

Instructor	Reynald Cloutier Room: 309, Building: Southam Hall reynald_cloutier@carleton.ca
Class Times	Tuesday 08:35 AM – 11:25 PM
Office Hours	By appointment only on Tuesday between 11:30PM - 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> <p>In summary, it will cover:</p> <ul style="list-style-type: none"> • Quality concepts and methods surrounding the definition, mapping, implementation, improvement of business processes in organizations and global supply chains.
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</p>

	cuLearn.								
Course Evaluation	<p>Grade Distribution</p> <table> <tr> <td>Homework assignments (2)</td> <td>25%</td> </tr> <tr> <td>Term Project</td> <td>25% (15% report + 5% class presentation)</td> </tr> <tr> <td>Mid-term Exam</td> <td>20%</td> </tr> <tr> <td>Final Exam</td> <td>30%</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>Student must retained a hard copy of all work that is submitted.</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 	Homework assignments (2)	25%	Term Project	25% (15% report + 5% class presentation)	Mid-term Exam	20%	Final Exam	30%
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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 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 on the last class day. 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

	<p>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 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 9 th Edition	Due Dates
1	Jan 06	Introduction	Chapter 1	
2	Jan 13	Foundations of Quality Management	Chapter 2	
3	Jan 20	Customer Oriented Operations Design for Quality	Chapter 3 Chapter 7	
4	Jan 27	Process Focus Tools and Techniques	Chapter 5 Chapter 6	
5	Feb 03	Performance Measurement	Chapter 8	ASSIGNMENT# 1 DUE
6	Feb 10	In-class MID-TERM EXAM		
7	Feb 17	No Class (Winter Break: February 16 – 22)		
8	Feb 24	Lean & Process Improvement Methodologies	Chapter 9	Project: Organization Selected
9	Mar 03	Baldrige Framework	Chapter 10	
10	Mar 10	Leadership for performance Excellence Human Resources Management of Quality	Chapter 13 Chapter 4	ASSIGNMENT# 2 DUE
11	Mar 17	Measurement and Knowledge Management Strategic Management of Quality	Chapter 12 Chapter 11	
12	Mar 24	Term Project Presentations Building and sustaining Quality	Chapter 14	TERM PROJECT DUE
13	Mar 31	Review for Final Exam		
14	Apr 07	Final Exam		

Important Information:

General

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, 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 CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>

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	WDN = Withdrawn from the course		

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

FND:

To reduce instances of miscommunication Carleton introduced a grade FND (Failure with No Deferral) to be assigned to students who fail to meet the minimum in-term performance standards explicitly set out in the outline and applied consistently (i.e., there is no other hidden criteria).

Please include something along the following in the course outline (note this is only an example...you can determine your own criteria for satisfactory in-term performance):

Satisfactory In-term Performance

1. Unless otherwise stated below in item #2, the requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work (i.e. assignments, participation marks, tests etc.).
2. The criterion/criteria and the standard(s) for Satisfactory In-term Performance are as follow(s):
 - a. <insert list here if applicable>
3. Unsatisfactory In-term Performance in this course will lead to failure in this course (regardless of the performance at the Final exam or final project) Yes No
FND grade in this course (in case of missed Final exam or project) Yes No

Academic Regulations, Accommodations, Etc.

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/>

Assistance for Students:

Student Academic Success Centre (SASC): www.carleton.ca/sasc

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

Academic Accommodations for Students with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and 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 me to ensure accommodation arrangements are made.

- - The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2014 exam period is November 7, 2014 and for the April 2015 exam period is

March 6, 2015.

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](#).

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation 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 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..

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 expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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 <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Important Dates & Deadlines – Winter 2015

December 25 to January 2	University closed
January 5	Winter-term classes begin. Late Charges now apply.
January 16.	Last day for registration for winter term courses. Last day to change courses or sections (including auditing) for winter term courses. Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.
January 31	Last day for a fee adjustment when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).
February 13	April examination schedule available online.
February 13-21	Fall-term deferred examinations will be held
February 16	Statutory holiday, University closed.
February 16-20	Winter Break. Classes are suspended.
March 1	Last day for UHIP refund applications for International Students who will be graduating this academic year. Last day for receipt of applications from potential spring (June) graduates.
March 6	Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.
Late March (Date TBA)	Last day to pay any remaining balance on your Student Account to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay Summer 2014 course selection.
April 3	Statutory holiday, University closed.
April 8	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

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	fall/winter and winter-term courses.
April 9-10	No classes or examinations take place
April 11-23	Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week. Note: Not applicable to this course. See above schedule for details.
June 8-18 (including Saturdays)	Fall/winter and winter term deferred final examinations will be held.