

UNIVERSITY OF GUELPH
Department of Marketing & Consumer Studies
MCS*3010: Quality Management

COURSE OUTLINE (Winter 2012)

Instructor

Dr. Anne Wilcock
Office: MINS 206A
wilcock@uoguelph.ca
Ext. 53824
Office hours: Mon. & Wed. 8:30-9:50

Course Description

Lectures will include general concepts and expectations of quality assurance from consumer, government, managerial and technological points of view and discuss the relationship of national and international groups concerned with quality assurance. Classroom activities will provide students with the opportunity to apply the concepts discussed in lecture.

Course Goals

This course is an introduction to the vocabulary, management techniques, standards, and statistical methods that apply to quality assurance in modern product and service industries. The central theme of the course is the great variety of strategies that can be used to meet consumer and government expectations of quality and reliability ("consumer satisfaction") in virtually all segments of the manufacturing, processing and service industries.

Behavioural Objectives

At the end of the course, you will be able to:

1. Correctly use the vocabulary of quality assurance/management.
2. Differentiate the terms performance excellence, quality management, quality assurance, quality control, reliability and maintainability and also understand their interrelationships.
3. Discuss the importance of standardization at local, national and international levels as well as consumer involvement in standardization.
4. Explain the basic concepts of service quality.
5. Evaluate the impact of consumer and government insistence on quality in manufacturing, processing and service industries.
6. Evaluate the strategies used by organizations to leverage quality improvement throughout the whole enterprise and thereby achieve continual and sustained success.

Teaching Strategy

Lectures:

The core concepts of quality management are explained in a series of traditional lectures using examples and case studies from a variety of "real world" situations. Guest lecture presentations will supplement the lectures. The class activities will guide you in the development and execution of a project in which the tools of quality will be applied in a "real world" situation.

Guest Lecture Presentations:

In this course, guest lecturers from a wide range of backgrounds will discuss applications and the management of quality. You will be responsible for knowing the content of the guest lecture presentations for the midterm and final examinations.

Classroom Participation:

The purpose of this course is to introduce you to the theory and practice of quality management and to demonstrate the important role that quality considerations have in the operation of successful organizations. While an effort has been made to include as many 'real life' examples as possible in the lecture material, there is no substitute for personal experience. To that end, virtually every class will begin with a student activity to help you work with the material learned in lecture.

Grading of Classroom Participation: Your active and ongoing participation in the course is required if you are to learn from the project and activities which were designed/selected to demonstrate the practical applications of quality management. For this reason, the instructor will generally award higher grades for contributions that demonstrate depth of understanding, originality (not merely re-phrasing of what has been previously stated), and/or other relevant perspectives. More specifically, the participation grade will be determined based upon the following grading scheme:

Seminar Participation	Grade
Quality – <i>provided insightful thought that incorporated course material and relevant observations. Questions to others and follow-up answers to questions were excellent and demonstrated competence in the topic.</i> Quantity – <i>showed good judgment in the number/ length of comments.</i> Timing – <i>participated in classroom activities and project meeting times (as established by the student's group).</i> Etiquette/Courtesy - <i>respected colleagues' viewpoints, did not try to dominate the discussions/project, encouraged thought and turn taking. Supported or challenged colleagues' ideas in an appropriate fashion.</i> Added Value – <i>provided new material or critical insight and demonstrated reflective thought when necessary.</i>	8-10
Participation was good, but input was insufficient in two or three of the above areas.	4 – 7
Participation was not acceptable or insufficient and/or comments lacked in more than three of the above areas.	0 – 3

Course Project:

To assist you in applying the principles of quality management, you will complete a semester project worth 30% of your course grade. The project has two parts. Working in groups of five, you will first have four weeks in which you will assess the quality of your total educational experience as a student in the College of Management and Economics at the University of Guelph. You will present your assessment in a literate, written document (not just a series of points) not to exceed four pages, 12 font, double spaced. Your assessment should be thoughtful, prioritized observations and analysis of the strengths and weaknesses of such things as your classroom learning experience, examinations and other assessment tools, aspects of campus life including food, accommodation, and interaction with various University personnel or other students, and anything else you consider relevant to what you will someday look back upon as some of the most important years of your life.

This part of the project is due by 4 PM, February 10. It will not be graded, but it will be used as the basis for advice and feedback about the second part of the project: recommendations for improvement. Together, we will try to focus your attention on one or two of the items that you consider to be of the highest priority, and for which there is room for quality improvement. Those groups that do not submit this initial part of the project can still complete the project, but without equal feedback and guidance.

The second part of the project is to address a proposal to the Dean of the College in which you briefly outline your main issues and propose thoughtful, constructive, realistic and long-lasting changes in management strategies to correct those problems. In keeping with the theme of this course, these should emphasize broad changes to management that have a chance to permanently cure these shortcomings. For example, if you consider the quality of the pizza on campus to be a major concern, you should not simply propose changing to your favorite pizza company. You should propose an entirely different system for selecting and monitoring the food services to prevent ongoing problems with poor quality pizza. The second part of your project is due by 4 PM March 26. It should not exceed 10 pages in length (12 font, double spaced). The best projects will be submitted to the Dean for consideration.

Textbook¹ (highly recommended)

Evans, J.R. and Lindsay, W.M., Managing for Quality and Performance Excellence, 8th edition, South-Western Publishing (Thomson Learning), 2010.

¹*One copy of the textbook will be on 2-hour reserve at the University of Guelph Library.*

Course Website:

Class notices will be posted on line, as will Powerpoint slides of lecture material. Please note that the Powerpoint slides posted on line will be less detailed than those used in class. This will allow you to supplement the information as you see fit. Grades will be posted as they are available, so you are encouraged to consult the course website regularly throughout the semester. At the end of the semester, course evaluations will also be available on line.

Method of Evaluation*

Course project	30%*
Case analyses and participation in class activities	25%
Midterm exam (Feb 29, 2012 in class)	15%
Final exam (April 11, 2012; location TBA)	<u>30%</u>
Total	100%

**The ability to meet course deadlines is a reflection of quality. Hence, the following late policy will be strictly enforced. Marks will be deducted if the course project is submitted after the due date without acceptable documentation. Twenty percent (20%) will be deducted for each class day the assignment is late, and 15% for each weekend or part thereof.*

By the time students reach their third year of university, it is expected that they will contribute their fair share to group projects. Unfortunately, this is not always the case. For this reason, peer evaluations will be performed in the middle of the semester and then again at the end of the term. These evaluations are mandatory and will be used to adjust students' project grades when deemed necessary. In extreme circumstances, a student may be removed from a group because of lack of contribution.

If a student misses a required element of this course but provides acceptable documentation, the grades from that component will be applied to the final exam.

University Regulations and Procedures

You are strongly encouraged to familiarize yourself with all aspects of Undergraduate Degree Regulations and Procedures. Particular attention should be paid to the section on Academic Misconduct, and procedures for dropping and adding courses.

University Grading Scheme

This course follows the grading scheme outlined in the University of Guelph Calendar*:

A+	90-100%	Excellent: An outstanding performance in which the student demonstrates a superior grasp of the subject matter, and an ability to go beyond the given material in a critical and constructive manner. The student demonstrates a high degree of creative and/or logical thinking, a superior ability to organize, to analyze, and to integrate ideas, and a thorough familiarity with the appropriate literature and techniques.
A	85-89	
A-	80-84	
B+	77-79	Good: A more than adequate performance in which the student demonstrates a thorough grasp of the subject matter, and an ability to organize and examine the material in a critical and constructive manner. The student demonstrates a good understanding of the relevant issues and a familiarity with the appropriate literature and techniques.
B	73-76	
B-	70-72	
C+	67-69	Acceptable: An adequate performance in which the student demonstrates a generally adequate grasp of the subject matter and a moderate ability to examine the material in a critical and constructive manner. The student displays an adequate understanding of the relevant issues, and a general familiarity with the appropriate literature and techniques.
C	63-66	
C-	60-62	
D+	57-59	Minimally acceptable: A barely adequate performance in which the student demonstrates a familiarity with the subject matter, but whose attempts to examine the material in a critical and constructive manner are only partially successful. The student displays some understanding of the relevant issues, and some familiarity with the appropriate literature and techniques.
D	53-56	
D-	50-52	
F	0-49	Fail: An inadequate performance.

* http://www.uoguelph.ca/undergrad_calendar/index.shtml

Lecture Schedule*

<u>Date/Instructor</u>	<u>Topic</u>	<u>Readings</u> **
Jan. 9 Jan. 11	History/importance of quality Quality and counterfeit products	pp. 1-39
Jan. 16-18	Quality philosophies: Deming, Juran & Crosby	pp. 91-108
Jan. 23-25	Quality philosophies: Deming, Juran & Crosby; Quality in manufacturing	pp. 49-56
Jan. 30-Feb. 1	Quality in services; Quality awards	pp. 56-76 pp. 111-128
Feb. 6-8	Customer satisfaction; Management system standards	pp. 193-226 pp. 128-133
Feb. 13-15	Management system standards	ISO documents
Feb. 20-22	W I N T E R B R E A K	None
Feb. 27 Feb 29	Process management/improvement Midterm exam	pp. 305-342
March 5-7	Performance measurement	pp. 363-402
March 12-14	Basic tools for process improvement	pp. 541-556
March 19-21	Essentials of quality culture	pp. 245-289

March 26-28	Term project presentations	None
April 2-4	Term project presentations	None

**Please note that this schedule is accurate as of the time of preparation of this course outline. The lecture is subject to change as guest lecturers confirm their presentation dates.*

***Additional readings may be assigned throughout the semester.*

Please note that you are responsible for, and expected to attend, all scheduled lectures and seminars. Additional Powerpoint slides that may be used in lecture will not be available to students who miss class.