
<b>RATIONALE:</b>	Quality is a strategic concern for enterprises and organizations and is seen by them as a competitive advantage. Quality management education is the main driver of cultural change programs, and influences the organizational climate and style of management. This course complements other business areas, such as operations, supply chain and logistics, marketing, sales, purchasing, human resources, finance, computer information systems and information technology.
<b>LEARNING OUTCOMES:</b>	As a result of taking this course, the student should be able to: <ol style="list-style-type: none"> <li>1. Apply key principles of total quality management to analyse and evaluate an organization's quality program and its social impact.</li> <li>2. Analyse and integrate key principles of complex systems thinking in a well-designed total quality program.</li> <li>3. Apply and evaluate statistical models to address critical quality problems and integrate their outcomes to formulate or assess expert recommendations.</li> <li>4. Assess and recommend the necessary interdisciplinary synergies involved in evaluating and improving a business system's quality program to help assure sustained strategic alignment between the internal and external environments.</li> </ol>
<b>METHOD OF TEACHING AND LEARNING:</b>	In congruence with the teaching and learning strategy of the College, the following tools are used: <ul style="list-style-type: none"> <li>➤ Classes consist of lectures, case studies, and in-class discussion of related material.</li> <li>➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content.</li> <li>➤ Use of the Blackboard learning platform: to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources.</li> </ul>

<p><b>ASSESSMENT:</b></p>	<p><b>Summative:</b></p> <table border="1" data-bbox="570 180 1471 247"> <tr> <td>First Assessment: Written project (Individual; 2,300-2,700 words)</td> <td><b>60%</b></td> </tr> <tr> <td>Final Assessment: Written examination (Essay-type questions)</td> <td><b>40%</b></td> </tr> </table> <p><b>Formative:</b></p> <table border="1" data-bbox="570 310 1471 378"> <tr> <td>Coursework - one in-class diagnostic examination and case study analyses</td> <td><b>0%</b></td> </tr> </table> <p>The formative coursework aims to prepare students for the written project and for the final examination.</p> <p>The written project tests Learning Outcome 1 The final examination tests Learning Outcomes 2 and 3</p> <p>Students are required to resit failed assessments in this module.</p>	First Assessment: Written project (Individual; 2,300-2,700 words)	<b>60%</b>	Final Assessment: Written examination (Essay-type questions)	<b>40%</b>	Coursework - one in-class diagnostic examination and case study analyses	<b>0%</b>
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Final Assessment: Written examination (Essay-type questions)	<b>40%</b>						
Coursework - one in-class diagnostic examination and case study analyses	<b>0%</b>						
<p><b>INDICATIVE READING:</b></p>	<p><b>REQUIRED MATERIAL:</b> Evans, J. and W. Lindsay. <i>Management and Control of Quality</i>. Cengage Learning, latest edition.</p> <p><b>RECOMMENDED MATERIAL:</b></p> <p><b>A. BOOKS</b> Crosby, P. (1979), <i>Quality is Free</i>. New York: McGraw-Hill</p> <p>Deming, W. E. (1982), <i>Quality Productivity and Competitive Position</i>. Cambridge.</p> <p>Foster, S. T. (2017), <i>Managing Quality: Integrating the Supply Chain</i>, 6<sup>th</sup> ed., Pearson.</p> <p>Goetsch, D. L. and Davis, S. B. (2016), <i>Quality Management for Organizational Excellence: Introduction to Total Quality</i>, 8<sup>th</sup> ed., Prentice Hall.</p> <p>Juran, J. M. (1989), <i>On Leadership for Quality</i>. Free Press.</p> <p><b>B. ARTICLES</b> Agrawal, N. (2019), "Modeling Deming's quality principles to improve performance using interpretive structural modeling and MICMAC analysis", <i>International Journal of Quality &amp; Reliability Management</i>, Vol. 36 No. 7, pp. 1159-1180.</p> <p>Antony, J., Sony, M., Dempsey, M., Brennan, A., Farrington, T. and Cudney, E. (2019), "An evaluation into the limitations and emerging trends of Six Sigma: an empirical study", <i>The TQM Journal</i>, Vol. 31 No. 2, pp. 205-221.</p> <p>de Oliveira Neves, F., Salgado, E.G., Beijo, L.A., Lira, J.M.S., and &amp; da Silva Ribeiro, L.H.M. (2021), "Analysis of the quality management system for automotive industry- ISO/TS 16949 in the world", <i>Total Quality Management &amp; Business Excellence</i>, Vol. 32 No 1-2, pp. 153-176.</p> <p>El Manzani, Y., Sidmou, M. and Cegarra, J. (2019), "Does ISO 9001 quality management system support product innovation? An analysis from the</p>						

sociotechnical systems theory", *International Journal of Quality & Reliability Management*, Vol. 36 No. 6, pp. 951-982.

Glogovac, M., Ruso, J. and Maricic, M. (2020), "ISO 9004 maturity model for quality in industry 4.0", *Total Quality Management & Business Excellence*, DOI: 10.1080/14783363.2020.1865793.

Gouda, S., Awasthy, P., T.S., Krishnan, T.S. and Sreedevi, R. (2019), "What does "green quality" really mean?", *The TQM Journal*, Vol. 31 No. 1, pp. 52-69.

Gray, J.V. and Handley, S.M. (2015), "Managing contract manufacturer quality in the presence of performance ambiguity", *Journal of Operations Management*, Vol. 38, pp.41-55.

Hudnurkar, M., Ambekar, S. and Bhattacharya, S. (2019), "Empirical analysis of Six Sigma project capability deficiency and its impact on project success", *The TQM Journal*, Vol. 31 No. 3, pp. 340-358.

Improta, G., Balato, G., Ricciardi, C., Russo, M., Santalucia, I., Triassi, M. and Cesarell, M. (2019), "Lean Six Sigma in healthcare", *The TQM Journal*, Vol. 31 No. 4, pp. 526-540.

Jawad Abbas, J. (2020). "Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility", *Journal of Cleaner Production*, Vol. 242, 118458. DOI: [10.1016/j.jclepro.2019.118458](https://doi.org/10.1016/j.jclepro.2019.118458).

Jimenez-Jimenex, D., Martinez-Costa, M. Martinez-Lerente, A. and Dine, R.H.A. (2015), "Total quality management performance in multinational companies", *TQM Journal*, 2015, Vol. 27 No 3, pp. 328-340.

Kaur, M., Singh, K. and Singh, D. (2019), "Synergetic success factors of total quality management (TQM) and supply chain management (SCM)", *International Journal of Quality & Reliability Management*, Vol. 36 No. 6, pp. 842-863.

Kharub, M. (2019), "Critical factors of effective implementation of IT-enabled ISO-9000 QMS", *International Journal of Quality & Reliability Management*, Vol. 36 No. 9, pp. 1600-1619.

Martin, J., Elg. M., Gremyr, I. and Wallo, A. (2021), "Towards a quality management competence framework: exploring needed competencies in quality management", *Total Quality Management & Business Excellence*, Vol. 32 No 3-4, pp. 359-378.

Rodgers, B. and Antony, J. (2019), "Lean and Six Sigma practices in the public sector: a review", *International Journal of Quality & Reliability Management*, Vol. 36 No. 3, pp. 437-455.

Salhieh, L., Altarazi, S. and Abushaikha, I. (2019), "Quantifying and ranking the "7-Deadly" Wastes in a warehouse environment", *The TQM Journal*, Vol. 31 No. 1, pp. 94-115.

Sony, M., Naik, S. and Therisa, K. (2019), "Why do organizations discontinue Lean Six Sigma initiatives?", *International Journal of Quality & Reliability Management*, Vol. 36 No. 3, pp. 420-436.

	<p>Talib, F., Asjad, M., Attri, R., Siddiquee, A. and Khan, Z. (2019), "Ranking model of total quality management enablers in healthcare establishments using the best-worst method", <i>The TQM Journal</i>, Vol. 31 No. 5, pp. 790-814.</p> <p>Tenji, T. and Foley, A. (2019), "Testing the readiness of an organisational culture profile to a TQM implementation", <i>The TQM Journal</i>, Vol. 31 No. 3, pp. 400-416.</p> <p>van Kemenade, E. and Hardjono, T. (2019), "Twenty-first century Total Quality Management: the Emergence Paradigm", <i>The TQM Journal</i>, Vol. 31 No. 2, pp. 150-166.</p>
<b>INDICATIVE MATERIAL:</b> (e.g. audiovisual, digital material, etc.)	<p><b>REQUIRED MATERIAL:</b> N/A</p> <p><b>RECOMMENDED MATERIAL:</b> N/A</p>
<b>COMMUNICATION REQUIREMENTS:</b>	Use of appropriate academic conventions as applicable in oral and written communications.
<b>SOFTWARE REQUIREMENTS:</b>	MS Office
<b>WWW RESOURCES:</b>	<p><a href="http://www.juse.or.jp/english/index.html">http://www.juse.or.jp/english/index.html</a></p> <p><a href="https://asq.org/">https://asq.org/</a></p> <p><a href="https://cmmiinstitute.com/">https://cmmiinstitute.com/</a></p> <p><a href="https://deming.org/">https://deming.org/</a></p> <p><a href="https://global.toyota/en/">https://global.toyota/en/</a></p> <p><a href="https://ncga.org/">https://ncga.org/</a></p> <p><a href="https://www.efqm.org/">https://www.efqm.org/</a></p> <p><a href="https://www.juse.or.jp/deming_en/">https://www.juse.or.jp/deming_en/</a></p> <p><a href="https://www.nist.gov/baldrige">https://www.nist.gov/baldrige</a></p>
<b>INDICATIVE CONTENT:</b>	<ol style="list-style-type: none"> <li>1. Introduction to Quality</li> <li>2. Quality in Manufacturing and Service Systems</li> <li>3. Quality Management Philosophies</li> <li>4. Managing for Quality and High Performance</li> <li>5. Focusing on Customers</li> <li>6. Leadership and Strategic Planning</li> <li>7. Human Resource Development and Management</li> <li>8. Process Management</li> <li>9. Tools for Process Management</li> <li>10. Measurement and Strategic Information Management</li> <li>11. Statistical Quality Control and Quality Assurance</li> <li>12. Building and Sustaining Total Quality Organizations</li> </ol>