



TOTAL QUALITY MANAGEMENT

52:620:320:90:08168

Term: Spring 2025

On-Line

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KEY SPRING 2025 DATES:

Classes begin	Tuesday, January 21 st
Last day of classes	Tuesday, April 29 th
Final Exam period	Tuesday, May 13 th

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:

1. ***Critical Thinking and Analytical Decision Making***
Students will be able to critically use information and data to analyze, interpret, and solve business problems.
2. ***Technology Fluency and IT Literacy***
Students will demonstrate conceptual knowledge and practical application of information technology.
3. ***Ethical Reasoning***
Students will realize that organizations and their actions affect different stakeholders; they will demonstrate the ability to identify and weigh the ethical implications of these actions.

COURSE OBJECTIVES:

Some of the skills you are expected to learn throughout the course include:

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.*

REQUIRED TEXTBOOK:

Managing Quality - An Essential Guide and Resource Gateway

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

CANVAS ON-LINE APPLICATION:

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

TEACHING METHODOLOGY:

This course will take place on-line in a series of “modules” that commence Tuesday through the following Tuesday. There will be virtual lectures, on-line Quizzes, and Discussion Threads that are completed via Canvas. The Mid-Term Exam, Final Exam, and the Business Case Project will also be posted on Canvas. 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 lecture. 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. The course topics will be managed by the dates listed in the Syllabus.

COURSE REQUIREMENTS:**1. STUDENT INTRODUCTION VIDEO:**

As an on-line course, we will miss the opportunity to meet each other face to face. Instead, we will utilize Canvas to provide a introductory video so other students may know who is in their class and to help me get to know you better. Students are to upload a one-to-three-minute introductory video that describes themselves, what major is being pursued, what school year they are in and a tidbit about themselves.

2. CLASS PARTICIPATION:

There will be no “groups” or “teams” in this course but there will be required individual participation. You alone will be responsible for learning the course content and demonstrating your understanding. My role will be your facilitator in understanding the concepts and techniques. This is an intense course and requires a strong commitment of your time and effort. Sharing personal examples and experiences is encouraged as they help others to visualize the course material and how it is used in real life.

3. DISCUSSION THREADS:

Most of the weekly modules will have a required Discussion Thread for you to respond to and provide your own perspective. The Discussion Thread will present either a concept, argument, or situation applicable to the concepts presented during that module. 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.

4. QUIZZES:

There will be a series of 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 remotely at any time during the specified period. Once started they must be completed in one sitting. 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 and Final Exam.

5. EXAMS:

There will be two on-line exams: 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 over the course of a few days and are taken remotely. 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.

6. TQM RESEARCH PROJECT:

This course will require you to apply your own learning and understanding of the TQM concepts to a real-life situation that you experienced. You will be required to write a Research Project from the perspective of a consultant. Using an adverse situation that you actually experienced, whether a product or service, analyze what went wrong and recommend specific principles and concepts from TQM that may have prevented the poor quality if properly implemented. **Research Projects will not be returned.** Research Projects are to be uploaded to Canvas in .pdf format only by the due date specified in the Syllabus.

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).

COURSE GRADING:

The assignment of final grades will be weighted as follows:

Discussion Threads.....	20%
Quizzes	20%
Research Project.....	20%
Mid-Term Exam.....	20%
Final Exam	20%

Final Grade Scale

A	Highest grade	90% and above
B+	Work of distinction	86.0% to 89.9%
B	Work of distinction	80.0% to 85.9%
C+	Average work	76.0% to 79.9%
C	Average work	70.0% to 75.9%
D	Passing, but unsatisfactory	60% to 69.9%
F	Failure without credit	Below 60%

Disability Services/Accommodations

The University is committed to supporting the learning of all students and faculty will provide accommodations as indicated in a Letter of Accommodation issued by the Office of Disability Services (ODS). If you have already registered with ODS and have your letter of accommodations, please share this with me early in the course. If you have or think you have a disability (learning, sensory, physical, chronic health, mental health or attentional), please contact <https://success.camden.rutgers.edu/disability-services>.

Accommodations will be provided only for students with a letter of accommodation from ODS. Their services are free and confidential. Letters only provide information about the accommodation, not about the disability or diagnosis. Accommodations are NOT retroactive.

Academic Integrity

The Academic Integrity policy can be found at <https://studentconduct.rutgers.edu/processes/university-code-student-conduct> <http://studentconduct.rutgers.edu/student-conduct-processes/academic-integrity/>

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 (the student) 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.

Artificial Intelligence Use

The use of generative AI tools (such as ChatGPT, DALL-E, etc.) are not permitted in this class; therefore, any use of AI tools for work in this class may be considered a violation of Rutgers University's Academic Honesty policy and Student Conduct Code, since the work is not your own. When in doubt about permitted usage, please ask for clarification.

Code of Student Conduct

Rutgers University-Camden seeks a community that is free from violence, threats, and intimidation; is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and does not threaten the physical or mental health or safety of members of the University community, including in classroom space.

As a student at the University, you are expected adhere to the Code of Student Conduct.

To review the code, go to the Office of Community Standards:

<https://deanofstudents.camden.rutgers.edu/student-conduct>

Note that the conduct code specifically addresses disruptive classroom conduct, which means *"engaging in behavior that substantially or repeatedly interrupts either the instructor's ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities."*

Expectations of Classroom Civility (online or in-person)

(source: the Assoc of College and University Educators)

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 a classroom or in an online conversation with an instructor.***)

- You are expected to do your own work. Cheating, plagiarism, and any other form of academic dishonesty will not be tolerated and will result in commensurate consequences.
- Meaningful and constructive dialogue is encouraged in this class and requires a willingness to listen, tolerance for different points of view, and mutual respect from all participants. All course members will be expected to show respect for individual differences and viewpoints at all times.

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	1/21/25	TQM: An Overview and the Role of Mgmt On-line Quiz / Discussion Thread	Chapter 1
2	1/28/25	The Received Wisdom on TQM On-line Quiz	Chapter 2
3	2/4/25	The Introduction and a Framework for TQM On-line Quiz / Discussion Thread	Chapter 3
4	2/11/25	Policy Deployment On-line Quiz / Discussion Thread	Chapter 4
5	2/18/25	Quality Costing Discussion Thread	Chapter 5
6	2/25/25	Managing Service Quality On-line Quiz / Discussion Thread	Chapter 6
		Supplier Development	Chapter 7
-	3/4/25	MID-TERM EXAM: Chapters 1 through 7	
7	3/11/25	Quality Management Systems On-line Quiz / Discussion Thread	Chapter 8
-	3/18/25	*** NO CLASS – SPRING BREAK***	
8	3/25/25	Quality Management Tools No Quiz / No Discussion Thread	Chapter 9
9	4/1/25	Quality Management Techniques On-line Quiz / Discussion Thread	Chapter 10
10	4/8/25	Teams and Teamwork On-line Quiz / Discussion Thread	Chapter 11
11	4/15/25	Self-Assessment, Models and Awards On-line Quiz / Discussion Thread	Chapter 12
12	4/22/25	Managing Quality: New Challenges On-line Quiz / Discussion Thread	Chapter 13
13	4/29/25	Managing Quality: The Future Research Project Due	Chapter 14
-	5/6/25	READING DAY	
-	5/13/25	FINAL EXAM: Chapters 8 through 14	