

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
COLLEGE OF SCIENCE & MANAGEMENT
SCHOOL OF BUSINESS**

COMM 450

Fall-2010

Total Quality Management (TQM)

(PRE-REQUISITE = COMM 350 or ECON 205 or MATH 242 or Equivalent)

Instructor: Dr. Balbinder S. Deo

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Class Schedule:

Class Times:	Tuesday & Thursday	Class Room
Section A1	11.30 AM -12.50 PM	5-173

Office Hours: Thursday and Friday from 1.00 PM to 2.00 PM or by making appointment/s

1. INTRODUCTION

In a contemporary business environment, business organizations try hard to win over customers on the basis of low cost, better quality and timely delivery of their products and services. To achieve this end, world-class companies work hard to reduce the cost of operations and also improve the quality of their products and services, improve delivery as and when required by customers in an environment friendly manner.

Improvement in the quality of products and services is getting the attention of management of all most all business organizations. The corporations that have been at the forefront of the quality are discovering that they are not doing enough and have realized that the quality is not only the responsibility of design and production departments but is also the responsibility of every one in the organization. Each and every department need to focus on the quality aspect for delivering the quality product / service to the customer.

Quality management related concepts, principles, and tools have been practiced at shop floor level for many decades but latest developments in quality management from various sides have made quality issue as a strategic issue for organizations. Therefore, it is important for students who is to manage the production and delivery of goods and services directly and indirectly to see the quality issue from strategic angle and also has to have the skills to contribute to the process of quality management where ever they are fitted in the organizational structure.

The principles of Total Quality Management learned in this course would be helpful to

2.1 COURSE OUTLINE & OBJECTIVES

The course is designed for students to understand the nature of quality related problems and to find solutions in design, engineering, manufacturing, marketing, human resource, supply chain, and even in accounting, and finance functions of organizations. It is related to both profit and non-profit type organizations. The course includes the basic concepts and tools of Total Quality Management (TQM), strategic quality planning, quality management and improvement process, quality in design, engineering, and in supply chain, loss function and quality level, common quality tools and their use, quality and operations results, Taguchi methods, just in time, preventive maintenance and other aspects of quality management.

The main objective of the course is to introduce students to the concepts and principles of TQM and their application for improving quality. In addition to that students will also be able to use some of the specific tools and techniques to identify, analyze and solve some quality management related problems and cases by generating suitable set of solutions.

2.2 Course Material

The course material will be in the form of;

Some peer reviewed research papers published in scholarly journals (To be collected by students working in a team under the instructors guidance)

Standel0022 Tiality management.

(Students are required to make arrangements for log-in to Blackboard for information and feedback. The outline of the topics to be discussed in class will be posted on Blackboard at least about two days before each lecture. This information may be handy in getting ready for class, making brief notes (if needed), and for solving problems.

In addition students need to have a text book for ready reference. The following books have been listed.

Text Book

Managing Quality – Integrating the Supply Chain, S. Thomas Foster, Prentice Hall, 2010.

Other Ref Book:

Operations Management (Seventh Edition), Jay Heizer and Barry Render, Prentice Hall, 2005 or later edition or any other book on Production management that has simple and easy to understand quality related concepts.

In addition to text material there will be cases and other relevant material that would be provided to students ahead of their class schedules.

3.1 COURSE EVALUATION:

Attendance & participation	10%
Homework assignments	10%
Project:	25 %
Summaries & Report	20 %
Presentation	05 %
Mid-term exam	25 %
Final exam	30 %
Total	100%

3.2 GRADING SYSTEM: Grading System (see Page 59 of Undergraduate Academic Calendar)

<u>Excellent</u>	A+	=	90-100
	A	=	85-89.9
	A-	=	80-84.9
<u>Good</u>	B+	=	77-79.9
	B	=	73-76.9
	B-	=	70-72.9
<u>Satisfactory</u>	C+	=	67-69.9
	C	=	63-66.9
<u>Marginal</u>	C-	=	60-62.9
	D+	=	57-59.9

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D = 53-56.9

D- = 50-52.9

Failure:

F = 0-49.9

- c. **Submitting False Records:** Submitting false medical or criminal records, transcripts, or other such certificates or information, under false pretences.
- d. **Withholding Records:** Non-disclosure of previous attendance at a post-secondary institution, and of the transcript of record pertaining thereto, or of other documentation required by the University.
- e. **Misrepresenting One's Own Identity:** Impersonation or the imitation of a student in class, in a test or examination or class assignment is a breach of academic honesty. Both the impersonator and the individual impersonated may be charged.
- f. **Falsification of Results:** The falsification of laboratory and research results.
- g. **Submission of False Information:** The submission of false or misrepresented information on any form used by the University or an agent thereof.
- h. **Submitting Academic Work Twice for Credit:** Unless prior written and signed permission is obtained, submitting for credit any academic work for which credit has previously been obtained or may be sought in another course or program of study in the University or elsewhere. This includes, for example, materials such as library research papers posted on the World Wide Web.
- i. **Aiding or Abetting** any of the above academic offences.

Students should also be aware of the sanctions where academic offences have been established to have taken place. Sanctions include:

- a. **Reprimand:** This is a written warning to a student from the Instructor, Program Chair or the Dean of the College that the student's behavior is considered unacceptable to the University.
- b. **Reduction of Grade:** A reduction of grade may be applied to an examination, test, or assignment to which an offense is relevant and will be decided upon by the instructor, in consultation as may be appropriate with the Chair or Dean. Policies with respect to re-grading and review of assignments or exams are under the direction and purview of the Program Chair.
- c. **Probation:** In addition to any other penalty which may be applied, the Dean of a

3.5 DISABILITY SERVICES

"If there are students in this course who, because of a disability, may have a need for

Each team is expected to work either on a research type or practical type of project. Team members are encouraged to choose 2-3 topics and discuss these topics with the instructor for the final approval to avoid duplication. The selection of the project should be completed by the end of the first week of classes. In the second week students are expected to be working on their projects.

Project topic may be related to Quality related issues in a local company, or it may be related to a new or an old product / service or it may be a research-oriented project in which each team is expected to collect articles published in peer-reviewed journals related to Quality. Students are encouraged to get guidance from the teacher or get help to find the peer-reviewed articles. **A team of 4 students is expected to collect 12 peer-reviewed research articles. Three articles by each member of the team related to the research topic selected.**

For each article, a student has to write the summary of the article, research objective/s of the article, and the reason/s to choose the research objective by the author, brief research methodology used, evidence found, and then conclusions drawn. Copies of the research

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COURSE OUTLINE

***Section A1 -Tentative TQM Class Schedule Fall-2010 (Tuesday - Thursday)**

Lec #	Date	Topic	Videos / cases & other activities
1	Sep 09 (R)	Introduction to Quality	Video / Case
2	14 (T)	Quality Theory	Theory
3	16 (R)	TQM –Integrating the Supply Chain	Example /Problems / case
4	21 (T)	International Quality Standards	Video / case
5	23 (R)	Strategic quality planning	Theory/ case
6	28 (T)	Getting input from customers	Theory & Problems
7	30 (R)	Listening & evaluating the market / competitors	Theory / problems
8	Oct 05 (T)	Quality and innovation in product design	Video/ Case
9	07 (R)	Quality and innovation in process design	Videos / case
10	12 (T)	Quality and innovation in services design	Video/ case
11	14 (R)	Quality of suppliers and quality of their products	Theory & Problems
12	19 (T)	Mid-term Exam	