

The University of Jordan

Faculty: Faculty of Business
Semester: First Semester

Department: Business Management
Academic Year: 2013-2014

Total Quality Management (TQM)

(1601419)

Credit hours	3	Level		Prerequisite	
Coordinator/ Lecturer	Dr Taghrid Saleh Suifan	Office number		Office phone	24257
Course website		E-mail	t.suifan@ju.edu.jo	Place	Building Number 4 / Second Floor

Office hours					
Day/Time	Sunday	Monday	Tuesday	Wednesday	Thursday
	12:00–01:00	1:00 –2:00	12:00–01:00	3:30 – 4:30	12:00–01:00

Course Description

Quality is a key concern of almost all organizations. High-quality goods and services can give an organization a considerable competitive edge. Good quality reduces the costs of rework, waste, complaints and returns and most importantly, generates satisfied customers.

Some operation managers believe that, in the long run, quality is the most important single factor affecting an organization's performance relative to its competitors. Even when a good-quality operation is designed and its activities planned and controlled, the quality manager's task is not finished. Total quality management (TQM) has probably been the most significant approach to managing operations improvement.

Quality Management: Creating and Sustaining Organizational Effectiveness, Second Edition explores how quality management has progressed from an emphasis on the management of quality to a focus on the quality of managing, operating, and integrating customer service, marketing, production, delivery, information, and finance areas throughout an organization's value chain. This course is designed to enable students to recognize the cornerstones of creating and sustaining organizational effectiveness, this is based on key quality initiatives, including Six Sigma, the Malcolm Baldrige National Quality Award, ISO 9000, lean manufacturing, and value creation.

Learning Objectives

The main objective of this course is to introduce the concept and philosophy of Total Quality Management (TQM) to the students, through:

1. Highlighting the need for Quality as a basic competitive necessity in light of today's hyper-competitive business environment.
2. Discussing the various definitions associated with Quality and Quality Management, as well as presenting its key elements and principles.
3. Discussing in-depth a number of critical enablers of TQM, which represent aspects that describe TQM as a revolution in management thinking.
4. Highlighting a number of issues that are considered to be at the root of the failure of many organizations in successfully managing their transition into a TQM organization.

Intended Learning Outcomes (ILOs):

Successful completion of the course should lead to the following outcomes:

- A. Knowledge and understanding:** students are expected to
- Understand and appreciate the importance of a number of supportive managerial concepts, which facilitate the adoption and implementation of TQM.
 - Differentiate quality assurance and quality improvement.
 - Identify the purpose and TQM activities of quality management programs and the process of quality improvement in varied ethnically diverse practice settings.
 - Understand the basic principles, guidelines, and program requirements for a total quality process.
 - Identify and explain the basic concepts in Total Quality Management (TQM)
 - Distinguish between quality of design and quality of conformance to design
 - Identify and explain specific tools and techniques for quality improvement
 - Differentiate between product quality characteristics and service quality characteristics
- B. Intellectual Analytical and Cognitive Skills:** students are expected:
- To appreciate the imperative need for TQM as a new managerial paradigm facilitated through the "Open System View" of organizations.
 - To enrich and deepen their appreciation for TQM as a necessity for the survival and prosperity of today's business organizations, as a natural conclusion that is arrived at through proper strategic thinking.
 - To be able to understand and comprehend the basic elements and principles of TQM.

C. Subject-Specific Skills: students are expected

- To employ what has been learned, in terms of the supportive concepts that facilitate TQM adoption and implementation, to solve real-life problems with an organizational setting.
- To be able to manage the change process towards a TQM organization effectively.
- To be able to determine the most suitable approach to be followed to ensure the successful implementation of TQM within an organization.

D. Transferable key Skills: students are expected

- To be able to present one or more of the subjects discussed in the module in an acceptable manner.
- To be able to manage and use time effectively as well as efficiently.
- To demonstrate an ability to discuss and analyze a quality-related issue in report writing format.

ILOs: Learning and Evaluation Methods

ILO/s	Learning Methods	Evaluation Methods
	Lectures and discussions. Assignments Project presentation	Midterm Exam (%30) Assignments + Project + Short Exam (%20) Final Exam (%50)

Course Contents

Content	Reference	Week	ILO/s
Chapter 1 :Organizational Effectiveness	Required Text	1 & 2	Students should understand the reasons why organizations pursue excellence Students should understand the benefits of creating an effective organization
Chapter 4 : Customer Focus Creation	Required Text	3 & 4	Students should understand the difference between satisfaction and perceived value Students should understand how to create a customer focus Understand how to capture the voice of the customer
Chapter 5: Organizational Leadership	Required Text	5 & 6	Students should understand how leaders guide effective organizations and how to manage by fact and with a knowledge of variance
Chapter 6 : Strategic Planning	Required Text	7 & 8	Students should understand how strategic plans guide effective organizations. Students should understand how strategic plans support customer satisfaction and perceived value. Students should understand the importance of strategic plan deployment
Chapter 9 : Measures of Organizational Success	Required Text	9 & 10	Students should understand how measures serve as guides for effective organizations. Students should understand costs of quality and the role costs of quality play in decision making
Chapter 10 : Benchmarking	Required Text	11 & 12	Students should understand why benchmarking can be used to increase organizational effectiveness and how benchmarking is performed
Chapter 11 : Process Management	Required Text	13 & 14	Students should understand how processes are mapped, managed and improved

Teaching and Learning Strategies

Don't be surprised if you find that in many real situations, there is no single 'right' or 'wrong' answer. Moreover, your instructor will not expect you just to sit quietly in the class but expect you to contribute by asking or answering questions, sharing your experiences and observations, etc.

For this course, you will have three contact hours of class per week distributed over 16 weeks. Instructor will use a variety of ways to help you acquire the fundamental concepts and knowledge. During class, you are expected to practice the knowledge acquired through lectures and develop the relevant skills. Your instructor will be available to help you evaluate your learning progress and identify areas for further development. You will need to be proactive in identifying the issues you would like to consult your instructor with and therefore your self-awareness and self-motivation will be key to the effectiveness of this part of learning.

Apart from the three hours' class contact time, you are expected to spend at least six hours on what we call Independent Learning. During this time, you are in charge. Your instructor may or may not give you any specific tasks but would expect you to use the time productively. You spend the time going over the concepts you find difficult to grasp in class or practice some of the skills you have learnt. You can do some by yourself or by teaming up with some of your fellow classmates.

Attendance is essential and students will miss quizzes if they are absent.

In order to achieve 'Distinction' for the course you must demonstrate the achievement of all the learning outcomes by playing an active part in the group work and be able to articulate your learning experience in a clear, concise and convincing manner. In order to pass the course you must demonstrate the achievement of all the learning outcomes and be able to articulate your experience in an understandable manner. In brief, your result will depend on how much effort you demonstrate during the semester.

Projects and Assignments

Assignments: Each student should choose one of the following topics and write a 3-5(A4 pages) theoretical research. Dates for submission will be announced during class.

1. Describe how increased market share and profitability can result from improved quality.
2. What are the significant differences between the two concepts "Quality Control" and "Quality Assurance"?
3. Discuss the obstacles in TQM Implementation.

Field Project: Students are requested to write a report about the importance of implementing the TQM principles in any company of their choice after they get the approval from the professor. Dates for submission will be announced during class.

Evaluation

Evaluation	Point %	Date
Mid-Term Exam	30%	Will be assigned by the professor during the semester in class
Short Exam + Assignments	10%	Will be assigned by the professor during the semester in class
Field Project	10%	Will be assigned by the professor during the semester in class
Final Exam	50%	Will be assigned by the professor during the semester in class

Main Reference/s:

Summers, Donna (2009) Quality Management: International Edition / 2 Ed. New Jersey: Pearson Prentice Hall.

References:

Goetsch, D. and Davis, S. (2013). Quality Management for Organizational Excellence: Introduction to Total Quality. International Edition / 7 Ed. Pearson Prentice Hall.

Besterfield, D. (2012). Quality Improvement. Ninth Edition. Pearson Prentice Hall.

Intended Grading Scale (Optional)

0-39	F
45-49	D⁻
50-54	D
54-69	D⁺
60-64	C⁻
65-69	C
70-73	C⁺
74-76	B⁻
77-80	B
81-84	B⁺
85-89	A⁻
90-100	A

Notes:

- Concerns or complaints should be expressed in the first instance to the module lecturer; if no resolution is forthcoming, then the issue should be brought to the attention of the module coordinator (for multiple sections) who will take the concerns to the module representative meeting. Thereafter, problems are dealt with by the Department Chair and if still unresolved the Dean and then ultimately the Vice President. For final complaints, there will be a committee to review grading the final exam.
- For more details on University regulations please visit:
<http://www.ju.edu.jo/rules/index.htm>