

Macao Polytechnic Institute

School of Business

Bachelor of Management

Module Outline

Academic Year 2021/2022 Semester 1

Learning Module	Total Quality Management	Class Code	MGMT3130-311		
Pre-requisite(s)	Nil				
Medium of Instruction	English			Credit	3
Lecture Hours	45 hrs	Lab/Practice Hours	- hrs	Total Hours	45 hrs
Instructor	Wai Ming To		E-mail	wmto@ipm.edu.mo	
Office	M547, Ming Tak Building, MPI Main Campus		Telephone	8599-3391	

Description

This module examines the skills and knowledge necessary to implement a successful TQM program. Students will be provided with an understanding of the history, purpose and fundamentals of TQM, the tools and techniques that can improve operations, product quality, process quality, customer satisfaction and employee involvement, and the various methods to assess progress of the TQM program in an organization.

Learning Outcomes

After completing the learning module, students will be able to:

1. appraise the principles of total quality management;
2. appraise and assess seven principles of ISO 9001:2015 quality management system;
3. combine quality control tools including statistical process control to solve practical problems, and
4. justify how quality planning and management tools can be used to deal with qualitative data.

Alignment of Program and Module Intended Learning Outcomes

Program Intended Learning Outcomes (PILOs)	Module Intended Learning Outcomes (MILOs)
1. Integrate contemporary management theories and business disciplines relevant to general business practices.	MILOs 1 & 2
2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.	MILOs 3 & 4
3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.	n/a
4. Demonstrate leadership in a team and respecting the rights of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field.	n/a
5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports.	MILOs 2 & 3
6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.	n/a
7. Interpret and utilize management information or business software for internal control, planning, performance evaluation, and coordination to improve efficiency and effectiveness in the business process.	MILOs 3 & 4

Content

Topics	Duration
1 The Total Quality Approach to Quality Management <ul style="list-style-type: none"> • What is the Total Quality Approach? • Different Views of Quality • Deming's Seven Deadly Diseases and 14 Points of Management 	3 hrs
2 Partnering and Strategic Alliance Partnerships <ul style="list-style-type: none"> • Defining Partnering • Different Types of Internal and External Partnerships 	3 hrs
3 Customer Satisfaction, Retention and Loyalty <ul style="list-style-type: none"> • Internal and External Customers/Consumers • Customer Satisfaction Model • SERVQUAL and Kano Model for Services/Products 	3 hrs
4 Employee Empowerment <ul style="list-style-type: none"> • Difference between Involvement and Empowerment • Rational for and Inhibitors of Empowerment • Quality Circle and MBWA 	3 hrs
5 Leadership and Change <ul style="list-style-type: none"> • Leadership Defined • Leadership Theories • Change Facilitation 	3 hrs
Midterm examination	1.5 hrs
6 Team Building and Teamwork <ul style="list-style-type: none"> • What is a Team? • Team Building • Inhibitors of Teamwork 	3 hrs
7 Education and Training <ul style="list-style-type: none"> • Difference between Education and Training • Rational for Training • In-house Training 	3 hrs
8 ISO 9001 and Total Quality : The Relationship <ul style="list-style-type: none"> • Seven Quality Management Principles and Process Model • ISO 9001 Documents • Benefits of Implementing ISO 9001 	3 hrs
9 Overview of Total Quality Tools <ul style="list-style-type: none"> • Seven Basic Tools of Quality Control • Seven New Tools of Quality Planning and Management 	7.5 hrs

10 Problem Solving and Decision Making <ul style="list-style-type: none"> • Models for Solving and Preventing Problems • Decision-Making Process • Issues Relating to Problem Solving and Decision Making 	3 hrs
11 Benchmarking <ul style="list-style-type: none"> • Why Benchmarking? • Benchmarking Approach and Process 	3 hrs
Project Presentations	3 hrs
Final Examination	3 hrs

Teaching Method

This module is delivered through a series of lectures that provide a detailed explanation and understanding of various fundamental quality management theories and core concepts. Class activities, exercises, case studies and class discussions integrating with multimedia resources such as videos and websites are utilized to support students' learning. Specifically, different teaching and learning activities (TLAs) are adopted.

TLA1: Total quality management theories and concepts are delivered primarily by lectures with the aid of multimedia instructional materials. Specific quality management tools and techniques are illustrated by solving theoretical and practical problems.

TLA2: Short oral and/or written quizzes will be given during the class hour. Discussions are part of class activities in which active participation will be encouraged. Current events about quality-related issues will be introduced to help students think and understand the relationships between what they learn and the current events (or news).

TLA3: Students must prepare for group work. They must develop ability to work as a team member and an effective communicator.

Alignment of MILOS with TLAs:

TLAs	Brief Description	MILO No.			
		1	2	3	4
TLA1: Interactive lectures	Lectures: total quality management theories, concepts, and approaches will be presented using multimedia instructional materials. Q&A: It allows interactions between instructor and students.	✓	✓	✓	✓
TLA2: In-class exercises, quizzes, and midterm	Students must read teaching materials before coming to the class. They will be asked to work on problems or respond to key conceptual issues during the class hour. - Short oral/written quizzes will be given to students in order to ensure that students can follow the progress of study.	✓	✓	✓	✓

exam.	- Midterm exam will be given to students in order to motivate them to review what they have learned.				
TLA3: Group project and presentation	Three to four students will be required to work as a group to complete a group project. This group project will be designed to promote students intellectual, social and presentation skills and help to prepare them for the real world in which teamwork and collaboration are important.		✓		✓

In order to achieve the outcomes of the module, students are expected to perform the following learning tasks:

- 1) Read teaching materials before coming to the class
- 2) Review and work on exercises immediately after the class to enhance understanding
- 3) Attend seminars and meetings to extend their knowledge horizon
- 4) Prepare and collect information for group project assignment
- 5) Prepare for the midterm and final examinations
- 6) Seek advice from instructor when encountering difficulties (about the module)
- 7) Form study group, learn from each other, and practice communication skills

Attendance

Attendance requirements are governed by the “Academic Regulations Governing Bachelor’s Degree Programmes of Macao Polytechnic Institute”. Students who do not meet the attendance requirements for the module will not be permitted to sit the final or re-sit examination and shall be given an ‘F’ grade.

Assessment

This learning module is graded on a 100 point scale, with 100 being the highest possible score and 50 being the passing score.

Students’ understanding of module material and their performance is assessed on the basis of class assignment(s), a group project and oral presentation, a midterm examination, and a final examination. The assignments are to evaluate students’ understanding of the key concepts of contemporary quality management theories. The project is used to evaluate whether students can apply quality management concepts in the real life context. The midterm and final examinations aim to evaluate the students’ comprehensive understanding of the significant components in quality management field. The following is a summary of the assessment tasks:

	Activities used to assess students' achievement of MILOs	Percentage	Targeted MILOs
1.	In-class exercises/quizzes (non-graded)	N/A	MILOs 1-4
2.	Individual assignment (graded)	10%	MILO 2
3.	Group project (graded)	25%	MILOs 2,4
4.	Mid-term examination (graded)	25%	MILOs 1,2
5.	Final examination (graded)	40%	MILOs 1-4
	Total percentage:	100%	

Plagiarism Policy

It is student's responsibility to ensure that his/her assignment has been checked by *Turnitin* software, and the similarity score given by *Turnitin* software cannot be higher than 30%. However, a special case can be determined by the instructor.

Teaching Material(s)

Textbook

Getsch, D.L. & Davis, S. (2016). *Quality Management for Organizational Excellence: Introduction to Total Quality, 8th edition*. Pearson. ISBN-13:9780133791853.

Journal articles from <http://www.emeraldinsight.com/> (available at E-Resources of MPI Library)

1. Lee, P.K.C., To, W.M., & Yu, B.T.W. (2009). The implementation and performance outcomes of ISO 9000 in service organizations: An empirical taxonomy. *International Journal of Quality & Reliability Management*, 26(7), 646-662.
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5. To, W.M., Yu, B.T.W., & Lee, P.K.C. (2018). How quality management system components lead to improvement in service organizations: A system practitioner perspective. *Administrative Sciences*, 8(4), article no. 73.

Reference

Reference book(s)

- Besterfield, D.H., Besterfield-Michna, C., Besterfield, G., & Besterfield-Sacre, M. (2003). *Total Quality Management, 3rd edition*. Prentice Hall.
- Evans, J.R. (2005). *Total Quality: Management, Organization and Strategy, 4th edition*, Thomson/South-Western.

Journal(s)

1. The TQM Journal (Emerald journal) available at: <https://www.emeraldgrouppublishing.com/journal/tqm>
2. International Journal of Quality & Reliability Management (Emerald journal) available at: <https://www.emeraldgrouppublishing.com/journal/ijqrm>
3. Quality Progress (ASQ journal) available at: <http://asq.org/qualityprogress/>
4. Total Quality Management & Business Excellence (Taylor & Francis journal) available at: <https://www.tandfonline.com/action/journalInformation?show=aimsScope&journalCode=ctqm20>

Website(s)

1. The American Society for Quality <https://asq.org/>
2. International Organization for Standardization <https://www.iso.org/home.html>
3. The W. Edwards Deming Institute <https://www.deming.org/>

Academic Integrity

Academic honesty is the basis for academic achievement. Cheating or dishonest act in assignments, projects, mid-term or final examination is a serious offense: a maximum grade deduction of 100% will be exercised.

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