

TOTAL QUALITY MANAGEMENT

52:620:320:90-16900 Spring 2023

On-Line Course

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COURSE OVERVIEW:

Total Quality Management (TQM) is critical to the strategic success of businesses today now more than ever. Competition is fierce, and the pace of innovation and technical advancement is staggering. Companies must “get it right the first time” in every aspect of their organization to maintain a competitive differentiation against their competitors. TQM provides the framework for ensuring that companies will be able to produce a product or service of consistent quality while simultaneously improve all aspects of their Operations.

LEARNING GOALS:

Upon successful completion of the course students in this class should be able to:

1. Understand what a Total Quality Management culture is and how an organization may use the concepts and techniques to improve the business performance.
2. Identify problems and recognize opportunities for improving the efficiency and effectiveness of processes in organizations.
3. Know how to utilize the quality improvement tools presented in the course to improve performance.

COURSE OBJECTIVES:

After taking this course students are expected to achieve the following objectives:

1. Students will understand basic functions of Total Quality Management Concepts
2. Students will be able to analyze, interpret and solve business problems using quantitative approaches and critical thinking.

REQUIRED TEXTBOOK:

Managing Quality 6e - An Essential Guide and Gateway

By: Dale, Bamford, van der Wile: 6th Edition, August 2016. ISBN-13: 978-1-119-13092-5. Paperback, electronic, versions are acceptable.

CANVAS ON-LINE APPLICATION:

The Canvas on-line application will be used exclusively for this course. Students are expected to know how to access the application and use the features efficiently.

TEACHING METHODOLOGY:

This course will take place in a hybrid fashion. There will be the traditional classroom setting for the lectures and discussions as well as an on-line element for quizzes, Discussion Threads and Exams. The material presented in the textbook provides the fundamental theories and concepts of the course. Students are expected to have read the text material prior to the applicable class. Open discussion is encouraged to share personal examples of the concepts. All pertinent information will be posted on Canvas each week.

SYLLABUS UPDATES AND GENERAL COURSE COMMUNICATION:

All updates and changes to the syllabus, and other important communications will be communicated via Canvas. All course material and announcements will be posted on Canvas. The professor reserves the right to update or modify the syllabus and course requirements if necessary.

COURSE REQUIREMENTS:**1. CLASS PARTICIPATION:**

There will be no “groups” or “teams” in this course but there will obviously be required individual participation. As an “on-line” course, you alone will be responsible for learning the content and demonstrating your understanding. My role will be your facilitator in understanding the concepts and techniques. This is a fun course but does require a strong commitment of your time and effort. Sharing of personal examples and experiences is encouraged in the Discussion Threads as they help others to visualize the course material and how it is used in real life.

2. DISCUSSION THREADS:

Throughout the course there will be a series of ten Discussion Threads for you to respond. The Discussion Thread will present either a concept, argument or situation applicable to the concepts presented during that week. You are required to respond to the Discussion Thread via Canvas and provide your opinion, argument and / or own personal experience as it pertains to the concept. The intent is for you to have an opportunity to write about your understanding and personal experiences of the concept. You are also encouraged to comment on the responses of fellow classmates.

3. QUIZZES:

There will be a series of ten short on-line quizzes throughout the course. Each quiz will be associated with a particular chapter or chapters and will cover various concepts. The quizzes are “open book” and may be completed from home anytime during the specified period. Once started they must be completed. You will have limited time to take each quiz. Each quiz will consist of True / False or Multiple-Choice questions. The quizzes are designed to test your understanding of the key concepts as the course progresses and are meant to prepare you for the Mid-Term / Final Exam.

4. EXAMS:

There will be two on-line exams consisting of: one Mid-Term Exam and one Final Exam. The exams are non-cumulative and will cover the chapters presented in the course. Exams are “open book” and are scheduled during a regular class period and may be completed from home. Once started they must be completed. You will have a specified amount of time to take each exam. Each exam will consist of a mixture of True / False and Multiple-Choice questions that are designed to test your understanding of the facts and concepts of the course.

Make-Up Policy:

If, for a university-approved reason, you cannot complete an assignment at the scheduled time you must give the professor written notice at least one week in advance so that other arrangements may be made. If the situation does not allow for advance notification (for example, emergency hospitalization), contact the professor as soon as possible after the missed assignment. Any student who misses an assignment without prior approval of the instructor or a compelling reason will receive a zero grade for that item. The professor reserves the right to request written documentation to support your absence (such as a doctor’s note or military orders).

EVALUATION POLICY:

Discussion Threads	25%
Quizzes	25%
Midterm Exam	25%
Final Exam	<u>25%</u>
Total:	100%

GRADING POLICY:

A	90.00% - 100.00%
B+	86.00% - 89.99%
B	80.00% - 85.99%
C+	76.00% - 79.99%
C	70.00% - 75.99%
D	60.00% - 69.99%
F	Below 60.00%

Course Schedule

Listed below are the **tentative** topics to be covered each class and the Exam schedule:

<u>Module</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>
1	1/17/23	TQM: An Overview and the Role of Management On-line Quiz / Discussion Thread	Chapter 1
2	1/24/23	The Received Wisdom on TQM No Quiz / Discussion Thread	Chapter 2
3	1/31/23	Quality Costing On-line Quiz / Discussion Thread	Chapter 5
4	2/7/23	The Introduction and a Framework for TQM On-line Quiz / Discussion Thread	Chapter 3
5	2/14/23	Policy Deployment On-line Quiz / Discussion Thread	Chapter 4
6	2/21/23	Managing Service Quality On-line Quiz / Discussion Thread	Chapter 6
7	2/28/23	Supplier Development No Quiz / Discussion Thread	Chapter 7
-	3/7/23	MID-TERM EXAM: Chapters 1 through 7	
-	3/14/23	*** NO CLASS: SPRING BREAK ***	
8	3/21/23	Quality Management Systems On-line Quiz / Discussion Thread	Chapter 8
9	3/28/23	Quality Management Tools No Quiz / Discussion Thread	Chapter 9
10	4/4/23	Quality Management Techniques On-line Quiz / Discussion Thread	Chapter 10
11	4/11/23	Teams and Teamwork On-line Quiz / Discussion Thread	Chapter 11
12	4/18/23	Self-Assessment, Models and Awards On-line Quiz / Discussion Thread	Chapter 12
13	4/25/23	Managing Quality: New Challenges On-line Quiz / Discussion Thread	Chapter 13
14	5/2/23	Managing Quality: The Future No Quiz / Discussion Thread	Chapter 14
-	5/9/23	FINAL EXAM: Chapters 8 through 14	

GENERAL UNIVERSITY POLICIES

Academic Integrity

Policy at: <http://academicintegrity.rutgers.edu/>

Students are responsible for understanding the principles of academic integrity and abiding by them in all aspects of their work at the University. Students are also encouraged to help educate fellow students about academic integrity and to bring all alleged violations of academic integrity they encounter to the attention of the appropriate authorities.

Academic Integrity means that you must:

- Properly acknowledge and cite all use of the ideas, results, or words of others
- Properly acknowledge all contributors to a given piece of work,
- Make sure that all work submitted as your own in a course activity is your own and not from someone else
- Obtain all data or results by ethical means and report them accurately
- Treat all other students fairly with no encouragement of academic dishonesty

Adherence to these principles is necessary in order to ensure that:

- Everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- All student work is fairly evaluated, and no student has an inappropriate advantage over others
- The academic and ethical development of all students is fostered
- The reputation of the University for integrity is maintained and enhanced.

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. Violations are taken seriously and will be handled according to University policy.

If there are questions on how to comply, please contact Dean of Students in the Rutgers-Camden Dean of Students office or contact the appropriate Associate Dean or Area Head at the School of Business.

Student Code of Conduct

Policy at: <http://studentconduct.rutgers.edu/disciplinary-process/university-code-of-student-conduct>

The Rutgers Student Code of Conduct is applicable to all students and to all modes of educational delivery. Violations of the Student Code of Conduct are considered serious infractions of student behavior and subject to penalties relative to the level of the matter. Student may not intimidate, threaten, defame other students or faculty or create/cause disorderly conduct to a classroom (online or on-campus)

Violations of the code should be reported to the Dean of Students office deanofstudents@camden.rutgers.edu or 856-225-6050.

If the violation is immediate and a potential threat is a concern, call the Rutgers-Camden police at 856-225-6111

Etiquette Expectations from On-Line Activities:

The following protocols on the codes of behavior reflect professional business norms on manners, courtesy, and respect. *(In general, you should treat others as you would like others to treat yourself. Be mindful that what is acceptable in a text or chatroom with friends may not be appropriate in an online conversation with an instructor or other students)*

Even though many of you are already aware of these protocols, they are explicitly stated here so that everyone is cognizant of the same protocols. These protocols should be followed by all students taking this course to help ensure the online experiences for everyone involved are pleasant. They are as follows:

- If you were to send an e-mail to the professor / tutor, please address the person appropriately such as “Dr.” or “Mr./Ms.” ,not ‘Hey’. Note that I will address you with your first name, unless you prefer that I address you differently.
- When sending an e-mail, you can get better attention by using the following guidelines:
 - use descriptive subject lines, (I am sure you have received a lot of Spam e-mails and I have occasionally and accidentally deleted student e-mails that I thought was Spam.)
 - please be as brief as possible by going straight to the point, and if possible, limit the use of attachments

Never send offensive and insulting messages* (this is a violation of the Student Code of Conduct). If you disagree, say so and state your reasons. Social media is a very powerful tool for communication. However, it can be badly misused if it is not used correctly or professionally. For example, you may have personal and legitimate concerns with this course. However, other students, who do not have similar feelings, can be negatively influenced by your concerns. This will unnecessarily and negatively affect their overall experience of the course. Therefore, to minimize such an occurrence, please feel free to directly contact the instructor/tutor first to resolve any concerns that you may have to help ensure that everyone’s online experience of this course is beneficial.

- Always guard against inciting others when it comes to content, opinions, etc. That is, avoid blaming or accusing others of wrongdoing.
- Do not start a volley of back and forth e-mails, with copies distributed to every student in the class.
- Copy the minimum number of people. That is, send e-mails to only the people you think should receive and will benefit from it.
- Treat all e-mails and postings as permanent forms of written record and do not expect that any your e-mail communications to be private, unless stated otherwise. Instead, assume that all e-mail communications are public.
- Do not publicize your own or others’ personal information (such as email, phone numbers, last names, etc.)

Disability Services/Accommodations

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guidelines>.

If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the Office of Disability Services web site at:

<https://ods.rutgers.edu/students/registration-form>.

<https://success.camden.rutgers.edu/disability-services>

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