



**BUSI 4302A**  
**Management of Quality**  
**Winter 2019**

<b>Instructor</b>	<b>Michael G Horricks</b> <a href="mailto:michael.horricks@carleton.ca">michael.horricks@carleton.ca</a> or <a href="mailto:mhorricks@toh.ca">mhorricks@toh.ca</a> Cell:(613) 292-9436 Office 613 737-8899 ext 71314
<b>Class Times:</b>	Wednesday 6:05 pm - 8:55 pm      Room: TBD
<b>Office Hours:</b>	By appointment only on Mondays between 5:00pm and 6:00pm. <i>Email for appointment.</i>
<b>Course Objectives:</b>	<p>In recent history 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 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 systems, which can create interesting opportunities for students of this course.</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 and process 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>
<b>Calendar description and Prerequisites</b>	<p>Quality concepts and methods surrounding the definition, mapping, implementation, improvement of business processes in organizations and global supply chains.</p> <p><b>Prerequisite:</b> Third-year standing, BUSI 2301 with a grade of C or higher and STAT 2606 with a grade of C- or higher.</p>
<b>Course Material</b>	<p><b>Case Study Hans Kolb</b> HBS 9-681-083, <b>Agile Electric</b> HBS 12D011</p> <p><b>Textbook:</b> James R. Evans and William K. Lindsay, <i>Managing for Quality and Performance Excellence</i>, 9th Ed, South-Western Cengage Learning, Mason, OH, 2011. <b>ISBN:</b></p>

<b>Course Evaluation</b>	<p><b><u>Grade Distribution</u></b></p> <table border="0"> <tr> <td>Class Attendance</td> <td>10%</td> </tr> <tr> <td>Case Studies - Hank Kolb /Agile</td> <td>20%</td> </tr> <tr> <td>Mid-Term Exam</td> <td>30%</td> </tr> <tr> <td>Final Exam</td> <td>40%</td> </tr> </table>	Class Attendance	10%	Case Studies - Hank Kolb /Agile	20%	Mid-Term Exam	30%	Final Exam	40%
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<p><b><u>Class Attendance</u></b></p> <p>Class attendance is essential for engaging with the course material and interacting with the instructor and classmates, which creates the class experience. Attendance will be assessed via means of an attendance sheet, which will be circulated in the class.</p> <p>Participating in class activities is also assessed in this course and is essential for the individual's and collective learning experience and so is highly encouraged. Participation can be in the form of discussing issues and questions raised by the instructor or classmates, generating ideas related to the readings, responding to others' ideas constructively (that could mean respectfully disagreeing and explaining why), questioning, keeping discussion flow, commenting, and building on others' contributions. For the sake of positive participation, it is recommended to study the readings before class.</p> <p><b><u>Case Study:</u></b></p> <p>This may be completed in groups of or individually depending on size of class. The format for the case study will be reviewed and students are expected to build an executive summary style report on the alternatives and solution to the case. Using data and theory from the course reports you need to write at least a report to outline the critical questions and issues outlined in the case.</p> <div style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><b><u>Midterm Exam:</u></b></p> <p>This will be in class 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.</p> <p><b><u>Final Exam</u></b></p> <p>The exam will be closed book and closed notes. The final exam will be comprehensive but will place greater emphasis on post mid-term topics. Both quantitative and qualitative questions can be expected. The date, time, and location of the final exam will be announced by the university. 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. Attendance and Midterm and project combined) may be refused by the instructor the privilege of a deferred final examination. In such case, a FND grade will be assigned to the student. Students are advised that exam papers 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> </div>									

<b>General Guidelines</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Students should use their Cu mail account and not any other email accounts to communicate with the instructor or the TA.</li> <li>• All forms of communication (cell phones, social networks, etc) are prohibited in class.</li> </ul>
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**Tentative Schedule:**

<b>Wk</b>	<b>Date</b>	<b>Topic</b>	<b>Note</b>
1	01/09/2019	<ul style="list-style-type: none"> <li>• Chapter 1 - Introduction</li> </ul>	
2	01/16/2019	<ul style="list-style-type: none"> <li>• Chapter 2 - Foundations of Quality Management</li> </ul>	
3	01/23/2019	<ul style="list-style-type: none"> <li>• Chapter 3 – Customer Oriented Operations</li> <li>• Chapter 7 – Design for Quality Case Study Hans Kolb</li> </ul>	
4	01/30/2019	<ul style="list-style-type: none"> <li>• Chapter 5 – Process Focus</li> <li>• Chapter 6 – Tools and Techniques</li> </ul>	
5	02/06/2019	<ul style="list-style-type: none"> <li>• Chapter 8 – Performance Measurement</li> </ul>	<b>Hans Kolb case due</b>
6	02/13/2013	<b>In-class Mid-Term Exam</b>	
<b>7</b>	<b>02/27/2019</b>	<b>Winter Break: Classes Suspended</b>	
8	03/06/2019	<ul style="list-style-type: none"> <li>• Chapter 9 – Lean &amp; Process Improvement Methodologies</li> </ul>	
9	03/13/2019	<ul style="list-style-type: none"> <li>• Chapter 10 – Baldrige Framework-<b>Agile Case</b></li> </ul>	
10	03/20/2019	<ul style="list-style-type: none"> <li>• Chapter 13 – Leadership for Performance Excellence</li> <li>• Chapter 4 –Human Resources Management of Quality</li> </ul>	
11	03/27/2019	<ul style="list-style-type: none"> <li>• Chapter 12 – Measurement and Knowledge Management</li> <li>• Chapter 11 – Strategic Management of Quality</li> </ul>	<b>Agile Case DUE</b>
12	04/03/2019	<ul style="list-style-type: none"> <li>• Term Project Presentations</li> <li>• Chapter 14 – Building and Sustaining Quality</li> </ul>	
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	TBA	<b>FINAL EXAM</b>	

## ADDITIONAL INFORMATION

### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### 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. 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.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

## **Requests for Academic Accommodation**

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

### **Pregnancy obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](https://carleton.ca/pmc)

### **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)

## **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

## **Sprott Student Services**

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

## **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

## **Important Information:**

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>