



Total Quality Management

MGMT 5346 Spring 2017 (AMBA Silver)

Instructor: Mr. Michael S, Garcia MSPM
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Class Hours: T 5:30 - 9:30 p.m., S 8:00 a.m. - 12:00 p.m. **GBC Suite 110**

Office Hours: MWR 7:45-9:15 a.m.

T 3:00 – 4:30 p.m. S 12:00 – 1:00 p.m.

Textbook:

Quality Management for Organizational Excellence: Introduction to Total Quality, 8th Edition, by David L. Goetsch, University of West Florida and Oskaloosa-Walton Stanley Davis, Stan Davis Consulting, 2016 (ISBN-13: 9780133791914)

Reference book:

Lean Thinking, by James P. Womack, Daniel T. Jones, Free Press (ISBN: 978-1-4665-8162-3).

Welcome to the graduate Total Quality Management Course. Official information for MGMT 5346, including grades, will be posted on Blackboard. You are responsible for reading and responding to the “Announcements”, “Assignments”, and any other information concerning this course - check your Blackboard account daily.

Course description (*From Goldmine*)

Analysis of the philosophy of total quality, world class, and productivity management theories. Students will be exposed to "real world" practitioners and problems to build a perspective on problems faced by businesses, of all sizes and forms, in light of global competition.

Objectives:

At the completion of this course students will be able to:

1. Describe the historical evolution of modern quality management philosophies, practices and methods and explain the basic principles of foundational TQM methods (Deming, Juran and Crosby).
2. Describe comparative differences among modern TQM methods and apply the basic principles of these methods – Lean, Six Sigma, Theory of Constraints, 5S, Quality Function Deployment, Statistical Process/Quality Control and ISO 9000.
3. Identify implementation issues and challenges associated with quality management methodologies, including Baldrige Award and Shingo Prize criteria.
4. Identify key management skills associated with successful, sustainable continuous process improvement. Be able to make strategic management decisions based on quality metrics.

5. Define key factors that determine the appropriate choice of quality management systems that are strategically aligned with business objectives.
6. Identify and assess effectiveness of various quality management methods in real-world case studies.
7. Describe the impact of proper planning and design on quality – “building in quality.”
8. Apply total quality management techniques in real-time, hands-on production exercises modeling real-world business processes.

Prerequisite:

Prerequisites: QMB 5311 w/C or better AND MGMT 5311 w/C or better or Dept. approval.

Lectures

Important material from the textbook, reference books, and case studies will be covered in class. You should plan to read a lot and take careful notes. Discussion is strongly encouraged about the topics being covered. PLEASE BRING A NETWORK CAPABLE COMPUTER RUNNING ADOBE READER, WEB BROWSER, and MICROSOFT OFFICE TO CLASS.

Regular Exams

There will be 3 regular, non-comprehensive exams that cover class materials and chapters in the textbook taught up to the date of the last class before the exam. A regular exam must be completed within 80 minutes.

Final Exam

There will be a final comprehensive exam covering all the class lecture materials and chapters in the textbook taught during the semester. The final exam must be completed within two hours. There is no make-up for the Final Exam.

Grading Policy:

- 10 % First Regular Exam
- 15 % Second Regular Exam
- 15 % Third Regular Exam
- 15 % Final exam
- 20 % Hands-on exercises
- 25 % Homework

There are no curves, bonus points, extra credit, etc. The final numerical grade is not rounded up, for example, 89.99 is not rounded up and since $89.99 < 90$ the corresponding final grade would be “B,” in this case.

- A numerical grade ≥ 90
- B $80 \leq$ numerical grade < 90
- C $70 \leq$ numerical grade < 80
- D $60 \leq$ numerical grade < 70
- F numerical grade < 60

COURSE POLICIES

1. Academic Integrity

Cheating is unethical and unacceptable. Using information or original wording in a paper without giving credit to the source of that information or wording is Plagiarism, and is absolutely unacceptable. Do not submit work under your name that you did not do yourself. You may not submit work for this class that you did for another class. If you are found to be cheating or plagiarizing, you will be subject to disciplinary action, per UTEP catalog policy. Refer to <http://sa.utep.edu/osccr/academic-integrity> for further information.

2. Missed Classes

You are expected to come to class, pay attention, and take good notes. If you miss a class, it is your responsibility to obtain notes from your classmates and complete the corresponding assignments.

3. Homework

Please note that you should complete homework on Blackboard. Homework cannot be turned in after its due date. If you expect to miss class, be sure you will be able to do the homework before its due date.

4. Exams

Exams will be taken from any material discussed in class. You are responsible for bringing a calculator to the exam as you may need to solve quantitative questions. A missed exam will result in a score of 0 (zero) for that exam. Please note the final exam will be comprehensive covering all materials discussed in class. Graded exams will be returned during the following class. Do not discard them once you have looked at them – they are a critical record if there is a discrepancy later.

5. Need for Assistance

If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at 747-5148, or by email to cass@utep.edu, or visit their office located in UTEP Union East, Room 106. For additional information, please visit the Center for Accommodations and Support Service (CASS) website at <http://sa.utep.edu/cass>

6. Other Student Services

University Counseling Center: <http://sa.utep.edu/counsel/>, 747-5302, 202 Union West; walk-ins encouraged.

Student Health and Wellness Center: <http://chs.utep.edu/health>, 747-5624. Many services free to students paid for through student health fee.

Student Engagement and Leadership Center: <http://sa.utep.edu/selc>, 106 Union West, 747-5670. Includes study space with workstations; family friendly room with lactation space.

University Career Center: <http://sa.utep.edu/careers>, 103 Union West, 747-5640.

Mine Tracker: <https://minetracker.utep.edu/>. Events, news and organizations.

7. Campus Carry:

Persons who hold a Concealed Handgun License can lawfully carry their gun into a UTEP classroom as long as it remains concealed. Open carry remains prohibited on campus. Should you feel someone is intentionally displaying a gun (or any other weapon for that matter), do not hesitate to call Campus Police (ext. 5611) or 911. For more information on campus concealed carry, see <http://sa.utep.edu/campuscarry/>. For more information on overall campus safety, see <http://admin.utep.edu/emergency>.

Please note that the GBC is a designated Campus Carry Exclusion Zone – a property leased by the University which has existing tenant leases *prohibiting weapons*. For more information on Campus Carry Exclusion Zones see: <http://sa.utep.edu/campuscarry/exclusion-zones>

8. Student Responsibility

Individual students must operate with integrity in their dealings with faculty and other students; engage the learning materials with appropriate attention and dedication; maintain their engagement when challenged by difficult learning activities; contribute to the learning of others; and perform to standards set by the faculty.

Note: This is a tentative syllabus and the instructor reserves the right to make appropriate changes.

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Detailed Course Outline:

Lecture	Class Discussion	Assignment
1 (Apr 18)	Introduction, History, Evolution of Quality Philosophies	# 1
	TQM, Achieving Organizational Excellence (Ch 1)	
	Quality and Global Competitiveness (Ch 2)	
	Womack – Intro, Ch 1	
	“Tennis Ball” Hands-on Exercise	
2 (Apr 22)	Strategic Management – Planning and Execution (Ch 3)	# 2
	Quality Management, Ethics (Ch 4)	
	Womack – Ch 2	
3 (Apr 25)	Partnering and Strategic Alliances (Ch 5)	# 3
	Quality Culture: Changing Hearts, Minds, Attitudes (Ch 6)	
	Womack – Ch 3	
	ASQ Case Study #1	

4 (Apr 29)	Regular Exam #1 (Ch 1–6)	# 4
	Customer Satisfaction and Loyalty (Ch 7)	
	Employee Empowerment (Ch 8)	
	Womack – Ch 4	
5 (May 2)	Leadership and Change (Ch 9)	# 5
	Team Building and Teamwork (Ch 10)	
	Womack – Ch 5	
	Special Guest – Ricardo Blazquez, QA Director, GM	
6 (May 6)	Effective Communication (Ch 11)	# 6
	ISO 9000 and Total Quality (Ch 14)	
	Womack – Ch 6	
	ASQ Case Study #2	
7 (May 9)	Regular Exam #2 (Ch 7-11, 14)	# 7
	Overview of Total Quality Tools (Ch 15)	
	Problem Solving and Decision Making (Ch 16)	
	Womack – Ch 7	
8 (May 13)	Quality Function Deployment (Ch 17)	# 8
	Statistical Process Control (Ch 18)	
	Womack – Ch 8	
	Special Guest Speaker – TBD	
9 (May 16)	Continual Improvement Methods (Ch 19)	# 9
	Benchmarking (Ch 20)	
	Womack – Ch 9	
	ASQ Case Study #3	
10 (May 20)	Regular Exam #3 (Ch 15-20)	# 10
	Just-in-Time/Lean (Ch 21)	
	Implementing Total Quality Management (Ch 22)	
	Womack – Ch 10	
11 (May 23)	Capstone Lean / 5S hands-on production simulation	
	Womack – Ch 11	
(May 27)	Final Examination (Comprehensive)	