



CLASSROOM: Web-Based Course
MEETING TIME: See Course Schedule for Assignment Due Dates
NOTE ABOUT TIMES: All times and deadlines for this course are listed as Central Standard Time (CST) Zone (Commerce, TX) times.

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Office: CBE 3rd Floor
Office Hours: Tues 10am – 2:00pm and by Appointment (or send me an email anytime!)

REQUIRED TEXTS:

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.

COURSE OVERVIEW AND OBJECTIVES:

This course examines (1) the primary tools and methods used to monitor and control quality in organizations and (2) the ways in which quality can be improved. Included in the course are such topics as the historical development of quality management, the seven basic tools for quality improvement, and management strategies for implementing world class quality improvement strategies. Prerequisite: Junior standing.

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: <ul style="list-style-type: none"> ▪ 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. 	Student-written, organization-wide Strategic Quality Management (SQM) Implementation Plan and results of 2 exams comprised of SQM theory & application questions.

- 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.

COURSE ASSIGNMENTS, COURSE GRADING, AND EXPLANATION OF SPECIFIC ASSIGNMENTS

1	Team Strategic Plan - Teams of 3 to 5 people	Develop team strategic plan - core values, operating guidelines, mission, vision, goals, strategies, critical success factors, distinctive competencies, and measurements – Strategic Model in Doc Sharing.
2	Leadership & Quality paper (Individual)	APA format for citations & references
3	Exams 1&2 online (Individual)	Includes online objective, essay, and application questions
4	Discussion Boards	Designed to build class discussion on managerial topics
5	Term Papers	APA format & citations are REQUIRED. Double space.
6	SQM Implementation Plan (Individual)	See below - This is NOT research based – Outline is in doc sharing
7	Evaluation of self & team members	Individually complete Peer Evaluations pertaining to the team research paper (online)

1. Team Strategic Plan

- Once teams are formed, you will treat yourselves as members of an organization. In line with best organizational practices (and more specifically, the basic tenets of Strategic Quality Management), you will identify your Mission, goals, strengths, weaknesses, etc as a team for completing team term paper (see below).
- Complete details are listed in the rubric at the end of the syllabus.
- I am always available to assist teams with issues, but I recommend you try to solve problems in your group as if you were members of a real organization. In other words, learn how to be good team players. This document is meant to set the guidelines for how your team will achieve its goals. (Examples: Assign a team leader. Set realistic deadlines for work completion, and establish timeframes for members to respond to emails or other forms of communication (I recommend 24 hours).)
- Be specific, but also concise. In other words, clearly address each item in the rubric, but there is no reason to add tons of "extra" information.

2. Leadership & Quality Paper (Individual Assignment).

- **Paper Topic:** “The Role of Leadership in Implementing Quality/Excellence Initiatives”
- 3-5 Pages (not including title page and outline), Double-Spaced
- The **minimum** number of references is 5, of which 3 must be scholarly articles. **Do not use Wikipedia** and similar internet sources in this paper.
- APA Style
- **Turnitin Software is used in eCollege.**
- **RUBRIC**
 - **Content** (outline or table of contents and paper addresses topic; writing, grammar; Demonstrates knowledge of topic) 50 points
 - **Format** – meets minimum requirements required by professor (e.g., outline, # of references, # of pages, etc.; uses APA style) – 50 points.

3. Exams

Exams will test your comprehension of the book material (and concepts covered in class) through multiple choice, short answer, and essay format. Make-up exams will be given only in the event of extreme, unavoidable, and documented emergencies. If you are late or miss an exam or quiz without a valid excuse, you will not be permitted to retake it.

4. Discussion Board Information

Various topics related to Business Strategy (Strategic Management) will be posted online for class participation. Each student is required to make thoughtful posts as well as replies to other students' posts for the assigned chapter(s) and follow explicit instructions for posting requirements. The discussion boards are an important part of your learning. In order to achieve the highest possible score for discussion participation, **post an original response to the topic and more than two replies** to show active engagement in the discussion. Postings will be graded on three critical elements: participation (shows high degree of engagement and interaction with others); timeliness (responses are on a consistent basis and throughout the semester); and critical thinking (addresses the question completely and in-depth; points are clearly made and evidence supports arguments/rationale; shows a clear grasp of content and elaborates with explanation and relevant examples). Once the discussion boards have been closed, they will not be re-opened. Please see the schedule for the due dates.

IMPORTANT POSTING RULES:

- Postings may be a few sentences or a couple of paragraphs in length. The key to a quality post is that it provides clear analysis and insight into the topic or questions. Your postings will be carefully read.
- Note that long-winded postings are not necessary. The idea is for quality posts that add value to the discussion.
- Plagiarism among students (copying others' postings) will NOT be tolerated. Please note that TAMU-C has explicit rules regarding plagiarism and will be subject to penalties. Students are advised to carefully read everyone's postings to ensure that no one has plagiarized your responses.
- Students with very FEW or NO SUBSTANTIVE postings will not receive the highest credit.
- Proofread your postings and eliminate any offensive references, poor sentence syntax, misspelled words, etc. Keep errors to a minimum.
- It is critical that students read ALL the postings for each topic. This will ensure that you not only respond to the topic questions but to your colleagues' comments as well. Also, it will help in ensuring against anyone plagiarizing your work.

5. Team term papers.

- **Paper Topic:** "Quality Management in Universities--What do (should) universities do to ensure quality/excellence in achieving their respective missions, visions, goals, strategies, etc"
- Keep in mind that a major part of your individual grade (up to 25 percent) for the group project will depend on how your group members rate you individually. Therefore, treat this assignment like a project on an actual job. Furthermore, be honest and thorough in your team member evaluations.
- Build a comprehensive bibliography (list of references) 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. The **minimum** number of references is 15, of which 8 must be scholarly articles. At least 8 of the 15 references must be used in your paper. **NOTE: Research papers without citations AND references/ bibliography WILL NOT BE accepted.**
- Approximate length for team research papers is 15 pages if 3 team members (approx 5 pages per team member). Pages over 15 pages for teams with 3 members are **not preferred**.
- **Use the APA style format.**
- **Turnitin Software is used in eCollege.**

6. Strategic Quality Management (SQM) Implementation Plan -- Individual Assignment.

This plan may be written for a religious organization, a city, A&M-Commerce, a manufacturing organization, the organization for which you work, etc. **This is an organization-wide plan for the implementation of a Strategic Quality Management Initiative.** **NOTE: This is NOT a Management 436 Case, a Marketing 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. 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. A sample 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 8 to 10 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.

ASSIGNMENTS (GENERAL COMMENTS):

1. **This class will utilize the eCollege Dropbox for assignment submissions. Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students should have at least some skill with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors will detract from your grade!
 2. **Assignments must be turned in on time.** Assignments are due at the **date** and **time** listed. While the syllabus designates specific dates for which work is assigned, you do not have to wait until the "assigned" date to start working on it (or to turn it in). I suggest you set a calendar of when to work on assignments based upon your schedule, how long it takes you to complete assignments, and the assignment due dates. Start working on each assignment as soon as you possibly can and make sure that you have all assignments submitted by the specified due dates. You will have until **11:59 PM CST** to submit the work that is listed in the far right, "Work Due" column of the course schedule. Some assignments can be turned in late. However, there will be a significant penalty. For each day that your assignment is late, I will deduct **10 POINTS** from your grade. If you do not meet the 11:59 PM deadline (even by one or two minutes), I will deduct 10 points. If you do not turn the assignment in by 11:59 PM CST the next day, I will deduct an additional 10 points, and so on. Saturdays and Sundays count towards the total days late.
 3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don't turn in work that is only "half-finished".
- **Make-up Exams or Late Assignments Will Only Be Accepted If You Obtain University Approved Documentation for Your Excuse:** There are no make-up assignments for poor performance on a previous assignment.

SYLLABUS SUBJECT TO CHANGE STATEMENT:

I anticipate that we will follow the schedule I've outlined in this syllabus, but I may make adjustments based on what actually happens in class. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will so inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

STATEMENT ON ACADEMIC INTEGRITY:

Academic honesty is the foundation of the university community. Cheating, plagiarism, patchwriting (a form of plagiarism that includes copying or slightly modifying material from multiple sources without proper citation), or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For more information on what constitutes plagiarism, visit www.plagiarism.org. For this class, plagiarism will result in automatic failure (final course grade of F).

An academic honesty policy has been posted under the "Doc Sharing" tab. You should read this document, initial it, and submit it to me via its corresponding "Dropbox" (see the course schedule for the due date).

SPECIAL NEEDS/REASONABLE ACCOMODATIONS:

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@tamu-commerce.edu

TENETS OF COMMON BEHAVIOR STATEMENT:

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Handbook).

GRADE COMPONENTS:

Items Which Are Graded	Number of Points
Discussion Boards (5 @ 10 pts each)	50
*Team Strategic Plan - Teams of 3 to 5 people – Separate rubric.	100
<p>Paper (Individual): The Role of Leadership in Implementing Quality/Excellence Initiatives RUBRIC</p> <p>Content (outline or table of contents and paper addresses topic; writing, grammar; Demonstrates knowledge of topic) 50 points</p> <p>Format – meets minimum requirements required by professor (e.g., # of references, # of pages, etc.; uses APA style (includes abstract, conclusion, etc.) – 50 points. 3-5 Pages (plus outline), double-spaced.</p>	100
Test 1 (Multiple Choice, Essay, Application)	100
<p>Team Term Paper (Team) - Rubric</p> <p>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</p> <p>Format & Minimum Requirements – Meets professor's requirements (e.g., # of references, # of pages, APA style; Includes abstract, conclusion, etc. - Works as team – 30 points.</p>	100
Test 2 – Individual (Multiple Choice, Essay, Application)	100
<p>Strategic Quality Management Implementation Plan Individual -</p> <p>Use correct format - sample outline provided by professor) Apply theories and tools in writing SQM Plan, e.g., 5P's Model</p>	100
Total Points	650

GRADING SCALE:

A	90 – 100%	585-650 points	D	60-69%	390-454 points
B	80 – 89%	520-584 points	F	Below 60%	Less than 390 points
C	70-79%	455-519 points			

Incomplete - Must be previously agreed upon by student and instructor.
 Withdrawal - Must be initiated by the student administratively.

Date (TUESDAYS)	Text Chapters	Suggestions & Tips	Assignments & Information
1. January 19	Chapters 1 & 2		Post in the About Me Discussion Sign and submit Academic Honesty Policy
2. January 26	Chapters 3 & 4	Begin Leadership & Quality (individual) assignment	
3. February 2	Chapter 5		Discussion Board 1 (Due 02-04-2016)
4. February 9	Chapter 6		LEADERSHIP & QUALITY PAPER DUE BY 11:59 P.M. CST ON 02/09/2016 (feel free to be early!)
5. February 16	Chapter 7	Prepare for upcoming exam.	
6. February 23	Test 1		TEST 1 CHAPTERS 1-7 Complete exam on or before 02/23/2016 11:59 p.m. CST. Complete Survey to Form Teams - see email from Professor Williams or catme.org (Due 02/24/2016)
7. March 1	Chapter 8	Begin developing team strategic document (see syllabus & Chapter 4)	Discussion Board 2 (Due 03-03-2016)
8. March 8	Chapters 9 & 10		
Spring Break			
9. March 22	Chapter 11		TEAM STRATEGIC DOCUMENT DUE BY 11:59 P.M. CST ON 03/22/2016 (feel free to be early!) Discussion Board 3 (Due 03-24-2016)
10. March 29	Chapter 12	Begin Team Term Paper	
11. April 5	Chapter 13		Discussion Board 4 (Due 04-07-2016)
12. April 12	Chapter 14	Continue working on team term paper Begin SQM Implementation Plan (individual assignment)	TEST 2 CHAPTERS 8-14 Complete exam on or before 04/12/2016 11:59 p.m. CST.
			TEAM TERM PAPER & Evaluation

13. April 19			Survey DUE BY 11:59 P.M. CST ON 04/19/2016 (feel free to be early!)
14. April 26			Discussion Board 5 (Due 04-28-2016)
15. May 3		Finalize SQM Implementation Plan	
16. May 7	Final Exam	The Strategic Quality Management (SQM) Implementation Plan is the final exam for this class. Therefore, all Chapters are relevant and should be incorporated.	SQM IMPLEMENTATION PLAN DUE BY 11:59 P.M. CST ON 05/07/2016 (feel free to be early!)

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 3 to 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	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

Rubric for Individual Evaluation of Self and Other Team Members

Individually complete Peer Evaluations – Form in Doc Sharing.

This rubric is for individuals on teams.	Significantly Exceeds Minimum Standards	Meets or Somewhat Exceeds Minimum Standards	Fails to Meet Standards
**Individuals Complete Evaluation Form for Self & Other Team Members	Complete evaluation for self and other team members AND functioned as required by team strategic plan. See Doc Sharing for form. 9 to 10 points	Complete evaluation for self and other team members AND mostly functioned as required by team strategic plan – 6 to 8 points	Failed to evaluate team members or provide required information – And/or failed to function as required by team strategic plan - No Points