Mgt 591:01W Quality Management – Fall, 2015– Professor: Dr. Mildred Golden Pryor
Please Read Entire Document and Understand Course Requirements.
Explanations of Graded Items, Rubrics, Due Dates, and Final Grade Computation are provided.

Office:	903-886-5115 (Email first)	Phone is not preferred - E-Mail:	mildred.pryor@tamuc.edu
Semester:	8/31/2015 – 12/18/2015	Meeting Dates, Time & Place:	Meets Online – eCollege - Virtual Office, etc.

In this course, students play four roles (As you assume these roles, this may change the course syllabus): (1). Valued customers of Texas A&M University-Commerce; (2) Co-Managers of the teaching/learning process; (3) Products whom we supply to employers, and (4) To a lesser extent, in-process or raw materials as you acquire additional knowledge.

Preferred methods of communication are: Email - mildred.pryor@tamuc.edu, Virtual Office, & discussion boards.

MGT 591 - Quality Management Course Description

Quality Management is a course in which students learn continuous improvement philosophies and methodologies. The focus is on the continuous improvement of processes, relationships, products and services. Students completing this course will be able to establish and improve process baselines in educational institutions, engineering and manufacturing organizations, health care facilities, financial institutions, governmental agencies, and service organizations, Examples of process baselines are safety, customer satisfaction, quality, cycle time, and on-time delivery.

Course Objectives and Measurements

	Objectives - After successfully completing this course, students will be able to:	Measurements (Outcome Assessments) Objectives will be measured as follows:
1	Understand Quality Management from a strategic, systems viewpoint and integrate continuous improvement as a part of the strategic management of their respective organizations, thus moving the organizations to Strategic Quality Management (SQM).	Student-written, organization-wide Strategic Quality Management (SQM) Implementation Plan, results of 2 exams comprised of SQM theory & application questions, and research paper on Strategic Quality Management concepts, theories, and tools.
2	Use Quality philosophies and tools in their personal and professional lives. This will have a positive impact on them individually & as members of work teams, families & society.	Student-written, organization-wide SQM Implementation Plan and results of 2 exams comprised of SQM theory & application questions.
3	Design a SQM/TQM system and implementation plan and build the infrastructure to make it work. Elements include: ▪ Create the culture needed to successfully implement SQM. ▪ Remove barriers to SQM/TQM (Total Quality Management) implementation ▪ Document, flowchart, and improve processes. This includes eliminating activities that do not add value for customers as well as the concepts of efficiency and effectiveness. ▪ Identify internal and external customers and suppliers and their respective requirements. ▪ Establish process metrics (Key Performance Indicators-KPI's) per customer requirements (safety, quality, on-time delivery, yields, equipment downtime, etc.) ▪ Use improvement tools to identify areas with improvement potential. ▪ Establish teams & use existing work teams to evaluate and improve processes ▪ Develop an action plan with milestone chart/timeline for SQM/TQM implementation.	Student-written, organization-wide Strategic Quality Management (SQM) Implementation Plan and results of 2 exams comprised of SQM theory & application questions.

Course Text: Pryor, Mildred Golden, White, J. Chris, and Toombs, Leslie A., *Strategic Quality Management*, Cengage – 2007 edition (any printing is OK; so buy a used one if you can). ISBN 9781426636783.
IMPORTANT -- Course Assignments, Course Grading, and Explanation of Specific Assignments

1	Team Strategic Plan - Teams of 5 people (and evaluation form).	5.00%	Develop team strategic plan - core values, operating guidelines, mission, vision, goals, strategies, critical success factors, distinctive competencies, and measurements – Strategic Model in Doc Sharing. Individually complete Self & Peer Evaluations – Form in Doc Sharing.
2	Exam 1 online (Individual)	15.00%	Includes online objective, essay, and application questions
3	Exam 2 online (Individual)	15.00%	Includes objective, essay, and application questions
4	Exam 3 Take home (Team)	15.00%	Includes research, essay, and application questions
5	Team Research/Term Paper	20.00%	APA format & citations are REQUIRED. Double space.
6	SQM Implementation Plan (Individual)	25.00%	See below - This is NOT research based – Outline is in doc sharing
7	Discussion Boards. All are required.	4%	This is a part of participation in class, not for a grade, for interaction.
8	Ethics Statement in Virtual Office	1%	Required – Read. Post "I have read the ethics statement & will comply with it.

5. Team term papers (research papers) on one of the topics in Document Sharing – 20% of grade. Build a comprehensive bibliography that includes refereed journal articles. It is **NOT** acceptable to have only web articles that are not scholarly/refereed journal articles. **Do not use Wikipedia** and similar internet sources in this paper. Approximate length for team research papers is 20 to 25 pages for 5 team members, 15 pages for 3 team members. The **minimum** number of references is 20, of which 10 must be scholarly articles. At least 10 of the 20 references must be used in your paper. **The research paper, along with the articles, is 20% of your grade. Research papers without citations AND references/bibliography WILL NOT BE accepted. Use the APA style format (includes abstract and conclusions). Turnitin Software is used in eCollege.**

<u>Articles</u> – **Team members,** submit 2 articles (not critiques) each on your research paper topic. Points will be deducted from your research paper if you don't submit the articles. Email the articles to team leader who will email all of them to me.

6. Strategic Quality Management (SQM) Implementation Plan -- Individual Assignment – 25% of grade. This SQM plan may be for a religious organization, a city, A&M-Commerce, a manufacturing or engineering organization, the organization for which you work, etc. **This is an organization-wide (i.e., company-wide, university-wide, etc.) plan for the implementation of a Strategic Quality Management Initiative. NOTE: This is NOT a Management 527 or Marketing 521 Case, a research paper, or a plan for implementing an IT system, an HR system, etc. It is an organization-wide QUALITY plan. Citations are not required for SQM plan.** Double space. Use 1-inch margins, 12 point, and Times New Roman font. NO title page. Put your name in the upper right hand corner of the first page of the plan. Textbook is the primary resource for this. The required outline is in Document Sharing. You may add items, but **DO NOT omit items on the outline. Use headings based on items required in outline**. Approximate length is 15 pages (appendices extra). If the plan is for the organization for which you are employed & you need to exceed page limit, email me. I want what's best for your organization.

7. Discussion Boards – Input to discussion boards is required. You should input to those discussions (not more than a paragraph). **Note: Read Chapter 8, the Tools Chapter along with other chapters. Apply at least 3 of these tools and document your results. You may upload these in virtual office or Doc Sharing.**

<u>Students with Disabilities:</u> The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact: **Office of Student Disability Resources and Services, Texas A&M University-Commerce, Gee Library, Room 132, Phone (903) 886-5150 or (903) 886-5835, Fax (903) 468-8148 -** StudentDisabilityServices@tamuc.edu

<u>Non-Discrimination Statement:</u> A&M-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Code of Student Conduct: All students will follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. Professors/Instructors "are expected to uphold and support student integrity and honesty by maintaining conditions that encourage and enforce academic honesty. Conduct that violates generally accepted standards of academic honesty is **"Academic dishonesty." It includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material."** In accordance with the Texas A&M University-Commerce Code of Student Conduct, the penalties for students guilty of academic dishonesty include **disciplinary probation, suspension, and expulsion.**

Classroom (and/or Internet) Protocol: Students will function as co-managers of the teaching/learning process. As a part of their process management responsibilities, the first assignment will be to establish classroom (or Internet) protocol and team *strategic plan with operating guidelines. Compliance with university policies as well as Federal, State and local laws is expected. Internet students may complete assignments according to their personal schedules as long as they are **not LATE.**

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Table I – Schedule of Assignments – Early Submission of Assignments Is Encouraged.
Except in emergencies, penalties of 5 points per day will be deducted for late assignments. Getting behind on reading or submission of assignments puts you at risk in terms of completing the course in one semester.

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Week	Text Chapters	Assignments	Other
	Buy text now Any printing is OK.	**Note University deadlines (File & pay for graduation, etc.). See A&M-Commerce Web Site.**	Individuals, start using tools (Ch 8). **Why?** So that you can use them on exams.
Week 1 8/31/15	Chapters 1, 2	*Form teams. Develop team strategic plan. Doc Sharing, syllabus, Chapter 4	Submit Team Strategic Plan on or before 11:30 p.m. CST on 9/14/2015
Week 2 9/7	Chapters 3 and 4	**Select Team Research Paper Topic – List posted in Doc Sharing. Team leader submit articles to Dr. Pryor**	(Force Field Analysis – Ch 8) Start SQM Implementation Plan by Week 3 (individual assignment).
9/14	Chapters 5, 6	Articles are on research topic you chose. Each team member – 2 articles to Leader.	Cause & Effect Diagram, Why/Why Chart
9/21	Chapter 7	Work on team paper. Note due date. Prepare for upcoming exam.	(Cause & Effect Diagram, Pareto Chart – Chapter 8)
9/28		**Test 1 Chapters 1-7 - 25% objective – 75% application and essay**	**Available 9/18-9/26 – Complete exam on or before 9/26 @ 11:30 p.m. CST.**
10/5	Chapter 8		
10/12		**Team Research Paper** Note requirements on syllabus. Papers without proper citations & bibliography will not be accepted	**Team Paper Due--Follow APA & other requirements. Double space. 12 pt. Times New Roman. Due on or before 10/10 at 11:30 p.m. CST.**
10/19	Chapters 9, 10	**Test 3 Take home is available by this date (Team assignment)**	Tool from Chapter 8
10/26	Chapters 11, 12	Team - Work on Take Home Test 3	**Test 3 Take Home Due on or before 12/5 at 11:30 p.m. CST**
11/2	Chapters 12, 13	**Test 2 Online (Individual) is on Chapters 8 – 14 Available 10/24-11/7**	**Application part is on whole book & Implementation Plan. Complete on or before 11:30 p.m. on 11/7**
11/9	Chapter 14	Note DUE DATES for SQM Plan and Take Home Test 3 (team)	Co-Manage the Process. Finish & Submit your work.
11/16		**USE REQUIRED OUTLINE – DOC SHARING for SQM implementation plan**	**SQM Implementation Plan is an individual assignment.**
11/23		**Thanksgiving**	
11/30		***SQM Implementation Plan Final Due Date 11/28 by 11:30 p.m. CST. All Chapters are relevant for this.**	SQM Implementation Plan Due ASAP – not later than 11/28 @ 11:30 p.m. CST **SQM Implementation Plan is individual**.
12/7		**Team Test 3 Take Home Due on or before 12/5 at 11:30 p.m. CST**	
12/14		Evaluation form is in Doc Sharing. Evaluate self & team members.	**Evaluation form due/before 12/5 at 11:30 p.m. CST**
	Graduation Commencement	A&M-Commerce Graduation	Grades due in computer system.

NOTE: We will have Scheduled ClassLive Sessions. They are not mandatory, and they will be recorded. The first session will be on Tuesday, September 1 at 6 p.m. unless I email you a different time and date. Change might occur based on other job requirements.

Explanation of Graded Items, Rubrics, Due Dates, and Final Grade Computation

Items Which Are Graded	Number of Points	Percent of Final Grade	Due Date
*Team Strategic Plan - Teams 5 people – Separate rubric.	100	5.00%	*On or before 9/14/15 at 11:30 p.m. CST
Individuals Complete Evaluation Form for Self & Other Team Members – part of Team Strategic Plan Grade. Individual evaluation forms due on or before 11:30 p.m. on 12/5		Part of Team Strategic Plan	On or before 12/5/2015 at 11:30 p.m. CST
Test 1 online (Multiple Choice and Essay/Application) Available 9/18 – 9/26 Submit before 11:30 p.m. 9/26.	100	15.00%	Available 9/18 – 9/26 Submit before 11:30 9/26
Research Paper (Team) - Rubric Content & Writing (Outline or table of contents and paper address topic and include correct content, writing style, grammar, transition sentences; Abstract, conclusion, and body of the paper demonstrate knowledge of topic) – 70 points Format & Minimum Requirements – Meets professor's requirements (e.g., # of references, # of pages, APA style; Includes abstract, conclusion, etc. - Works as team) – 30 points.	100	20.00%	On or BEFORE 10/10 at 11:30 p.m. CST
Test 2 online – Individual (Multiple Choice , Essay, & application) - Available 10/24 – 11/7 Complete on or before on or before 11/7 at 11:30 p.m.	100	15.00%	10/24 – 11/7 Complete on or before 11/7 at 11:30 p.m.
Strategic Quality Management Implementation Plan Individual - On or before 11:30 p.m. CST on 11/28 Use correct format – Required outline is provided by professor (20 points) - Apply theories and tools in writing SQM Plan, e.g., 5P's Model (80 points)	100	25.00%	DEADLINE On or before 11/28 @ 11:30 p.m. CST
Team - Test 3 Take Home (May Change) - Team - Rubric Q1 – 20 points (2 points per research item – originator, date, discussion of item) Q2 – 20 points (4 points per research item – originator, date, discussion of item – may not use anything in text) Q3 – 20 points - Create a new improvement initiative, name it, describe it, discuss it (20 points) Q4 – 20 points – Application question - apply 5P's model & other SQM theories & tools (20 points) Q5 – 20 points - create SQM scenario (10 points) and apply 5P's model & other SQM theories & tools (10 points)	100	20.00%	On or BEFORE 12/5 At 11:30 p.m. CST
Total Points	600	100.00%	
Grading Scale A = 540 - 600 (90% -100%) B = 480 - 539 (80% - 89%) C = 420 – 479 (70% - 79%) D = 360 – 419 (60% - 59%) F = under 360 (Under 60%)			

Rubric for Team Strategic Plan--Develop team strategic plan - core values, operating guidelines, mission, vision, goals, strategies, critical success factors, distinctive competencies, and measurements – Strategic Model in Doc Sharing.

*Teams of 5 Members, complete Team Strategic Plan.	Significantly Exceeds Minimum Standards	Meets or Somewhat Exceeds Minimum Standards	Fails to Meet Standards
*Core Values	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Operating Guidelines	Accurate per text and Model in Doc Sharing 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*SWOT Analysis	Accurate per text and Model in Doc Sharing 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Mission	Accurate per text and Model in Doc Sharing 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Vision	Accurate per text and Model in Doc Sharing 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Broad and Specific Goals	Accurate per text and Model in Doc Sharing 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Strategies	Accurate per text and Model in Doc Sharing 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Critical Success Factors	Accurate per text and Model in Doc Sharing 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Distinctive Competencies	Accurate per text and Model in Doc Sharing 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Measurements (Includes evaluation form)	Accurate per text and Model in Doc Sharing 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
Total	90-100	70-80	0
**Individuals Complete Evaluation Form for Self & Other Team Members *Students get strategic plan points based on plan IF they complete the evaluation.	Complete evaluation for self and other team members AND functioned as required by team strategic plan. See Doc Sharing for form.	Complete evaluation for self and other team members AND mostly functioned as required by team strategic plan	Failed to evaluate team members or provide required information – And/or failed to function as required by team strategic plan

*Complete as a team first 10 items (elements of Team Strategic Plan due on or before 9/14/2015 by 11:30 p.m. CST.
**Complete evaluation form individually – Due on or before 12/5/2015 by 11:30 p.m. CST. You may submit this evaluation form any time after the Team Strategic Plan is submitted, or you may submit it after the final team assignment has been completed.