

Macao Polytechnic Institute

School of Business

Bachelor of Accounting

Module Outline

Academic Year 2020/2021 Semester 2

Learning Module	Total Quality Management		Class Code	MGMT3130-421	
Pre-requisite(s)	Nil				
Medium of Instruction	English			Credit	3
Lecture Hours	45 hrs	Lab/Practice Hours	0 hrs	Total Hours	45 hrs
Instructor	Dr. Margaret Tang		E-mail	nftang@ipm.edu.mo	
Office	M525, Meng Tak Building, Main Campus		Telephone	8599 3326	

Course Description

This course 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 (CILOs)

After completing the course, 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 Course Intended Learning Outcomes

PILOs	CILOs
1. Integrate the contemporary theories, principles of accounting and business disciplines relevant to general business practice.	CILOs 1 & 2
2. Assess general business scenarios with mathematical and statistical skills.	CILOs 2 & 3
3. Apply critical thinking and logical analysis skills and techniques to solve business problems.	CILOs 3 & 4
4. Interpret and analyze accounting information for internal control, planning, performance evaluation, and coordination to continuously improve business process.	n/a
5. Apply accounting or business software for business analysis.	n/a
6. Develop queries to assess management information from database to improve efficiency and effectiveness.	n/a
7. Synthesize the latest requirement of international accounting and auditing standards in preparing financial statements and auditing reports.	n/a
8. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.	n/a
9. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.	n/a
10. Utilize the latest empirical findings and academic studies to support the recommendation of business projects.	CILOs 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?•Rational for Training•In-house Training	3 hrs
7. Education and Training <ul style="list-style-type: none">•Difference between Education and Training•Team Building•Inhibitors of Teamwork	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 •Models for Solving and Preventing Problems •Decision-Making Process •Issues Relating to Problem Solving and Decision Making	3 hrs
11. Benchmarking •Why Benchmarking? •Benchmarking Approach and Process	3 hrs
Project Presentations	3 hrs
Final Examination	3 hrs

Teaching Method

This course 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 CILOS with TLAs

TLAs	Brief Description	CILO 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 teacher and students.	✓	✓	✓	✓
TLA2: In-class exercises,	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.	✓	✓	✓	✓

quizzes, and midterm exam.	<ul style="list-style-type: none"> - Short oral/written quizzes will be given to students in order to ensure that students can follow the progress of study. - 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 course, 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 teacher when encountering difficulties (about the course)
- 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 course will not be permitted to sit the final or re-sit examination and shall be given an ‘F’ grade.

Assessment

This course is graded on a 100 point scale, with 100 being the highest possible score and 50 the pass score.

Students’ understanding of course 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 CILOs	Percentage	Targeted CILOs
1.	In-class exercises/quizzes	10%	CILOs 1-4
2.	Group project	25%	CILOs 2,4
3.	Mid-term Test	25%	CILOs 1,2
4.	Final examination	40%	CILOs 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 teacher.

Teaching Material(s)

Textbook

Getsch, D.L. and 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. and 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.
2. To, W.M., Lee, P.K.C. and Yu, B.T.W. (2011). ISO 9001:2000 implementation in the public sector: A survey in Macao SAR, the People's Republic of China. *TQM Journal*, 23(1), 59-72.
3. To, W.M., Lee, P.K.C. and Yu, B.T.W. (2012). Benefits of implementing management system standards – A case study of certified companies in the Pearl River Delta, China. *TQM Journal*, 24(1), 17-28.
4. Yu, B.T.W., To, W.M. and Lee, P.K.C. (2012). Quality management framework for public management decision making. *Management Decision*, 50(3), 420-438.

References

Books

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

Journals

1. The TQM Journal (Emerald journal) available at:
<http://emeraldgrouppublishing.com/products/journals/journals.htm?id=tqm>
2. International Journal of Reliability & Quality Management (Emerald journal) available at:
<http://emeraldgrouppublishing.com/products/journals/journals.htm?id=IJQRM>
3. Quality Progress (ASQ journal) available at: <http://asq.org/qualityprogress/index.html>
4. Total Quality Management & Business Excellence (Taylor & Francis journal) available at:
<http://www.tandfonline.com/action/journalInformation?journalCode=ctqm20#.VzBJ6YR96M8>

Websites

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