

**Mgt 591:01W Quality Management – Summer I, 2016– 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.**

|                  |                            |   |  |
|------------------|----------------------------|---|--|
| <b>Office:</b>   | 903-886-5115 (Email first) | <b>Phone is not preferred - E-Mail:</b> | <a href="mailto:mildred.pryor@tamuc.edu">mildred.pryor@tamuc.edu</a> |
| <b>Semester:</b> | 06/06/2016 – 07/07/2016    | <b>Meeting Dates, Time &amp; Place:</b> | 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](mailto: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**

|   | <b>Objectives - After successfully completing this course, students will be able to:</b>  | <b>Measurements (Outcome Assessments)</b><br>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"> <li>▪ Create the culture needed to successfully implement SQM.</li> <li>▪ Remove barriers to SQM/TQM (Total Quality Management) implementation</li> <li>▪ 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.</li> <li>▪ Identify internal and external customers and suppliers and their respective requirements.</li> <li>▪ Establish process metrics (Key Performance Indicators- KPI's) per customer requirements (safety, quality, on-time delivery, yields, equipment downtime, etc.)</li> <li>▪ Use improvement tools to identify areas with improvement potential.</li> <li>▪ Establish teams &amp; use existing work teams to evaluate and improve processes</li> <li>▪ Develop an action plan with milestone chart/timeline for SQM/TQM implementation.</li> </ul> | 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). | <b>5.00%</b>  | 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)                                     | <b>15.00%</b> | Includes online objective, essay, and application questions  |
| 3 | Exam 2 online (Individual)                                     | <b>15.00%</b> | Includes objective, essay, and application questions   |
| 4 | Exam 3 Take home (Team)  | <b>15.00%</b> | Includes research, essay, and application questions  |
| 5 | Team Research/Term Paper                                       | <b>20.00%</b> | APA format & citations are REQUIRED. Double space.   |
| 6 | SQM Implementation Plan (Individual)                           | <b>25.00%</b> | See below - This is NOT research based – Outline is in doc sharing   |
| 7 | Discussion Boards. First 3 are required.                       | <b>3%</b>     | This is a part of participation in class.  |
| 8 | Ethics Statement in Virtual Office                             | <b>1%</b>     | Required-Read. Post “I have read the ethics statement & will comply with it.   |
| 9 | Apply tools from Chapter 8 and submit.                         | <b>1%</b>     | Apply at least 3 Chapter 8 tools.  |

**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 15 pages for 5 team members. The **minimum** number of references is 20, of which 10 must be scholarly articles. At least 8 of the 20 references must be used in your paper. **The research paper 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.

**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, a healthcare organization, a K-12 School system, 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 & Tools – Input** to first 3 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.**

**Students with Disabilities:** 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](mailto:StudentDisabilityServices@tamuc.edu)**

**Non-Discrimination Statement:** 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**.

**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.

| Week                 | Text Chapters                                   | Assignments  | Other   |
|----------------------|---|--|---|
|                      | <b>Buy text now<br/>Any printing is<br/>OK.</b> | <b>Note University deadlines<br/>(File &amp; pay for graduation, etc.). See A&amp;M-<br/>Commerce Web Site.</b>                        | Individuals, start using & submitting tools<br>(Ch 8). <b>Why?</b> So that you can use them on<br>exams. Also, for points in gradebook.                 |
|                      | <b>Virtual Office</b>                           | <b>Read and sign ethics statement 1% of grade.</b>   | <b>06/06/2016</b>   |
| Week 1<br>06/06/2016 | Chapters 1, 2                                   | *Interact with teams. Develop team strategic<br>plan. Doc Sharing, syllabus, Chapter 4   | Submit Team Strategic Plan on or before<br><b>11:30 p.m. CST on 06/11/2016</b>  |
| Week 2<br>06/13/2016 | Chapters 3 and 4                                | <b>Select Team Research Paper Topic – List<br/>posted in Doc Sharing.</b>  | (Force Field Analysis – Ch 8)<br>Start SQM Implementation Plan by Week 3<br>(individual assignment).  |
|                      | Chapters 5, 6, 7                                | <b>Test 3 Take home is available by this date<br/>(Team assignment)</b>  | Cause & Effect Diagram, Why/Why Chart,<br>Pareto Chart  |
|                      |   | <b>Test 1 Chapters 1-7 - 25% objective – 75%<br/>application and essay</b>   | Available 06/20/2016 through 6/26/2016<br>@11:30 p.m. CST   |
| 06/20/2016           | Chapter 8                                       | <b>Apply/submit Ch. 8 tools - 1% of grade.</b>   | <b>On or before 6/27/3016 @ 11:30 p.m. CST</b>  |
|                      |   | <b>Team Research Paper</b><br>Note requirements on syllabus.<br>Papers without proper citations & bibliography<br>will not be accepted | <b>Team Paper Due--Follow APA &amp; other<br/>requirements. Double space. 12 pt. Times<br/>New Roman. Due on or before 06/27 at<br/>11:30 p.m. CST.</b> |
| <b>06/27/2016</b>    | Chapters 9, 10                                  |  |   |
|                      | Chapters 11, 12                                 | Team - Work on Take Home Test 3  | <b>Test 3 TEAM Take Home Due on or before<br/>07/07 at 11:30 p.m. CST</b>   |
|                      | Chapters 12, 13,<br>14                          | <b>Test 2 Online (Individual) is on<br/>Chapters 8 – 14</b><br><b>Available 06/27 – 07/03 @11:30 p.m. CST</b>                          | <b>Application part is on whole book &amp;<br/>Implementation Plan. 06/27 – 07/ 03 on or<br/>before 07/03 @ 11:30 p.m.</b>                              |
|                      |   | Note DUE DATES for SQM Plan and TEAM<br>Take Home Test 3   | Co-Manage the Process.<br>Finish & Submit your work.  |
|                      |   | <b>USE REQUIRED OUTLINE – DOC<br/>SHARING for SQM implementation plan</b>  | <b>SQM Implementation Plan is an individual<br/>assignment.</b>   |
| <b>07/04/2016</b>    |   | <b>*SQM Implementation Plan Final Due Date<br/>07/05 by 11:30 p.m. CST. All Chapters are<br/>relevant for this.</b>                    | SQM Implementation Plan Due ASAP – not<br>later than 07/05/16 @ 11:30 p.m. CST<br><b>SQM Implementation Plan is individual.</b>                         |
|                      |   | <b>Team Test 3 Take Home Due on or before<br/>07/07 at 11:30 p.m. CST</b>  | <b>Are discussion boards completed, ethic<br/>statement signed, &amp; 3 tools applied?</b>  |
|                      |   | Evaluation form is in Doc Sharing. Evaluate<br>self & team members.  | <b>Evaluation form due on or before 05/01 at<br/>11:30 p.m. CST</b>   |
|                      |   | <b>Have you submitted all assignments?</b>   |   |
| <b>07/07/2016</b>    |   | <b>Last Class Day of Class</b>   |   |
|                      |   |  | 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, June 7 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   |
|--|------------------|------------------------|--|
| <b>Sign Ethics Statement.</b>  | <b>100</b>       | <b>1.00%</b>           | <b>06/06/2016 by 11:30 p.m.</b>                              |
| <b>*Team Strategic Plan - Teams 5 people – Separate rubric. Also, individuals complete evaluation form for self and other team members.</b>  | <b>100</b>       | <b>5.00%</b>           | <b>*On/before 06/11/2016 at 11:30 p.m. CST</b>               |
| <b>Test 1 online (Multiple Choice and Essay/Application)</b>   | <b>100</b>       | <b>15.00%</b>          | <b>Available 06/20 – 06/26 @ 11:30 p.m. CST</b>              |
| <b>Apply &amp; submit 3 tools from Ch. 8 - individual</b>  | <b>100</b>       | <b>1.00%</b>           | <b>On or before 6/27 @11:30 p.m.</b>                         |
| <b>Research Paper (Team) - Rubric</b><br>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<br>Format & Minimum Requirements – Meets professor’s requirements (e.g., # of references, # of pages, APA style; Includes abstract, conclusion, etc. - Works as team) – 30 points.   | <b>100</b>       | <b>20.00%</b>          | <b>On or BEFORE 06/27 at 11:30 p.m. CST</b>                  |
| <b>Test 2 online – Individual (Multiple Choice , Essay, &amp; application)</b>   | <b>100</b>       | <b>15.00%</b>          | <b>06/27 – 7/3 Complete on or before 07/03 at 11:30 p.m.</b> |
| <b>Strategic Quality Management Implementation Plan Individual. Use correct format and HEADINGS – Required outline is provided by professor (20 points) - Apply theories and tools in writing SQM Plan, e.g., 5P’s Model (80 points).</b>  | <b>100</b>       | <b>25.00%</b>          | <b>DEADLINE On or before 07/05 @ 11:30 p.m. CST</b>          |
| <b>Complete 3 discussion boards.</b>   | <b>100</b>       | <b>3.00%</b>           | <b>7/6 by 11:30 p.m.</b>                                     |
| <b>Team - Test 3 Take Home (May Change) - Team - Rubric</b><br>Q1 – 20 points (2 points per research item – originator, date, discussion of item )<br>Q2 – 20 points (4 points per research item – originator, date, discussion of item – may not use anything in text)<br>Q3 – 20 points - Create a new improvement initiative, name it, describe it, discuss it (20 points)<br>Q4 – 20 points – Application question - apply 5P’s model & other SQM theories & tools (20 points)<br>Q5 – 20 points - Apply 5P’s model & other SQM theories & tools | <b>100</b>       | <b>15.00%</b>          | <b>On or BEFORE 07/7 At 11:30 p.m. CST</b>                   |
| <b>Total Points</b>  | <b>800</b>       | <b>100.00%</b>         |  |
| <b>Grading Scale</b><br>A = 90% -100%<br>B = 80% - 89%<br>C = 70% - 79%<br>D = 60% - 59%<br>F = 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.

| <b>*Teams of 5 Members, complete Team Strategic Plan.</b>  | <b>Significantly Exceeds Minimum Standards</b>   | <b>Meets or Somewhat Exceeds Minimum Standards</b>   | <b>Fails to Meet Standards</b>   |
|--|--|--|--|
| <b>*Core Values</b>  | 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   |
| <b>*Operating Guidelines</b>   | 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   |
| <b>*SWOT Analysis</b>  | 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   |
| <b>*Mission</b>  | 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   |
| <b>*Vision</b>   | 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   |
| <b>*Broad and Specific Goals</b>   | 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   |
| <b>*Strategies</b>   | 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   |
| <b>*Critical Success Factors</b>   | 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   |
| <b>*Distinctive Competencies</b>   | 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   |
| <b>*Measurements (Includes evaluation form)</b>  | 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   |
| <b>Total</b>   | <b>90-100</b>  | <b>70-80</b>   | <b>0</b>   |
| <b>**Individuals Complete Evaluation Form for Self &amp; Other Team Members</b><br><br><b>*Students get strategic plan points based on plan IF they complete the evaluation.</b> | 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 02/02/2016 by 11:30 p.m. CST.

\*\*Complete evaluation form individually – Due on or before 05/06/2016 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.