

# OM455 TOTAL QUALITY MANAGEMENT

## Spring 2007, WIU-Quad Cities

Instructor	Dr. Bob Grenier, CCP, Instructor of Management
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Home Page	
Office Hours	By Appointment
Prerequisite(s)	None
Class Times	Section Q41 – Tuesdays, 6:45 pm – 9:15 pm (STARS 19743)
Class Location	BHC Building 3 Room 302

### The WIU College of Business and Technology (CBT)

**Mission Statement:** *The mission of the College of Business and Technology at Western Illinois University is to provide a focus for educational excellence which promotes the intellectual and personal growth of participants and enhances their contributions to individuals, organizations, and society.*

**Accreditation:** The CBT is fully accredited by AACSB International: The Association to Advance Collegiate Schools of Business, the leading international accrediting organization that selectively accredits only about 25% of the colleges and schools of business in the United States. WIU has the only fully accredited business programs in the Quad Cities.

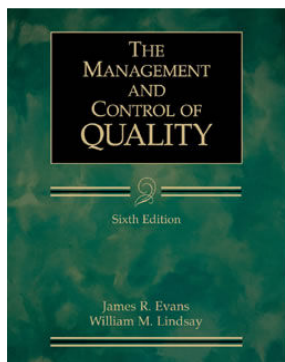
### COURSE DESCRIPTION AND OBJECTIVES

The catalog course description is as follows: *A study of the principles and applications of contemporary total quality management (TQM). Includes private and public sectors, manufacturing and service applications.*

The primary objective of this course is to develop and expand your basic knowledge of the total quality management concepts, issues, and problems facing managers in the new millennium. Additional objectives of the course include the following:

- The basic concepts, principles, and philosophy of total quality management;
- How to deal with quality issues in a competitive marketplace;
- How to identify and effectively manage quality-related opportunities and threats.

### REQUIRED BOOK AND MATERIALS



James R. Evans and William M. Lindsay, *The Management and Control of Quality*, Sixth Edition, Cincinnati, Ohio: South-Western, 2005. ISBN: 0-324-20223-7

## SUPPLEMENTARY MATERIALS

Your text should include card with a special code that provides you with a four month subscription to INFOTRAC. This is a powerful resource which provides you access to full-text articles from thousands of scholarly and popular periodicals.

A CD-ROM is included with your text. It contains a variety of resources for learning total quality management concepts. The preface to the text (page xx) contains a list of the bonus material available.

The text web site is <http://www.evans.swlearning.com>. However, it was not available when I attempted to access it. It may be available later. The resources available on the site are listed in the preface to the text on page xx.

## SOFTWARE

We will be using the following software:

- Email will be used for communication and collaboration. Be sure to check your email regularly each week. Students may submit questions and suggestions via email. Start the subject with OM455. I will email answers and responses individually or to the class as appropriate.
- The Web will be used to access Western Online (<http://westernonline.wiu.edu>), and for research.
- The course has been setup in Western Online. It contains the current course syllabus, other pertinent materials will also be used for communication and collaboration. You can also access your grades.
- Word processing software will be used for the preparation of all case studies and reports. Microsoft Word is the preferred format for assignments. If you use other word processing software, assignments must be submitted as Rich Text Format (RTF) documents.
- Microsoft Excel will be used for some exercises.
- PowerPoint slides, presented in class, will be available for viewing at the Western Online folders for the class. If you do not have PowerPoint you can download a viewer from the Microsoft web site <http://office.microsoft.com/downloads/2000/Ppview97.aspx>.
- Slides for class presentations should be prepared using Microsoft PowerPoint.
- If you do not have Microsoft Office on your personal computer, I suggest you download Open Office. It is a free office suite available for downloading at <http://www.openoffice.org/>. Open Office contains most of the major Microsoft Office functions. It is highly compatible and you can save your documents, spreadsheets, and presentations in Microsoft format (doc, xls, and ppt).

## CLASS ADMINISTRATION, ATTENDANCE, PARTICIPATION, AND ETHICS

A complete list of *Student Rights and Responsibilities* can be found on the WIU web page at the following URL: <http://www.wiu.edu/provost/student.shtml>

Likewise, a complete list of *Faculty Responsibilities* can be found on the WIU web page at the following URL: <http://www.wiu.edu/provost/facpol/resp/fresp.shtml>

In accordance with University policy and the Americans with Disabilities Act (ADA), academic accommodations may be made for any student notifies me of the need for an accommodation. It is imperative that you take the initiative to bring such needs to my attention, as I am not legally permitted to inquire about such particular needs of students. Students who may require special assistance in emergency situations, i.e., fire, tornado, etc., should contact me as to the most appropriate procedures to follow in such an emergency. Contact Disability Support Services at 309.298.2512 for additional services or information.

- Attendance is considered when determining your final grade. Two excused absences are acceptable. Five points will be deducted from your point total for each unexcused absence.
- Assignments can be submitted by email; absence from class is not an excuse for late assignments.
- Assignments must be received on the due date before the beginning of class. Late assignments will not be accepted.
- Assessments/quizzes must be taken when scheduled.

- A statement of intellectual honesty must accompany each assignment.
- **Plagiarism and cheating will result in a failing grade for the course**, i.e., **F**. Refer to WIU's *Academic Dishonesty Policy for Undergraduate Students* at <http://www.wiu.edu/provost/facpol/acad/udishon.shtml> for additional information regarding this topic and related procedures.
- Improper behavior will not be tolerated. Examples of such behavior include: disrespect toward your fellow students or me; sleeping in class; reading newspapers or magazines; excessive tardiness; etc. Participation points will be deducted when such behavior becomes a distraction.

## ASSIGNMENTS

If you have difficulty with writing assignments, you can find assistance in the WIU-Quad Cities Writing Center located on the second floor. However, please call ahead to reserve a time as space is available on an appointment basis and may be limited.

- Assignments must be submitted electronically via Western Online. In case of difficulty email may be used. Assignments may be spot-checked for plagiarism by submission to a plagiarism detection service. Be sure to bring a printed copy of the assignment to class even if you have submitted a copy electronically since it might be discussed during class. The printed copy will be returned with comments and suggestions for improvement.
- All assignments must be accompanied by a statement of intellectual honesty (enclosed).
- Team assignments must be accompanied by a signed peer evaluation form (enclosed).
- Assignments must be prepared according to the following guidelines.
- Professional level content and presentation are expected.
- Word processing software should be used to prepare the report.
- Papers are to be concise, grammatically correct and free of spelling errors. Be sure to run the spelling/grammar check – it helps, but it does not eliminate the need to proofread carefully.
- Team papers should read as if one person wrote the paper. In other words, do not just paste individual efforts together to form the team's paper.
- Text should be double-spaced.
- The font should be Times New Roman, or a close equivalent. A font size of 12 should be used for text. Headings can use font sizes from 12 to 14.
- Normal margins should be employed.
- There should be one footer line with the following information: left – id numbers(s); center - page number; right - date.
- **DO NOT** include a title page unless otherwise specified.
- **DO NOT** enclose the report in a binder. Hard copy versions should be stapled in the upper left hand corner.
- Proper attribution should be given for all ideas, concepts, materials, etc. that are not your own.
- Citations and references should conform to the APA format.
- Exhibits based on mathematical calculation should include a footnote with the formula(s).

## EXAMINATIONS – QUIZZES - HOMEWORK

There will be two examinations, one for each one-half of the class (250 points each). These examinations are not comprehensive and may consist of any combination of multiple choice, short answer, essay, or computational questions. Additionally, if calculations are required on an examination, a list of possible formulas will be provided as part of the examination. You will be allowed to use a one-page note sheet (8.5 x 11 both sides).

Each week, be prepared for the possibility of a quiz containing 10 objective questions pertaining to the reading assignment listed in the schedule below. Fifteen minutes will be allotted to take the quiz. After the Scantron sheets are collected, the questions will be discussed. Your quiz average will be worth 200 points.

Additionally, you are responsible for three homework case assignments (1 @ 50 points and the others @ 25 points each). These are generally between two and five page papers and must be completed individually. These homework assignments are practical applications of the subject matter and typically involve a case analysis, essay

question, and/or computational problem. Remember that the emphasis on this class is on managerial decision-making using TQM skills and techniques; so, understanding Why something happens and What to do about it are much more important than merely memorizing formulas or completing checklists.

In a true TQM environment, people are empowered to assume full responsibility for the quality of their own work; so learn to consider and implement that philosophy here. This is not a class in just-in-time! Plan ahead. Do it right the first time.

In accord with the statement above, each student will develop a Personal Quality Checklist satisfying the requirements of project 6 on pages 42 – 43. This will be a term long project, with status reports along the way. The reports will be due at class meetings 4, 8, and 12. The completed project, with the additional questions, is due at class meeting 15.

Homework will be evaluated using the enclosed OM 455 HOMEWORK FEEDBACK SHEET.

## CASE STUDIES

Each student will be responsible for two case studies. The case and due dates will be assigned randomly after the first class meeting. In addition to the written case analysis, the student will present the case at the beginning of class on the due date. The presentation will be worth 25 points and the written analysis 75 points.

Write a narrative case study (about three -- five pages) including the following four sections. Each section should begin with a section header (MS Word – Header 2). Follow the rules outlined above.

- Include a page header with the complete title of the case.
- Summary - a synopsis of the case in your own words. Usually, such a summary will be less than one page.
- Discussion - a discussion of how the case relates to the concepts presented in the chapter
- Update - update with current information (if appropriate). At a minimum, check the company profile using Lexis Nexis or a suitable alternative.
- Questions & Answers - answers to all questions posed in the discussion of the case. Restate each question in italic font. The answer should be in normal font.

## GRADING

Grades are based on mastery of the concepts (how much you know; not how hard you tried) and will be determined by a percentage of your total points rounded, e.g. 89.4 = 89 = B and 89.5 = 90 = A.

ITEM	POINTS	LETTER GRADE	GRADING SCALE
Mid-Term Examination	250	A	900 – 1,000 points
Final Examination	250	C	700 – 799 points
Quiz Average	200	D	600 – 699 points
Case Study Analysis & presentation (2 @ 100)	200	F	0 – 599 points
Personal Quality Checklist (p. 42, #6)	50		
Homework	50		
Total Points	1,000		

## ASSIGNMENT SCHEDULE

CLASS DATE	ASSIGNMENT	DESCRIPTION
Tuesday, 1/16	Chapter 1	Introduction to Quality
	Video	1991 Quest for Excellence
Tuesday,	Chapter 2	Total Quality in Organizations

1/23		
Tuesday, 1/30	Chapter 3	Philosophies and Framework
	PBS Video	Deming
Tuesday, 2/6	Chapter 4	Focusing on Customers
	PQC Status	
Tuesday, 2/13	Chapter 5	Leadership and Strategic Planning
Tuesday, 2/20	Chapter 6	Human Resource Practices
Tuesday, 2/27	Chapter 7	Process Management
Tuesday, 3/6	MID-TERM EXAMINATION	Chapters 1, 2, 3, 4, 5, 6, 7
	PQC Status	
Tuesday, 3/13	NO CLASS	Spring Break
Tuesday, 3/20	Chapter 8	Performance Measurement and Strategic Information Management
Tuesday, 3/27	Chapter 9	Building and Sustaining Total Quality Organizations
Tuesday, 4/3	Chapter 10	Principles Of Six Sigma
Tuesday, 4/10	Chapter 11	Statistical Thinking and Applications
	PQC Status	
Tuesday, 4/17	Chapter 12	Design for Six Sigma
Tuesday, 4/24	Chapter 13	Tools for Process Improvement
Tuesday, 5/1	Chapter 14	Statistical Process Control
	COURSE EVALUATIONS	n/a
	PQC Final Report	

**OM 455 HOMEWORK FEEDBACK SHEET**

<b>Homework #</b>	<b>Name:</b> _____	<b>Student #:</b> _____
1 2 3 4	1. Completeness of answer	0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15
	2. Use of appropriate class materials	0 1 2 3 4 5
	3. Grammar, punctuation, spelling	0 1 2 3 4 5
	4. Total points earned	Subtotal _____ points

Recommend Use of Writing Center?      Yes

## OM455 Total Quality Management Case Study Analysis

Case:

Score: /100

<b>-10 max</b>	<b>Conforms to the specifications listed in the course syllabus</b>
-2 each	Grammar & spelling
-5	Page header & footer, section headers
-2	Submitted in both hard-copy and electronic format
-5	Intellectual Honesty Statement
25 pts	<b><u>Presentation</u></b> Time < 5 minutes Eye contact Delivery Content
20 pts	<b><u>Summary</u></b> (a synopsis of the case in your own words)
20 pts	<b><u>Discussion</u></b> (how the case relates to the concepts presented in the chapter or previous chapters)
10 pts	<b><u>Update</u></b> with current information
	<b><u>Question 1</u></b>
	<b><u>Question 2</u></b>
	<b><u>Question 3</u></b>
	<b><u>Question 4</u></b>

## Statement of Intellectual Honesty

This form must be included with all assignment submissions.

Submitted to: Dr. Robert H. Grenier

Student's Name(s): \_\_\_\_\_

Date of Submission: \_\_\_\_\_

Purpose and Title of Submission: \_\_\_\_\_

Certification of Authorship: I (we) hereby certify

- that I am (we are) the author(s) of this document and
- that any assistance I (we) received in its preparation is fully acknowledged and disclosed in the document.
- I (we) have also cited all sources from which I (we) obtained data, ideas, or words that are copied directly or paraphrased in the document.
- Sources are properly credited according to accepted standards for professional publications.
- I (we) also certify that this paper was prepared by me (us) for this purpose.

Student's Signature(s):

**GROUP MEMBER EVALUATION FORM**  
**OM 455 – Spring Semester 2007**

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**Student Evaluator Name:** \_\_\_\_\_

This form will be used by your professor to evaluate the overall contribution of the members in your case study group. Please respond as accurately as possible regarding the effective contribution of each member to the group. Responses will be used *only* by the professor and will remain completely confidential. Final grades may be adjusted for those group members who did not fully contribute to the outcome of the group's case project papers.

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**INSTRUCTIONS**

Use the following scale for your responses:

**5 = Outstanding      4 = Good      3 = Average      2 = Poor      1 = Unacceptable**

Names of Group Members <i>Excluding You</i>	Work Quality	Met With Group	Carried Fair Share	Met Group Goals	Average Rating

**COMMENTS**