

Instructor	Reynald Cloutier Room: TBD, Building: TBD reynald_cloutier@carleton.ca
Class Times	Monday 08:35 AM – 11:25 PM Room: RB1200
Office Hours	By appointment only on Monday between 12:00PM - 2:00PM.
Course Objectives:	<p>In recent history (1970's), an emphasis on quality led the Japanese industries to displace their North American counterparts in both domestic and international markets. These events triggered revolutionary reactions at the firm, industry, and political levels that emphasized quality as an essential competitive weapon in the marketplace.</p> <p>Various profitable and not-for-profit organizations remain immensely interested in implementing and maintaining various quality management systems including the Malcolm Baldrige Quality Award criteria for performance excellence, ISO 9000 standards and Six Sigma system systems, which can create interesting opportunities for students of this course. Against this backdrop, the objective of this course is to</p> <p>Introduce the notion of quality, its history, concepts, philosophies, management systems, and impact on competitive advantage and financial returns.</p> <p>Practice the technical issues, tools, and techniques that underpin Six Sigma and process improvement, product design, and process control.</p> <p>Explain the management system of quality which is concerned with planning the organizational systems for performance excellence, focusing on customer needs, managing the change in organizational culture towards quality, and leading and sustaining performance excellence efforts.</p>
Prerequisites	Prerequisite(s): third-year standing, BUSI 2301 with a grade of C or higher and STAT 2606 with a grade of C- or higher.
Course Material	<p>Textbook: James R. Evans and William K. Lindsay, Managing for Quality and Performance Excellence, 9th Ed, South-Western Cengage Learning, Mason, OH, 2011. ISBN: 1-285-06946-3.</p> <p>Class presentation slides: I will do my best to make the slides available on cuLearn before class. It must be clear that it is not mandatory for the instructor to either use presentation slides or share them with the students, so please manage your expectations of the slides accordingly. Finally the newly imposed copyright mandate at Carleton University prohibits sharing some non-copyrighted educational material on CU. So there might be content that is presented in class but not posted to cuLearn.</p>

<p>Course Evaluation</p>	<p>Grade Distribution</p> <table border="0"> <tr> <td>Homework assignments (2)</td> <td>15%</td> </tr> <tr> <td>Term Project</td> <td>20% (15% report + 5% class presentation)</td> </tr> <tr> <td>Mid-term Exam</td> <td>25%</td> </tr> <tr> <td>Final Exam</td> <td>40%</td> </tr> </table> <p>Assignments: There will be 2 assignments, to be done in groups of 2-3 students to encourage discussions and collaboration. A group may submit one copy of their solutions. Homework assignments will be posted on cuLearn. The assignments are due at the beginning of the class on the date specified (see tentative schedule). Late assignments will earn a zero mark. Clear presentation of the assignments is important and will weigh in the final mark. A hard copy of your assignments must be handed in class. Online submissions of the assignments via email or cuLearn for example will not be accepted. Students should make arrangements to have a hard copy of their assignments submitted on their behalf on time if they are unable to make it to class on the day the assignment is due. Solutions of assignment problems will be discussed in class.</p> <p>Term Project:</p> <p>In groups of two to three students identify a publicly owned firm that has earned the Malcolm Baldrige Quality Award on or before 2005. It must be a publicly owned firm in order to facilitate finding important data that is needed for this project. Using archival data and reports you need to write at least 15- page single space report on the following,</p> <ul style="list-style-type: none"> ▪ Company profile: business description, primary industry(ies) noting SIC or NAICS codes, primary product(s) and/or service(s) ▪ Identify the direct competitors of this firm. Explain your methodology of finding these direct competitors. ▪ Discuss the key facets of quality in the firm’s product or service market. ▪ Discuss the key competitive priorities for success in this industry or in the industry segment of the firm. ▪ Are there any quality aspects that are part of these competitive priorities? If yes explain each of these aspects in the context of the specific firm’s industry. Are these quality aspects product (design / manufacturing) and/or service related. How important are these quality aspects in shaping the competitive landscape for this firm and in this industry? ▪ Download all announcements that refer to quality related problems in this firm. Craft a story out of these news announcements that describe the evolution of the state of quality at this firm prior to the award. ▪ In the announcements seek to know the cost of quality problems and 	Homework assignments (2)	15%	Term Project	20% (15% report + 5% class presentation)	Mid-term Exam	25%	Final Exam	40%
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defects? How did that affect the bottom line?

- How do you describe the nature and number of quality related announcements before and after the quality award?
- Describe the state of quality management in the firm's direct competitors. Did competitors have any quality certification already at the time of the award?
- Discuss the firm's application to the Malcolm Baldrige Quality Award taking into consideration the course topics including strategic management of quality, improvements through leadership, customer oriented operations, design/process management of quality, measurement and analysis of quality projects, etc.
- Assess the cost that the firm incurred to comply with the award criteria for performance excellence.
- Present the following firm's financial data: annual sales, operating costs, operating costs/annual sales, return on sales, and return on assets for each year prior and after the year of the award up to five years. What does the data tell?
- What do you think was the most likely motivation for the firm to pursue the Award? Why? Can the data you gathered up to this point adequately answer this question? If not, what other data did you need to gather to answer this question?
- Present and discuss any findings about the firm that interested you.

Midterm Exam:

This is a 2.5-hour exam. The exam is closed book and closed notes. A strict policy towards exam deferral is imposed. Deferring a midterm exam requires a formal application process through the undergraduate students' office no later than five (5) calendar days after the midterm date.

Final Exam:

This is a 2.75 hour exam. The exam is closed book and closed notes. The final exam is comprehensive but places greater emphasis on the topics taught past the midterm exam. Both quantitative and qualitative questions can be expected. The date, time, and location of the final exam will be announced by the university. The application for a deferral must be made in writing to the Registrar's Office no later than five working days after the original final examination.

The scheduling office will determine the student's eligibility for a deferred final examination. However, students who do not obtain at least 50% average on their term work for the course (i.e. mid-term, assignments, and term project combined) may be refused by the instructor the privilege of obtaining a deferred final examination. In such case, a FND grade will be assigned to the student. Students are

	<p>advised that exam papers (mid-term or final) will not be returned back to them after being marked. They will be available for consultation only at the instructor's office during office hours.</p>
<p>General Guidelines</p>	<ul style="list-style-type: none"> • Relying solely on the presentation slides for studying will not lead to adequate understanding of the subject. For that you need to thoroughly read the topics from the textbook. This will significantly increase the chance of doing well in this course. • I encourage students' participation in class. While participation is not graded it helps engage with the topics and helps making it an interesting class. Participation can be in the form of asking questions for clarification, voicing an observation, noting a mistake, taking part in the discussions, answering questions when asked, etc. I encourage responsible participation.

Tentative Schedule

Wk	Date	Topic	Textbook readings		Due Dates
			8 th Edition	9 th Edition	
1	Jan 06	Introduction	Chapter 1	Chapter 1	
2	Jan 13	Foundations of Quality Management	Chapter 2 Chapter 3	Chapter 2	
3	Jan 20	Customer Oriented Operations Design for Quality	Chapter 5 Chapter 12	Chapter 3 Chapter 7	
4	Jan 27	Process Focus Tools and Techniques	Chapter 7 Chapter 10	Chapter 5 Chapter 6	
5	Feb 03	Performance Measurement	Chapter 13	Chapter 8	ASSIGN. # 1 DUE
6	Feb 10	In-class MID-TERM EXAM			
7	Feb 17	No Class (Winter Break: February 18 – 22)			
8	Feb 24	Lean & Process Improvement Methodologies	Chapter 11	Chapter 9	Project: Organization Selected
9	Mar 03	Baldrige Framework	Various	Chapter 10	
10	Mar 10	Leadership for performance Excellence Human Resources Management of Quality	Chapter 9 Chapter 6	Chapter 13 Chapter 4	ASSIGN. # 2 DUE
11	Mar 17	Measurement and Knowledge Management Strategic Management of Quality	Chapter 4	Chapter 12 Chapter 11	
12	Mar 24	Term Project Presentations Building and sustaining Quality	Various	Chapter 14	TERM PROJECT DUE
13	Mar 31	Review for Final Exam			
14	Apr 07	Final Exam			

Important Information:

Required calculator in BUSI course examinations

Only Texas Instruments BA II Plus calculators will be permitted in all Business course examinations. This calculator is available in the campus bookstore (1st floor, University Centre) and at various other off-campus retail stores.

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. If you have a group assignment you may find the resources at http://sprott.carleton.ca/academic_programs/groupwork useful. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Medical certificate

Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form. <http://www2.carleton.ca/registrar/forms/>

Persons with disabilities

Students with disabilities requiring academic accommodations in this course must register with the Paul Menton Centre for Students with Disabilities (PMC) for a formal evaluation of disability-related needs. Documented disabilities could include but are not limited to mobility/physical impairments, specific Learning Disabilities (LD), psychiatric/psychological disabilities, sensory disabilities, Attention Deficit Hyperactivity Disorder (ADHD), and chronic medical conditions. Registered PMC students are required to contact the PMC, 613-520-6608, every term to ensure that I receive your Letter of Accommodation, no later than two weeks before the first assignment is due or the first in-class test/midterm requiring accommodations. If you only require accommodations for your formally scheduled exam(s) in this course, please submit your request for accommodations to PMC by the deadlines published on the [PMC website](#).

Religious observance

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student. Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

Pregnancy

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Plagiarism

The University Senate defines plagiarism in the regulations on instructional offenses as: "to use and pass off as one's own idea or product work of another without expressly giving credit to another." Borrowing someone else's answers, unauthorized possession of tests or answers to tests, or possession of material designed in answering exam questions, are also subject to university policy regarding instructional offences. For more information on Carleton University's Academic Integrity Policy, consult:

<http://www1.carleton.ca/studentaffairs/academic-integrity/>

Important Dates & Deadlines – Winter 2014

Date	Activity
January 2, 2014	University re-opens.
January 6, 2014	Winter-term classes begin.
January 17, 2014	Last day for registration for winter term courses. Last day to change courses or sections (including auditing) for winter term courses.
January 31, 2014	Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment.
February 1, 2014	Last day for receipt of applications for admission to the Bachelor of Architectural Studies and the Bachelor of Social Work degree programs for the fall/winter session.
February 14, 2014	April examination schedule available online.
February 14-22, 2014	Fall-term deferred examinations will be written.
February 17, 2014	Statutory holiday. University closed.
February 17-21, 2014	Winter Break, no classes.
March 1, 2014	Last day for receipt of applications from potential Spring (June) graduates. Last day for receipt of applications to the Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, and the Bachelor of Music degree program for the fall/winter session. Last day for receipt of applications for admission to a program for the summer term.
March 7, 2014	Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.
March 25, 2014	Last day for tests or examinations in courses below the 4000-level

	before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).
April 1, 2014	Last day for receipt of applications for admission to an undergraduate degree program for the fall/winter session, from candidates whose documents originate outside Canada or the United States, except for applications due February 1 or March 1.
April 8, 2014	Winter term ends. Last day of fall/winter and winter-term classes. Last day for academic withdrawal from fall/winter and winter-term courses. Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses.
April 9-10, 2014	No classes or examinations take place.
April 11-26, 2014	Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all seven days of the week. Please note that examinations will not be held on April 18-20.
April 15, 2014	Winter Co-op Work Term Reports are due.
April 18, 2014	Statutory holiday, University closed.
April 26, 2014	All take home examinations are due on this day.
May 1, 2014	Last day for receipt of applications for internal degree transfers to allow for registration for the summer session.
June 1, 2014	Last day for receipt of applications for admission to an undergraduate program for the fall/winter session from mature applicants, from those presenting post-secondary education qualifications and from those transferring from other universities in Canada or the United States, and from applicants with high school qualifications from Canada and the United States, except for applications due March 1.
June 9-19, 2014	Fall/winter and winter term deferred final examinations will be held.
June 15, 2014	Last day for receipt of applications for internal degree transfers to allow for registration for the 2013-2014 fall/winter session.