

**ITT Technical Institute**

**BU3210**

**Quality Management**

**Onsite Course**

**SYLLABUS**

**Credit hours: 4.5**

**Contact/Instructional hours: 45** (45 Theory Hours)

**Prerequisite(s) and/or Corequisite(s):**

Prerequisites: MK2530 Fundamentals of Marketing, MG2650 Fundamentals of Management

**Course Description:**

This course explores quality principles, decision-making techniques, business compliance and quality processes and procedures. Students will study business cases to develop recommendations for improving the quality and compliance of an organization

**Outside Work:**

For purposes of defining an academic credit hour for Title IV funding purposes, ITT Technical Institute considers a quarter credit hour to be the equivalent of: (a) at least 10 clock hours of classroom activities and at least 20 clock hours of outside preparation; (b) at least 20 clock hours of laboratory activities; or (c) at least 30 clock hours of externship, practicum or clinical activities. ITT Technical Institute utilizes a "time-based option" for establishing out-of-class activities which would equate to two hours of out-of-class activities for every one hour of classroom time. The procedure for determining credit hours for Title IV funding purposes is to divide the total number of classroom, laboratory, externship, practicum and clinical hours by the conversion ratios specified above. A clock hour is 50 minutes.

A credit hour is an artificial measurement of the amount of learning that can occur in a program course based on a specified amount of time spent on class activities and student preparation during the program course. In conformity with commonly accepted practice in higher education, ITT Technical Institute has institutionally established and determined that credit hours awarded for coursework in this program course (including out-of-class assignments and learning activities described in the "Course Outline" section of this syllabus) are in accordance with the time-based option for awarding academic credit described in the immediately preceding paragraph.

## **Where Does This Course Belong?**

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This course is required for a bachelor's degree in the Business Management program in the School of Business. This program covers the following core areas:

- Quality frameworks
- Team-building
- Fact-based decision-making

## Course Summary

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### Major Instructional Areas

1. Quality frameworks
2. Team-building
3. Fact-based decision-making

### Course Objectives

1. Analyze a case study.
2. Separate those conditions which apply good quality principles and those which fail to comply with a documented quality framework.
3. Employ fact-based decision techniques.
4. Justify that issues may exist in a company profile.
5. Synthesize course material into recommendations that will bring the company into compliance with its documented quality framework.
6. Measure results of organizational changes.
7. Recommend methods to implement changes.
8. Measure continued benefits and compliance with organizational changes.

## Learning Materials and References

### Required Resources

Textbook Package	New to this Course	Carried over from Previous Course(s)	Required for Subsequent Course(s)
Summers, D. (2009). <i>Quality management: Creating and sustaining organizational effectiveness</i> . (2nd ed.). Upper Saddle River, NJ: Prentice Hall.	■		■
Other Items	New to this Course	Carried over from Previous Course(s)	Required for Subsequent Course(s)
ITT Tech Virtual Library> Periodicals> LexisNexis Academic> McClenahan, J. S. (1999, October 18). The most influential; Six making the biggest marks on management; Features; Management. <i>Industry Week</i> . 30.	■		
Microsoft Office: Excel, PowerPoint, and Word		■	■
Access to the Internet and ITT Tech Virtual Library		■	■

### Recommended Resources

#### Books, Professional Journals

- International Journal of Six Sigma and Competitive Advantage (IJSSCA)  
<http://www.inderscience.com/browse/index.php?journalCODE=ijssca>
- Total Quality Management and Business Excellence  
<http://www.tandf.co.uk/journals/titles/14783363.asp>
- Deming, W. E. (2000). *Out of the crisis*. Cambridge, MA: The MIT Press

#### Professional Associations

- International Organization for Standardization  
<http://www.iso.org/iso/home.htm>
- Quality Management Association of New York  
<http://qma-newyork.org/>
- Adams Six Sigma  
<http://www.adamssixsigma.com/>

**NOTE:** All links are subject to change without prior notice.

### Information Search

Use the following keywords to search for additional online resources that may be used for supporting your work on the course assignments:

- Quality Management
- Six Sigma
- Malcolm Baldrige
- ISO 4000

- ISO 9000
- Deming

## Course Plan

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### Suggested Learning Approach

In this course, you will be studying individually and within a group of your peers. As you work on the course deliverables, you are encouraged to share ideas with your peers and your instructor, work collaboratively on projects and team assignments, raise critical questions, and provide constructive feedback.

Use the following advice to receive maximum learning benefits from your participation in this course:

DO	DON'T
<ul style="list-style-type: none"> <li>▪ Do take a proactive learning approach.</li> <li>▪ Do share your thoughts on critical issues and potential problem solutions.</li> <li>▪ Do plan your course work in advance.</li> <li>▪ Do explore a variety of learning resources in addition to the textbook.</li> <li>▪ Do offer relevant examples from your experience.</li> <li>▪ Do make an effort to understand different points of view.</li> <li>▪ Do connect concepts explored in this course to real-life professional situations and your own experiences.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Don't assume there is only one correct answer to a question.</li> <li>▪ Don't be afraid to share your perspective on the issues analyzed in the course.</li> <li>▪ Don't be negative about the points of view that are different from yours.</li> <li>▪ Don't underestimate the impact of collaboration on your learning.</li> <li>▪ Don't limit your course experience to reading the textbook.</li> <li>▪ Don't postpone your work on the course deliverables – work on small assignment components every day.</li> </ul>

### Course Outline

<b>Unit 1: ORGANIZATIONAL EFFECTIVENESS AND ORGANIZATIONAL PHILOSOPHIES</b>		<b>Out-of-class work:</b> <b>9 hrs.</b>	
Upon completion of this unit, students are expected to: <ul style="list-style-type: none"> <li>Define organizational effectiveness.</li> <li>Prepare a proposal for organizational effectiveness.</li> <li>Explain how to create organizational value.</li> <li>Identify key organizational philosophies.</li> <li>Apply the three universal qualities to manage quality.</li> <li>Apply organizational philosophies to create quality.</li> </ul>			
READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
<ul style="list-style-type: none"> <li>Summers, Chapters 1 &amp; 2</li> <li>ITT Tech Virtual Library&gt; Periodicals&gt; LexisNexis Academic&gt; “The Most Influential; Six making the biggest marks on management.” Industry Week, October 18, 1999, Features; Management; pg. 30, by John S. McClenahen</li> </ul>	Assignment	Unit 1 Assignment 1: Detailed Proposal to Promote Organizational Effectiveness	3%
	Quiz	Unit 1 Quiz 1	3%

<b>Unit 2: QUALITY SYSTEMS</b>		<b>Out-of-class work:</b> <b>9 hrs.</b>	
Upon completion of this unit, the students are expected to: <ul style="list-style-type: none"> <li>Explain ISO 9000 and ISO 14000.</li> <li>Relate Six Sigma methodology to quality applications.</li> <li>Evaluate ISO certification requirements.</li> <li>Appraise Six Sigma Green Belt certification requirements.</li> <li>Justify Six Sigma Black Belt and Master Black Belt certification requirements.</li> <li>Compare and contrast ISO, Baldrige Award, CI/QM, and Six Sigma.</li> </ul>			
READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
<ul style="list-style-type: none"> <li>Summers, Chapter 3</li> </ul>	Assignment	Unit 2 Assignment 1: Applying Six Sigma Tools	3%
	Quiz	Unit 2 Quiz 2	3%

<b>Unit 3: CREATING A CUSTOMER FOCUS</b>		<b>Out-of-class work:</b> <b>9 hrs.</b>	
Upon completion of this unit, students are expected to: <ul style="list-style-type: none"> <li>Differentiate between satisfaction and perceived value.</li> <li>Explain how to create customer focus.</li> <li>Describe the process of capturing the customer’s voice.</li> <li>Create a quality function deployment (QFD).</li> </ul>			
READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		

	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
<ul style="list-style-type: none"> <li>Summers, Chapter 4</li> </ul>	Assignment	Unit 3 Assignment 1: Quality Function Deployment to Promote Organizational Effectiveness	3%
	Quiz	Unit 3 Quiz 3	3%

<p><b>Unit 4: ORGANIZATIONAL LEADERSHIP</b></p> <p>Upon completion of this unit, students are expected to:</p> <ul style="list-style-type: none"> <li>Summarize the traits for effective leadership.</li> <li>Evaluate leaders' roles in guiding effective organizations.</li> <li>Differentiate leadership styles.</li> <li>Relate how ethics and good citizenships affect decision-making.</li> <li>Apply leadership styles to various organizational situations.</li> </ul>			<p><b>Out-of-class work:</b> 9 hrs.</p>
READING ASSIGNMENT	<b>GRADED ACTIVITIES / DELIVERABLES</b>		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
<ul style="list-style-type: none"> <li>Summers, Chapter 5</li> </ul>	Assignment	Unit 4 Assignment 1: Aligning Leadership Styles to Organizational Situations	3%
	Quiz	Unit 4 Quiz 4	3%

<p><b>Unit 5: STRATEGY PLANNING AND DEPLOYMENT</b></p> <p>Upon completion of this unit, students are expected to:</p> <ul style="list-style-type: none"> <li>Discuss how strategic plans guide effective organizations.</li> <li>Analyze the steps necessary to create a strategic plan.</li> <li>Integrate customer satisfaction and perceived value into the strategic plan.</li> <li>Design an effective strategic plan.</li> <li>Describe the strategic importance of supply-chain management.</li> <li>Using the ITT Tech Virtual Library, find and describe real business examples to correlate with the six supply chain strategies.</li> <li>Identify the key measures in supply chain management.</li> <li>Describe the impact of logistics management on operations with examples.</li> <li>Use a data model to select a vendor.</li> <li>Use a data model to rate the international risk factors for an outsourcing decision.</li> <li>Select an effective sourcing strategy in a case study format.</li> <li>Create a proposal for an outsourcing solution to a supply-chain management issues with advantages and disadvantages and your recommendation.</li> </ul>			<p><b>Out-of-class work:</b> 9 hrs.</p>
READING ASSIGNMENT	<b>GRADED ACTIVITIES / DELIVERABLES</b>		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
<ul style="list-style-type: none"> <li>Summers, Chapter 6</li> </ul>	Assignment	Unit 5 Assignment 1: Strategic Planning	3%
	Quiz	Unit 5 Quiz 5	3%

<p><b>Unit 6: HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT</b></p> <p>Upon completion of this unit, students are expected to:</p> <ul style="list-style-type: none"> <li>Evaluate how leaders motivate employees.</li> <li>Defend the roles that employees play in creating an effective organization.</li> <li>Show how leaders become change agents.</li> </ul>			<p><b>Out-of-class work:</b> 9 hrs.</p>
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<ul style="list-style-type: none"> <li>Evaluate how reward systems are used in effective organizations.</li> <li>Illustrate the value of effective teamwork within an organization.</li> </ul>			
<b>READING ASSIGNMENT</b>	<b>GRADED ACTIVITIES / DELIVERABLES</b>		
	<b>Grading Category</b>	<b>Activity/Deliverable Title</b>	<b>Grade Allocation (% of all graded work)</b>
<ul style="list-style-type: none"> <li>Summers, Chapter 7</li> </ul>	Assignment	Unit 6 Assignment 1: Employee Motivation and the Benefits of Effective Teamwork	3%
	Quiz	Unit 6 Quiz 6	3%

<p><b>Unit 7: SUPPLY CHAIN DESIGN</b></p> <p>Upon completion of this unit, students are expected to:</p> <ul style="list-style-type: none"> <li>Summarize the concept of supply chain management.</li> <li>Defend the value of an effective supply chain.</li> <li>Evaluate the benefits of partnering to create an effective supply chain.</li> <li>Analyze the steps and challenges to creating an effective supply chain.</li> <li>Create a flow diagram for an effective supply chain management system.</li> </ul>			
			<b>Out-of-class work: 7 hrs.</b>
<b>READING ASSIGNMENT</b>	<b>GRADED ACTIVITIES / DELIVERABLES</b>		
	<b>Grading Category</b>	<b>Activity/Deliverable Title</b>	<b>Grade Allocation (% of all graded work)</b>
<ul style="list-style-type: none"> <li>Summers, Chapter 8</li> </ul>	Assignment	Unit 7 Assignment 1: Effective Supply Chain Management	3%
	Quiz	Unit 7 Quiz 7	3%

<p><b>Unit 8: MEASURES OF ORGANIZATIONAL SUCCESS</b></p> <p>Upon completion of this unit, students are expected to:</p> <ul style="list-style-type: none"> <li>Summarize good measures of performance.</li> <li>Evaluate types of quality costs.</li> <li>Support a formal quality management system.</li> <li>Defend Six Sigma measurements to justify a project.</li> <li>Measure quality using the Malcolm Baldrige criteria.</li> <li>Analyze quality using the Malcolm Baldrige criteria.</li> <li>Define the purpose of benchmarking.</li> <li>Illustrate the value of benchmarking to an organization.</li> </ul>			<p><b>Out-of-class work:</b> 9 hrs.</p>
<b>READING ASSIGNMENT</b>	<b>GRADED ACTIVITIES / DELIVERABLES</b>		
	<b>Grading Category</b>	<b>Activity/Deliverable Title</b>	<b>Grade Allocation (% of all graded work)</b>
<ul style="list-style-type: none"> <li>Summers, Chapters 9 &amp; 10</li> </ul>	Assignment	Unit 8 Assignment 1: Measurement, Analysis, Knowledge Management, and Benchmarking	3%
	Quiz	Unit 8 Quiz 8	3%

<p><b>Unit 9: PROCESS MANAGEMENT AND LEAN TOOLS TECHNIQUES</b></p> <p>Upon completion of this unit, students are expected to:</p> <ul style="list-style-type: none"> <li>Explain process.</li> <li>Create a process map.</li> <li>Give examples of opportunities to improve a process.</li> <li>Integrate customer satisfaction and value into the process.</li> <li>Give examples of a lean organization.</li> <li>Interrelate line-balancing, schedule leveling, and standardized work.</li> <li>Support the 5S for lean-thinking practitioners.</li> </ul>			<p><b>Out-of-class work:</b> 9 hrs.</p>
<b>READING ASSIGNMENT</b>	<b>GRADED ACTIVITIES / DELIVERABLES</b>		
	<b>Grading Category</b>	<b>Activity/Deliverable Title</b>	<b>Grade Allocation (% of all graded work)</b>
<ul style="list-style-type: none"> <li>Summers, Chapters 11 &amp; 12</li> </ul>	Assignment	Unit 9 Assignment 1: 5S in Action!	3%
	Quiz	Unit 9 Quiz 9	3%

<p><b>Unit 10: PROBLEM SOLVING, PROCESS MANAGEMENT, AND BUSINESS RESULTS</b></p> <p>Upon completion of this unit, students are expected to:</p> <ul style="list-style-type: none"> <li>Summarize the tools and techniques needed to make value driven improvements.</li> <li>Design a structured problem-solving process.</li> <li>Create a cause-and-effect diagram.</li> <li>Create project proposals and plans.</li> <li>Give examples of how projects are scheduled and budgeted.</li> <li>Create a Gantt chart.</li> </ul>			<p><b>Out-of-class work:</b> 9 hrs.</p>
<b>READING ASSIGNMENT</b>	<b>GRADED ACTIVITIES / DELIVERABLES</b>		
	<b>Grading Category</b>	<b>Activity/Deliverable Title</b>	<b>Grade Allocation (% of all graded work)</b>
<ul style="list-style-type: none"> <li>Summers,</li> </ul>	Assignment	Unit 10 Assignment 1: Organizational Auditing for Business Results	3%

Chapters 13-15	Quiz	Unit 10 Quiz 10	3%
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<p><b>Unit 11: CUMULATIVE REVIEW &amp; FINAL EXAM</b></p> <p>Upon completion of this unit, students are expected to:</p> <ul style="list-style-type: none"> <li>• Select an organizational problem.</li> <li>• Measure defects that impede desired quality standards.</li> <li>• Analyze root causes of problems.</li> <li>• Create a solution to eliminate or minimize the problem.</li> <li>• Recommend control mechanisms.</li> </ul>			<p><b>Out-of-class work:</b> 3 hrs.</p>
READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
<ul style="list-style-type: none"> <li>• Summers, Chapters 1-15 (review)</li> </ul>	Final Project	Unit 11 Final Project (e-Portfolio)	20%
	Final Exam	Unit 11 Final Exam	20%

## Evaluation and Grading

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### Evaluation Criteria

The graded assignments will be evaluated using the following weighted categories:

Category	Weight
Assignment	30%
Quiz	30%
Final Exam	20%
Final Project	20%
<b>TOTAL</b>	<b>100%</b>

### Grade Conversion

The final grades will be calculated from the percentages earned in the course, as follows:

Grade	Percentage	Credit
A	90–100%	4.0
B+	85–89%	3.5
B	80–84%	3.0
C+	75–79%	2.5
C	70–74%	2.0
D+	65–69%	1.5
D	60–64%	1.0
F	<60%	0.0

## Academic Integrity

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All students must comply with the policies that regulate all forms of academic dishonesty, or academic misconduct, including plagiarism, self-plagiarism, fabrication, deception, cheating, and sabotage. For more information on the academic honesty policies, refer to the Student Handbook and the Course Catalog.

*(End of Syllabus)*