

School of Management

**MMMS 504**  
**QUALITY MANAGEMENT**

Trimester 2, 2013

**COURSE OUTLINE**

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**Names and Contact Details**

**COURSE COORDINATOR AND LECTURER**

**Professor Lawrence Corbett**

Room: RH901, Rutherford House  
Phone: 463 5138  
Email: [lawrence.corbett@vuw.ac.nz](mailto:lawrence.corbett@vuw.ac.nz)  
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**LECTURER**

**A/Prof Bob Cavana**

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**ADMINISTRATOR**

**Misa Ito**

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**Trimester Dates**

Monday 15 July – Friday 18 October

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 26 July 2013.
2. The standard last date for withdrawal from this course is Friday 27 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 Numbers**

Wednesdays 1340-1630

RH GO1

## **Course Delivery**

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

During weeks 7-11 students will work on their major research essays and will be able to consult with the lecturer by appointment or during scheduled lecture hours. Week 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.

## **Expected Workload**

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

## **Prescription**

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.

## **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 Content**

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.

Week	Topics
1 (LC)	Course introduction The meaning of quality The fundamentals of quality
2 (LC)	The leading quality philosophies, Deming etc,
3 (BC)	Technical aspects of quality management
4 (BC)	Measuring & controlling quality
5 (BC)	Process improvement and six sigma
6 (BC)	Implementation issues & the Baldrige Framework for Performance Excellence
	Study Break
7 (LC)	Research essay
8 (LC)	Research essay
9 (LC)	Research essay
10 (LC)	Research essay
11 (LC)	Presentations
12 (LC)	Presentations and Course review

## Readings

The *required* textbook is:

Evans JR and Lindsay WM (2014). *Managing for Quality and Performance Excellence*, 9th edn., South-Western Cengage Learning, Mason OH.

Available at Vicbooks (about \$150).

Also an e-book for the 8<sup>th</sup> edition of this textbook (about \$90 with a 2 year license) is available at the following web site:

<http://academybooks.co.nz/product/isbn/9781133460633/>

The following texts have been placed on Reserve for MMMS504 in the Library:

Samson, D., & Singh, P.J. (2008). *Operations Management: An Integrated Approach*. Melbourne: Cambridge University Press.

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.

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 resources will be made available via PDF on Blackboard or provided in class.

### Useful Internet Materials:

New Zealand Business Excellence Foundation. [www.nzbef.org.nz](http://www.nzbef.org.nz)

Baldrige Performance Excellence Program. <http://www.nist.gov/baldrige/>

Operations Management Center (OMC). <http://www.mhhe.com/omc/index.html>

TQM/SPC software for EXCEL. <http://www.ganesh.org/freesoft.html>

American Society for Quality (ASQ) website: <http://asq.org/index.aspx>

A site with free information and materials about TQM. <http://www.freequality.org>

Sources of publications and tools for TQM:

<http://www.goalqpc.com/>

<http://www.4ulr.com/products/productquality/index.html>

### Assessment

#### **Assessment Requirements**

- 3000-word case study analysis report 30%
- 7000-word research essay and class presentation. 70%

**There is no final examination for this course.**

**1. Written analysis of case (due by 12 noon, Monday August 26, to be handed in to the Management School reception desk, Room 1022, Rutherford House)**

Students will analyse and write a management 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. Further details will be provided in class and/or Blackboard.

**2. Research Essay (draft due Sept 28, final due Oct 18)**

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 week 12.

#### **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

### **Mandatory Course Requirements**

In addition to obtaining an overall course mark of 50 or better, students must submit assignments within the specified time period.

If you cannot complete an assignment or sit a test or examination, refer to [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

### **Communication of Additional Information**

Refer to the course pages on Blackboard.

### **Student feedback**

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

### **Link to general information**

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

### **Note to Students**

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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