



MGT-591-01W
Quality Management & Six Sigma

COURSE SYLLABUS: Spring 2026
January 29 – May 8, 2026

INSTRUCTOR INFORMATION

Instructor: Donald W. Fetty

Office Hours: Mon – Thu 7:00 PM – 8:00 PM Central Time (Available by email)

Tue Zoom Session 6:00 PM – 7:00 PM Central Time

All Other by Appointment (Send an email anytime)

Office Phone: (Admin) 903-886-5703

University Email Address: Donald.Fetty@etamuc.edu

Preferred Form of Communication: Email Donald.Fetty@etamuc.edu

Communication Response Time: Mon – Thu 7:00 PM – 8:00 PM Central Time within the hour. All other times will be as soon as possible.

COURSE INFORMATION

Materials – Readings, Supplementary Readings material are provided in D2L.

Textbook(s) Required: Readings, Supplementary Readings and additional reading material are provided in D2L.

Software Required: Microsoft Excel, Microsoft Power Point, Microsoft Word, Zoom

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

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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 Zoom Sessions may be held periodically to allow students to OPTIONALLY log in and be involved in live discussions. These sessions will be recorded and available to all students.

Student Learning Outcomes

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:
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 	Evaluation of: (1) Charter (2) Project Analysis (3) Improvement Plan (4) Final Report

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	<p>implement SQM.</p> <ul style="list-style-type: none"> ▪ Remove barriers to SQM/TQM (Total Quality Management) implementation ▪ Document, flowchart, and improve processes. This includes eliminating activities that do not add value to 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 	
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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.

COURSE REQUIREMENTS

Instructional Methods

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students to OPTIONALLY log in and be involved in live discussions. These sessions will be recorded and available to all students.

Student Responsibilities or Tips for Success in the Course

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 adjust based on what 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 compromise 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).

East Texas A&M University 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

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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.

GRADING

Final grades in this course will be based on the following scale:

A = 90%-100%

B = 80%-89%

C = 70%-79%

D = 60%-69%

F = 59% or Below

Assessments

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

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by East Texas A&M University have a corresponding course shell in the MyLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

YouSeeU Virtual Classroom Requirements:

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<https://support.youseeu.com/hc/en-us/articles/115007031107-Basic-System-Requirements>

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, an ETAMU campus open computer lab, etc.

COMMUNICATION AND SUPPORT

If you have any questions or are having difficulties with the course material, please contact your instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

Interaction with Instructor Statement

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below:

Professional Behavior: It is important that you always maintain a professional demeanor, including during “electronic communication”. East Texas A&M University 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. Take special care when posting and responding to discussion board questions:

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- **Regular and Timely Attendance and Participation:** This course includes multiple team-based assignments that require active participation and collaboration through D2L tools or other electronic means (e.g., Discussions, Groups, messaging, shared submissions). Students are expected to log into D2L regularly, communicate in a timely and respectful manner, and contribute meaningfully to their assigned group tasks. Participation and collaboration may be monitored through D2L activity records, discussion posts, group workspaces, and peer feedback. Students who fail to demonstrate respectful engagement or equitable contribution to team assignments may receive a reduced individual grade, even if other team members receive full credit for the same assignment. 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 **East Texas A&M University** 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: “FettyDonald_Assignment_1.docx”. Each student will be required to submit each assignment, that includes any team assignment. 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 all assignments submitted by the specified due dates. I have outlined a

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“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.

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: <https://www.britannica.com/topic/netiquette>

ETAMU 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>

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Academic Integrity

Students at East Texas A&M University are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03 Undergraduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf>

[Graduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/academics/graduateschool/faculty/GraduateStudentAcademicDishonestyFormold.pdf>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

Students with Disabilities-- ADA Statement

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 reasonable accommodation of their disabilities. If you have a disability requiring accommodation, please contact:

Office of Student Disability Resources and Services

East Texas A&M University
Velma K. Waters Library Rm 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice

East Texas A&M University will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation based on race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination based on sexual orientation, gender identity, or gender expression will be maintained.

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Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University 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 the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all East Texas A&M University campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

A&M-Commerce Supports Students' Mental Health

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connections to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

MGT 591 COURSE ASSIGNMENTS / OUTLINE / CALENDAR

Week Of:	Topic/Readings	Work Due
Jan 29	Academic Honesty Statement	Due Feb 8
Feb 2	Class Introduction Module 1 - Introduction to Quality Management Read: (1) Reducing Turnover Rate Case Study (2) Chapter 1 Quality Management Systems and Practices Teams will be assigned and available in D2L	

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Feb 9	<p>Module 2 – Defining the Problem Read:</p> <p>(1) Improving the Process</p> <p>(2) Read CEO letter</p> <p>(3) Review Kaizen PowerPoint</p>	<p><u>Provide Name of Team Leader</u> – Due Feb 15</p>
Feb 16	<p>Module 3 – Developing a Charter</p> <p>(1) Read: Developing a Charter</p> <p>(2) Review Charter Template</p> <p style="text-align: center;">SUBMIT Project Charter</p>	<p><u>Project Charter</u> Due Feb 22</p> <p>Team Assignment</p>
Feb 23	<p>Module 4 – Measuring and Analyzing Data Download Basic Tools Exercise. Excel Spreadsheet Watch Excel Videos and review PowerPoint slides regarding Data Analysis</p> <p style="text-align: center;">SUBMIT Basic Tools Assignment</p>	<p><u>Basic Tools</u> Due Mar 1</p> <p>Individual Assignment</p>
Mar 2	<p>Module 5 (A) (B) (C)</p> <p>Module 5A – QM Tools</p> <ol style="list-style-type: none"> 1. <i>Read sample situation in content section</i> 2. <i>Review Work Loss Data</i> 3. <i>Review Type of Injury Spreadsheet</i> <p style="text-align: center;">SUBMIT Initial Findings</p> <p>Module 5B – QM Tools</p> <ol style="list-style-type: none"> 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.</i> 	<p><u>Initial Findings</u> Due Mar 8</p> <p>Team Assignment</p> <p>This document is strictly for your use and does not need to be turned in.</p>

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	Module 5C – QM Tools Continued Final Project Data Analysis. See instructions in Course Content section SUBMIT Final Project Data Analysis	<u>Final Project Data Analysis</u> – Due Mar 15 Team Assignment
Mar 9	SPRING BREAK WEEK (Mar 9 – 13)	
Mar 16	Mid-Term Exam Review (Tues Mar 17 Zoom) Mid-Term Exam	<u>Mid-Term Exam</u> opens Mar 17 at 8 PM and closes Mar 22 at 11:59 PM
Mar 23	Module 6 – Improving the Process	<u>Improvement Plan</u> Due Mar 29 Team Assignment
Mar 30	Module 7 – Controlling the Process Cumulative	<u>Improving and controlling the process</u> Due Apr 5 Team Assignment
Apr 6	Final Project Summary Paper	Final Project Summary Paper Due Apr 12 Team Assignment
Apr 13	Final Project Executive Briefing	Executive Presentations Due Apr 19 Team Assignment
Apr 20	Final Project Executive Briefing	
Apr 27	Final Exam Review	Final Exam opens Apr 28 at 8 PM
May 4	Final Exam	Final Exam closes on May 6 at 11:59 PM

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