



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

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**Instructor**

Stephanie M. Villers

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**Class Times and Location**

Mondays, Wednesdays, 10am to 11:20am.

**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 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.

**Textbook**

Evans, J.R. and Lindsay, W.M., Managing for Quality and Performance Excellence, 10th edition, SouthWestern Publishing (Thomson Learning), 2017.

**Course Website**

Class notices will be posted on line, as will PowerPoint slides of lecture material. Please note that the PowerPoint slides posted online 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.

## TEACHING STRATEGY

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### ***Lectures – Mondays***

The core concepts of quality management are explained in a series of traditional lectures and by using examples and case studies from a variety of "real world" situations through case studies. Lectures will be conducted on Mondays and Case Studies will be discussed on Wednesdays. In this course, guest lecturers from a range of backgrounds will discuss applications and the management of quality. You will be responsible for knowing the content of guest lecture presentations for the midterm and final examinations.

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### ***Case Study Facilitation – Wednesdays (25%)***

Case studies will supplement weekly lectures. The cases will be related to the weekly readings from the textbook. Students will work in groups of six to present one case study throughout the semester. Groups will prepare a 20-30 minute PowerPoint presentation of the case. Presenters should (i) link the case study to key concepts in the textbook chapter for that week; (ii) provide deeper insight into the case through additional research; and (iii) develop a series of questions/exercises that engage the class in a 20-30 minute group discussion on the topic.

While one group will present the case each week, all students are required to read each cases in order to actively participate in the group discussion. Electronic devices are prohibited during group presentations. A sign-up sheet will be supplied on the first day of class. Peer evaluation forms are to be submitted by email to [svillers@uofguelph.ca](mailto:svillers@uofguelph.ca) on the day of your presentation before midnight. The following is a breakdown of the grading scheme for case study facilitation:

#### Criteria

- Professionalism – professional appearance and demeanor.
- Comprehension – link case study to concepts outlined in the textbook readings for the week and relevance of additional research.
- PowerPoint – introduction, index, slides are not too wordy, aesthetically pleasing theme, use of graphics or other media.
- Questions – adequately engage the class in a group discussion on the topic.
- Timing – 20-30 min. PowerPoint presentation; 20-30 min. group discussion.

#### Grade

- 20-25: Facilitation adequately met the above requirements.
- 15-19: Facilitation was good, but insufficient in some of the above areas.
- 0-14: Facilitation was insufficient in several of the above requirements.

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### ***Classroom Participation (10%)***

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. Your active participation is required in order to facilitate a learning environment conducive to this objective. The following is a breakdown of the grading scheme for classroom participation:

#### **Criteria**

- Quality – provided insightful thought that incorporated course material and relevant observations.
- Quantity – showed good judgment in the number/ length of comments.
- Timing – participated in classroom activities and project meeting times (as established by the student's group).
- Etiquette/Courtesy - respected colleagues' viewpoints; supported or challenged colleagues' ideas in an appropriate fashion.
- Added Value – provided new material or critical insight and demonstrated reflective thought when necessary.

#### **Grade**

- 8-10: Participation adequately met the above requirements.
- 4-7: Participation was good, but insufficient in some of the above areas.
- 0-3: Participation was not acceptable or insufficient in several of the above requirements.

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### ***Individual Project (25%)***

To assist you in applying the principles of quality management, you will complete an individual semester project. This will consist of a written report in which you assess the quality of your total educational experience as a student at the University of Guelph. Your assessment should analyze 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, as well as other relevant factors. You will identify one area in which the university can improve the quality of students' educational experience. Your report will propose thoughtful, constructive, realistic and long-lasting changes in management strategies to progressively and permanently correct that problem by applying techniques learned throughout this course. Your comprehensive, written report is not to exceed 10 pages (excluding a cover page and any appendixes), double-spaced, using 12 point Times New Roman font. All references must be properly cited. Plagiarism will result in a grade of zero. The following is a breakdown of the grading scheme for Individual Project:

#### Criteria

- Content: title page, clear and concise introduction and conclusion, use of appropriate course readings and relevance to course themes (10 points)
- Argument: coherent problem identification; constructive and realistic solution supported by evidence; logically consistent argument that considers major counter arguments. (10 points)
- General: informative and appropriate; professional paper presentation; spelling and grammar; proper citation (5 points)

#### Grade

- 20-25: Report adequately met the above requirements.
- 15-19: Facilitation was good, but insufficient in some of the above areas.
- 0-14: Facilitation was insufficient in several of the above requirements.

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#### ***In-Class Tests (20% each)***

There will be two in-class tests. Each test will consist of 40 multiple choice questions worth 0.5 each. You will have 1.5 hours to complete each test. Test 1 will cover the material up to and including February 12, 2018 (Chapters 1-5 & 7; Cases A-D; Lectures) and Test 2 will cover the material from February 26, 2018 up to and including April 2, 2018 (Chapters 9 & 11-14; Cases E-I; Lectures). Questions will cover materials from the textbook, PPT slides, case studies and guest lectures.

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#### ***Method of Evaluation***

Assignment	Date	Grade
Group Case Study Facilitation	Sign-up	25%
Individual Report	April 11, 2018	25%
Test 1: Chapters 1-5	February 14, 2018	20%
Test 2: Chapters 7, 11-14	April 4, 2018	20%
Participation	Ongoing	10%
Total		100%

\*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 immediately after group presentations. These evaluations are mandatory and will be used to adjust students' project grades when deemed necessary.

\*\*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.

## IMPORTANT DATES

Day	Date	Topic	Readings
Monday	Jan. 8,	Lecture: Course Overview & Case Sign-up	
Wednesday	Jan. 10	Lecture: Introduction to Quality	Chapter 1
Monday	Jan. 15	Lecture: Foundations of QA	Chapter 2
Wednesday	Jan. 17	Case Study A: Lululemon	Case A
Monday	Jan. 22	Lecture: Customer Focus	Chapter 3
Wednesday	Jan. 24	Case Study B: Dove	Case B
Monday	Jan. 29	Lecture: Workforce Focus	Chapter 4
Wednesday	Jan. 31	Case Study C: Southwest Airlines	Case C
Monday	Feb. 5	Lecture: Process Focus	Chapter 5
Wednesday	Feb. 7	Case Study D: Toyota	Case D
Monday	Feb. 12	Guest: Harmonic Medical	
Wednesday	Feb. 14	<b>Test 1</b> <b>Ch. 1-5, Cases A-D, Lectures</b>	
<b>Feb. 19-23</b>		<b>READING WEEK</b>	
Monday	Feb. 26	Lecture: Design for Quality & Product Excellence	Chapter 7
Wednesday	Feb. 28	Case Study E: Apple	Case E
Monday	Mar. 5	Lecture: Strategy & Performance Excellence	Chapter 11
Wednesday	Mar. 7	Case Study F: Hewlett-Packard	Case F
Monday	Mar. 12	Lecture: Measurement & Knowledge Mgmt.	Chapter 12
Wednesday	Mar. 14	Case Study G: Walmart	Case G
Monday	Mar. 19	Lecture: Leadership & Performance Excellence	Chapter 13
Wednesday	Mar. 21	Case Study H: Fiji Water	Case H
Monday	Mar. 26	Lecture: Building & Sustaining Quality & Performance Excellence	Chapter 14
Wednesday	Mar. 28	Case Study I: Disney	Case I
Monday	Apr. 2	Guest: TBD	
Wednesday	Apr. 4	<b>Test 2</b> <b>Ch. 7,11-14 Cases E-I, Lectures</b>	
Wednesday	Apr. 11	<b>Individual Assignment Due</b>	

\*The last day to drop this course without academic penalty is Friday, Mar. 9, 2018.

\*\*Please note that this schedule is accurate as of the time of preparation of this course outline.

\*\*\*Additional readings may be assigned throughout the semester. Please note that you are responsible for, and expected to attend, all scheduled lectures and group discussions. Additional PowerPoint slides that may be used in lecture will not be available to students who miss class without a doctor's note.

## UNIVERSITY POLICIES AND REGULATIONS

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All students are expected to abide by the University's academic regulations in the completion of their academic work, as set out in the undergraduate calendar including but not limited to those highlighted below:

### ***Academic Misconduct***

The University of Guelph is committed to upholding the highest standards of academic integrity and directs all members of the University community – faculty, staff and students – to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. The University of Guelph takes a serious view of academic misconduct and it is your responsibility as a student to be aware of and to abide by the University's policy. Included in the definition of academic misconduct are such activities as cheating on examinations, plagiarism, misrepresentation, and submitting the same material in two different courses without written permission. To better understand your responsibilities, read the Undergraduate Calendar. You are also advised to make use of the resources available through the Learning Commons (<http://www.learningcommons.uoguelph.ca/>) and to discuss any questions you may have with your course instructor, teaching assistant, Academic Advisor or Academic Counselor. Students should be aware that faculty has the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed. For more information, please visit:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml>

### ***Academic Consideration***

If you are registered with the Centre for Students with Disabilities and will require some form of accommodation in the completion of the required learning activities for this course, please meet with me during the first week of classes. Students who otherwise find themselves unable to meet course requirements by the deadline or criteria expected because of medical, psychological or compassionate circumstances beyond their control, should review the regulations on Academic Consideration in the Undergraduate Calendar and discuss their situation with the instructor, Program Counsellor or Academic Advisor as appropriate. For more information, please visit:

[http://www.uoguelph.ca/undergrad\\_calendar/c08/c08-ac.shtml](http://www.uoguelph.ca/undergrad_calendar/c08/c08-ac.shtml)

### ***Religious Holidays***

Should a student need to miss scheduled tests or requirements to attend classes and participate for religious reasons, please advise the instructor within two weeks of the distribution of this course outline so that alternate arrangements can be made. For more information, please visit:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-accomrelig.shtml>