



MGT591 QUALITY MANAGEMENT & SIX SIGMA
Spring 2024
January 10, 2024 – May 10, 2024

Professor Information

Professor: Marc A. Scott
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Course Information

Materials – Textbooks, Readings, Supplementary Readings Textbook(s) and additional reading material are provided
Software Required: MSExcel, MSPower Point, MSWord Optional Texts and/or Materials: none

Course Description

MGT591 - Quality Management & Six Sigma 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.

Instructional Methods

This course is delivered in an online format. You will find the majority of the information and materials that you will need to complete the course in this syllabus and on the D2L course management website. However, Live Lessons may be held periodically to allow students to OPTIONALLY log in and be involved in live discussion. These sessions will be recorded and available to all students.

Course Objectives and Measurements

1. Students will demonstrate proficiency in spoken communications by delivering clear and well- structured business presentations.
2. Students will demonstrate proficiency in written communications by creating clear and well- structured business documents.
3. Students will identify and evaluate ethical business issues.
4. Students will identify and evaluate global business challenges.
5. Students will be analytical problem solvers in business environments.

| Student Learning Outcomes (SLOs) | Objectives - After successfully completing this course, students will be able to: | Measurements (Outcome Assessments) Objectives will be measured as follows: |
|----------------------------------|--|--|
| 2, 3, 4 and 5 | 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). | Evaluation of: (1) Charter (2) Improvement Plan (3) Final Report (4) Mid-Term Exam (5) Final Exam |
| 2, 3, and 5 | 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. | Evaluation of: (1) Measuring and Analyzing Data Exercise (2) Project Analysis (3) Improving and Controlling the process |
| 2, 3, 4 and 5 | 3. Design an 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. ▪ 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. ▪ Develop an action plan with milestone chart/timeline for SQM/TQM implementation | Evaluation of: (1) Charter (2) Project Analysis (3) Improvement Plan (4) Final Report |

COURSE SCHEDULE:

A course schedule is included at the end of this syllabus

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 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.

ACADEMIC INTEGRITY:

Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromises the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F).

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

References:

13.99.99. R0.03 Undergraduate Academic Dishonesty
13.99.99.R0.10 Graduate Student Academic Dishonesty

An academic honesty policy has been posted under the Assignments Tab in D2L. You should read this document, sign it and submit by the due date in the syllabus.

SPECIAL NEEDS/REASONABLE ACCOMMODATIONS:

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:

Student Disability Resources & Services
Texas A&M University Commerce
University Library Room 162

Phone (903) 886-5150 or (903) 886-5835 Fax (903) 468-8148
StudentdisabilityServices@TAMUC.edu

MGT591 Syllabus /schedule subject to change

CAMPUS CONCEALED CARRY STATEMENT:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University- Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to: (<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M- Commerce campuses. Report violations to the University Police Department at 903- 886-5868 or 9-1-1.

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).

UNIVERSITY NONDISCRIMINATION 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.

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#). <http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below:

Professional Behavior: It is important that you maintain a professional demeanor at all times, including during “electronic communication”. Texas A&M-Commerce expects this from you, as do current and future employers. Since so much communication in the workplace is “electronic” nowadays, this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding to discussion board questions:

- **Regular and Timely Attendance and Participation:** You are expected to log onto MyLeoOnline regularly. It is the responsibility of each student to keep up with the scheduled readings, discussions, and assignments/exams.
- **Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced via the university D2L system and e-mail. It is your responsibility to become aware of any such changes.
- **E-mail:** Routinely check your **Texas A&M University-Commerce** email account. This is my primary mechanism for communicating outside of the class and D2L. Additionally, I check my e- mail several times a day, so this is the best way to reach me. I strive to respond to any email within 24 hours (even if it just to acknowledge receipt of the email while I continue to work on the request).

ASSIGNMENTS:

Format & Naming Convention: Put your “LastnameFirstname” in the file name of all submitted documents. Example: “ScottMarc_Assignment_1.docx”. All assignments should be submitted in D2L in MS Word, Excel, or PowerPoint or PDF format. Any assignment submitted in other formats will be returned.

Due Dates & Times: Assignments are due at and on the **date** and **time** listed in D2L. You will have until **11:59 PM CST on the due date** to submit assignments.

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 incomplete. 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). In other words, you can work at your own pace as long as you meet the due dates. 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 the all assignments submitted by the specified due dates. I have outlined a “suggested” schedule that I think would help you maintain a good pace, but you don’t have to follow it. However, you **MUST** turn in all written assignments **ON TIME**. You will have until **11:59 PM Central Time** to submit the work.

Submitted assignments must be correctly formatted and free of grammatical and stylistic errors. Students should have at least some skills 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!

Late Policy: This is a fast-paced course. Therefore, I will not accept late assignments. If you do not meet the deadline, you will receive a 0 for that assignment.

Make-up Exams or Late Assignments are only accepted if you obtain university approved documentation for your excuse. There are no make-up assignments for poor performance.

Grading & Assignments Chart

| Assignments | Value |
|---|------------|
| Strategic Quality Management Implementation Plan | |
| ▪ Charter | 5 |
| ▪ Basic Tools | 5 |
| ▪ Initial Findings | 10 |
| ▪ Final Project Data Analysis | 10 |
| ▪ Improvement Plan | 10 |
| ▪ Improving and controlling the process | 10 |
| ▪ Final Project Paper and Briefing | 15 |
| Mid- Term Exam | 15 |
| Final Exam | 20 |
| Total | 100 |

Strategic Quality Management Implementation Plan

This is an organization-wide plan for the implementation of a Strategic Quality Management Initiative. Citations are not required. Double space. Use 1-inch margins, 12-point font, and Times New Roman font. A title page is not required. Put your name in the upper right corner of the first page of each section of the plan.

Mid-Term and Final Exam

The mid-term and final exams will be a cumulative review of your knowledge regarding quality management.

MGT 591 COURSE ASSIGNMENTS / OUTLINE / CALENDAR

| Date Mondays | Topic/Readings | Work Due |
|-----------------|---|---|
| 1/10 | Class Introduction Academic Honesty Statement | Academic Honesty Statement |
| 1/15 | Module 1 - Introduction to Quality Management Read: (1) Reducing Employee Turnover Rate Case Study (2) Chapter 1 Quality Management Systems and Practices Team will be assigned and available in D2L | |
| 1/22 | Module 2 – Defining the Problem Read: (1) Improving the Process (2) Read CEO letter (3) Review Kaizen PowerPoint | Provide Name of Team Leader – due 1/28 |
| 1/29 | Module 3 – Developing a Charter (1) Read: Developing a Charter (2) Review Charter Template SUBMIT Project Charter | Project Charter due 2/4 Team Assignment |
| 2/5 | Module 4 – Measuring and Analyzing Data Download Basic Tools Exercise. Excel Spreadsheet Watch Excel Videos and review PowerPoint slides regarding Data Analysis SUBMIT Basic Tools Assignment | Basic Tools due 2/11 Individual Assignment |
| 2/12 | Module 5 (a) (b) (c) Module 5A – QM Tools Read sample situation in content section Review Work Loss Data Review Type of Injury Spreadsheet SUBMIT Initial Findings | Initial Findings due 2/18 Team Assignment |
| 2/19 | <i>Module 5B – QM Tools</i> 1. <i>Review the Improving the Process Power Point slides</i> 2. <i>Read the Interview transcripts.docx</i> 3. <i>Look at the Facility layout.pptx (look at all three slides)</i> 4. <i>Review the Oil Drop Inspection Tally Sheet.docx</i> 5. <i>Read the Interview Transcripts Part 2.docx</i> 6. <i>Review Training hours.xls (take a look at the action category is when the policy changes)</i> 7. <i>Look at the Type of injury with SOP.xls (SOP is whether the Standard Operating Procedure was being followed)</i> 8. <i>Review the Work Loss Data Sheet.xls</i> 9. <i>Develop an analytical approach that you will follow to investigate each document. List what tool you plan to use to gather usable information from the document. This document is strictly for your use and does not need to be turned in.</i> | This document is strictly for your use and does not need to be turned in. |

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| 2/26 | Module 5C – QM Tools Continued Final Project Data Analysis. See instructions in Course Content section | Final Project Data Analysis due 3/3 Team Assignment |
| 3/4 | Mid-term Exam Review | |
| 3/11 | <i>Spring Break</i> | |
| 3/18 | <i>Mid Term Exam</i> | Mid Term exam opens Monday March 18 at 8Am and Closes Sunday March 24 at 11:59PM |
| 3/25 | Module 6 – Improving the Process | Improvement Plan Due 3/31 Team Assignment |
| 4/1 | Module 7 – Controlling the Process Cumulative | Improving and controlling the process assignment Due 4/7 Team Assignment |
| 4/8 | Final Project Summary and Briefing | Final Project Summary paper due 4/14 Team Assignment |
| 4/15 | Final Project Summary and Briefing | Executive Presentations week of 4/15 |
| 4/22 | Final Exam Review | |
| 4/29 | Final Exam opens Wednesday May 1 at 8 AM | Final Exam opens Wednesday May 1 at 8 AM and closes on Tuesday, May 7@ 11:59 PM (CST) |
| 5/6 | Final Exam closes on Tuesday, May 7@ 11:59 PM (CST) | |