



Carleton
University

Sprett
School of Business

CARLETON UNIVERSITY
BUSI 4302A
WINTER 2022
MANAGEMENT OF QUALITY

Instructor:	Lorraine Fraser lorraine.fraser@carleton.ca
Course Times:	Tuesday 6:00 p.m. to 8:50 p.m.
Modality	Hyflex
Office Hours:	By appointment only on Mondays between 5:00 p.m. and 6:00 p.m. <i>Email for appointment</i>
Course Objectives:	This course focuses on three main concepts: <ul style="list-style-type: none">i) the foundation principles of quality management including its history, concepts, philosophies, management systems, and impact on competitive and financial returns;ii) tools and techniques to drive and support design, control, and improvement of quality;iii) and the organizational view of performance excellence as reflected by the Malcolm Baldrige Criteria. The management system of quality is explained which is concerned with planning the organizational systems for performance excellence, meeting and exceeding customer needs, managing the change in organizational culture towards quality, and leading and sustaining performance excellence efforts.
Learning Outcomes:	The student will reliably demonstrate the ability to: <ul style="list-style-type: none">i) define quality and understand the various perspectives from which quality is viewed;ii) understand quality management philosophies of Deming, Juran, Crosby, Ishikawa, Feigenbaum and their contributions to modern day quality;iii) understand customer driven excellence;iv) relate the concepts of workforce satisfaction and optimized processes to customer satisfaction, and organizational success;v) use the appropriate statistical tools and other analytical techniques for analyzing data; solving problems; designing, controlling and improving processes; and reducing the potential for failure;vi) understand how process improvement methodologies and tools provide the foundations for modern Six Sigma approaches;

	vii) understand the components of performance excellence including the ISO 9001 Quality Management Standard and the Malcolm Baldrige Framework for Performance Excellence.								
Calendar description and Prerequisites:	Quality concepts and methods surrounding the definition, mapping, implementation, improvement of business processes in organizations and global supply chains. Prerequisite: Third-year standing BUSI 2301 with a grade of C or higher and STAT 2606 with a grade of C- or higher.								
Course Material:	Textbook: James R. Evans and William K. Lindsay, Managing for Quality and Performance Excellence, 11 th Edition, Cengage, Boston, MA 02210, ISBN 978-0-357-44203-6								
Course Evaluation:	<p>Grade Distribution:</p> <table> <tr> <td>Class Attendance and Class Contribution</td> <td>10%</td> </tr> <tr> <td>Project</td> <td>25%</td> </tr> <tr> <td>Mid-Term Exam</td> <td>25%</td> </tr> <tr> <td>Final Exam</td> <td>40%</td> </tr> </table> <p>Class Attendance and Contribution: Class attendance is essential for engaging with the course material and interacting with the instructor and classmates, and in turn this creates the class experience. Attendance will be logged each class.</p> <p>Participating in class activities and discussion is essential for the student's learning experience and is encouraged and expected. Participation can be in the form of discussing issues and questions raised by instructor or classmates, generating ideas related to the readings, responding to others' ideas constructively, commenting, building on others' contributions. Reading the chapters and other listed materials prior to class will allow for a positive participation experience.</p> <p>Project: Students will be required to write a written report on an organization of their choice demonstrating the organization's focus on customers, workforce, and processes. Topic approval needs to be obtained from the professor so that no students work on the same organization. The written report is an individual effort and a rubric for the grading of the responses will be provided.</p> <p>Midterm Exam: The exam is closed book and no notes are allowed for the exam. The exam will consist of multiple choice, true/false, and short answer questions. 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. The reason for missing a midterm (and application for a deferred) is only valid with a legitimate excuse, as mentioned on the university regulations.</p>	Class Attendance and Class Contribution	10%	Project	25%	Mid-Term Exam	25%	Final Exam	40%
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	<p>Final Exam: The exam is closed book and no notes are allowed for the exam. 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 scheduling office will determine the student's eligibility for a deferred final examination. Students are advised that exam papers will not be returned after being marked but will be available for consultation with the instructor.</p>
General Guidelines:	In order to develop a thorough understanding of the subject matter, the chapters in the textbook will have to be studied. Relying on the presentation slides alone will not allow for an adequate understanding of the subject matter.

Tentative Course Schedule

Week	Date	Topic
1	01/11/2022	Introductions Chapter 1 – Introduction to Quality 'Skilled Care Pharmacy' p. 42 – Discussion
2	01/18/2022	Chapter 2 – Foundations of Quality Management 'Nashville Custom Guitars' p. 90 – Discussion Chapter 3 – Customer Focus
3	01/25/2022	Chapter 3 – Customer Focus (continued) Chapter 4 – Workforce Focus 'Harley Davidson' p. 133 – Discussion
4	02/01/2022	Chapter 5 – Process Focus 'IBM's Integrated Supply Chain' p. 243 – Discussion Chapter 9 - Process Improvement and Six Sigma
5	02/08/2022	Chapter 9 - Process Improvement and Six Sigma (continued) Chapter 10 – Baldrige Framework for Performance Excellence
6	02/15/2022	Mid-Term Exam (Chapters 1, 2, 6, 7)
7	02/22/2022	<i>Winter Break – Classes Suspended</i>
8	03/01/2022	Chapter 6 – Statistical Methods in Quality Management
9	03/08/2022	Chapter 6 - Statistical Methods in Quality Management (continued)
10	03/15/2022	Chapter 7 – Design for Quality and Product Excellence
11	03/22/2022	Chapter 8 – Measuring and Controlling Quality
12	03/29/2022	Chapter 11 – Strategy and Performance Excellence Chapter 12 – Measurement and Knowledge Management
13	04/05/2022	Chapter 13 – Leadership for Performance Excellence Chapter 14 – Building and Sustaining Quality & Performance Excellence
	04/12/2022	No Class - Exam Preparation
	04/21 – 05/02	Final Exam as scheduled by the university (Chapters 6, 7, 8, 11, 12, 13, 14)

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
CHECK (X) ONE PER ROW				
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				X
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>				X

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 Spratt 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 Accommodation

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

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

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 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

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

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

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.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the 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.

For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.

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 Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

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.

Important Information:

- Students must always retain a 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 <https://carleton.ca/its/get-started/new-students-2/>
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