

School of Management

MMMS 504
QUALITY MANAGEMENT

Trimester Two 2012

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR AND LECTURER

Professor Lawrence Corbett

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ADMINISTRATOR

Garry Tansley

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Trimester Dates

Monday 16 July – Friday 19 October

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 27 July 2012.
2. The standard last date for withdrawal from this course is **Friday 28 September**. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation

The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Number

Friday 1240-1530 RWW129

Course Content

The management and improvement of an organisation's quality is critical in today's business environment. The experience of New Zealand manufacturers, for example, after the dislocative effects of the economic deregulation of the late 1980s has shown that improving their quality was one of the first strategies adopted in order to increase their chances of survival. The quality of an organisation's products and services can be an order winner, though increasingly it can be argued that it is an order qualifier – it is something customers expect – and if they slip up in any way the consequences to sales, profitability and reputation can be massive and long-lasting.

By the end of this course, MMS students should:

- have a working knowledge of quality management and how it applies to the management and improvement of business processes
- be able to use the most common quality, problem-solving, and process improvement tools
- be proficient in communicating quality and problem solving activities and outcomes to others
- be able to discuss and debate the major TQM philosophies;
- understand the strategic role of quality in modern global economic competition by fully understanding the relationship of quality to productivity;
- understand the role of management in attaining and sustaining excellence in quality.

Course Learning Objectives

The course has several objectives, which include:

- examining the quality, management and technical systems that constitute a firm's approach to quality management and continuous improvement
- examining the roles and decisions associated with quality management and continuous improvement
- improving competence in managing quality and continuous improvement
- developing an ability to analyse and improve a current quality and continuous improvement system
- researching the role/impact of quality management in business operations

Course Delivery

There will be six introductory seminars by the lecturer on the basics quality management, including advice on research methods.

During weeks 7-10 students will work on their major research essays and will be able to consult with the lecturer by appointment or during scheduled lecture hours. Weeks 11-12 will be led by students who will present on the topic of their research essay and obtain feedback from the class and lecturer.

Week 12 will also consist of a review session led by the lecturer.

Week	Class dates	Topics
1	Jul 20	Course introduction The meaning of quality The fundamentals of quality
2	Jul 27	The leading quality philosophies, Deming etc,
3	Aug 3	The leading quality philosophies, Deming etc, contd.
4	Aug 10	The tools of QC
5	Aug 17	Attribute and variable control charts
6	Aug 24	Process capability and Six Sigma (Dr Arun Elias)
		Study Break

7	Sept 14	Research essay
8	Sept 21	Research essay
9	Sept 28	Research essay
10	Oct 5	Research essay
11	Oct 12	Presentations
12	Oct 19	Presentations and Course review

Expected Workload

The expected workload for the course is 150 hours, spread over the 12 teaching weeks, and mid-trimester break.

Readings

There is no set text for this course. The following texts have been placed on Reserve for MMMS504 in the Library:

- Rao, A., Carr, L., Dampolena, I., Kopp, R., Martin, J., Rafii, F., Schlesinger, P. (1996). *Total Quality Management: a cross-functional perspective*. New York, NY: John Wiley & Sons.
- Slack, N., Chambers, S., & Johnston, R. (2010). *Operations Management* (6 ed.). Harlow: Pearson Education Ltd.
- Evans and Lindsay, *Management and the control of quality*, South Western
- Gryna, F., Chua, R., De Feo, J., & Juran, J. (2005). *Juran's quality planning and analysis: for enterprise quality*: McGraw-Hill Science Engineering.
- Gupta, P. (2007). *Six Sigma Business Scorecard* (2 ed.). New York, NY: McGraw Hill.

Other readings and course materials will be handed out or posted on Blackboard.

Assessment Requirements

- 3000-word case study analysis report 25%
- 7000-word research essay and class presentation. 60%
- Participation in seminars and presentations 15%

There is no final examination for this course.

1. Written analysis of case (due August 17 in class)

Students will analyse and write a report on a case study (to be handed out) related to a quality management issue. The report should no longer than 3000 words, excluding referencing. Your report should be typed with 1.5 line spacing, 12pt font, and appropriately formatted. Students should ensure that each page of their essay is numbered and that it is carefully proofread before final submission. It may be helpful to enlist the help of a flatmate or family member to undertake proof reading. Please provide adequate page margins for comments.

2. Research Essay (draft due Sept 28, final due Oct 19)

Each student is required to complete a 7000-word research essay. This is a major project, focusing on some area of topical interest in quality management (a draft list of suggested topics is set out below, but students may choose another topic with the approval of the lecturer). The essay should no longer than 7000 words, excluding referencing. Each essay should be typed with 1.5 line spacing, 12pt font, and appropriately formatted. Students

should ensure that each page of their essay is numbered and that it is carefully proofread before final submission. It may be helpful to enlist the help of a flatmate or family member to undertake proof reading. Please provide adequate page margins for comments.

Students should choose their Research Essay topic on or before Friday 24 August. The due date for the first draft of the research essay is Friday 28th September, and the due date for the final (completed) essay is Friday, October 19. Students will present a draft of their research essay to the class, along with relevant questions for discussion. This should be distributed to other members of the class and to the lecturer on or before the Friday immediately preceding the relevant class. These presentations will take in the latter part of the course, approximately weeks 10-11 of the trimester.

Potential Research topics (suggestions only):

The value of quality management certification

A comparison of quality management approaches in manufacturing and service industries

The relationship between TQM, employee practices, and business performance

The role of quality management in supply chain performance

The facilitating role of quality management in innovation performance

Quality practices and national culture

Quality practices and performance in a selected industry e.g. healthcare

Six sigma and implementation issues in SMEs

Quality Assurance Note

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Penalties

Please do not exceed the word limit for your Research Essay by more than 10%. This issue will be discussed (if relevant) when the first draft is submitted, and any penalty notified if necessary.

Mandatory Course Requirements

Students must complete all three items of assessment (in hard copy and soft copy via Turnitin) within the prescribed period.

Class Representative

Your class representative was elected at the start of the year, and that person's name and contact details have been made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Communication of Additional Information

Additional information during this course will be notified during classes, by email or Blackboard,

Use of Turnitin

Student work provided for assessment in this course will be checked for academic integrity by the electronic search engine <http://www.turnitin.com> Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the

University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

Find key dates, explanations of grades and other useful information at

www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at

<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy,

except qualification statutes, which are available via the Calendar webpage at

<http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at

www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/>

Te Putahi Atawhai

Maori and Pacific Mentoring Programme

http://www.victoria.ac.nz/st_services/tpa/index.aspx