



**Carleton**  
UNIVERSITY

**SPROTT**  
SCHOOL OF BUSINESS

**CARLETON UNIVERSITY  
BUSI 4302A  
WINTER 2021  
MANAGEMENT OF QUALITY**

<b>Instructor:</b>	<b>Lorraine Fraser</b> <a href="mailto:lorraine.fraser@carleton.ca">lorraine.fraser@carleton.ca</a>
<b>Course Times:</b>	Monday 6:00 p.m. to 8:50 p.m.
<b>Office Hours:</b>	By appointment only on Mondays between 5:00 p.m. and 6:00 p.m. <i>Email for appointment</i>
<b>Course Objectives:</b>	This course focuses on three main concepts: <ul style="list-style-type: none"><li>i) the foundation principles of quality management including its history, concepts, philosophies, management systems, and impact on competitive and financial returns;</li><li>ii) tools and techniques to drive and support design, control, and improvement of quality;</li><li>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.</li></ul>
<b>Learning Outcomes:</b>	The student will reliably demonstrate the ability to: <ul style="list-style-type: none"><li>i) define quality and understand the various perspectives from which quality is viewed;</li><li>ii) understand quality management philosophies of Deming, Juran, Crosby, Ishikawa, Feigenbaum and their contributions to modern day quality;</li><li>iii) understand customer driven excellence;</li><li>iv) relate the concepts of workforce satisfaction and optimized processes to customer satisfaction, and organizational success;</li><li>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;</li><li>vi) understand how process improvement methodologies and tools provide the foundations for modern Six Sigma approaches;</li><li>vii) understand the components of performance excellence including the ISO 9001 Quality Management Standard and the Malcolm Baldrige Framework for Performance Excellence.</li></ul>

<b>Calendar description and Prerequisites:</b>	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.								
<b>Course Material:</b>	<b>Textbook:</b> James R. Evans and William K. Lindsay, Managing for Quality and Performance Excellence, 11 <sup>th</sup> Edition, Cengage, Boston, MA 02210, ISBN 978-0-357-44203-6								
<b>Course Evaluation:</b>	<p><b>Grade Distribution:</b></p> <table data-bbox="492 527 1149 667"> <tr> <td>Class Attendance and Class Contribution</td> <td>10%</td> </tr> <tr> <td>Case Study</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><b>Class Attendance and Contribution:</b> 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. All classes are synchronous with the exception of a week in April.</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 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><b>Case Study:</b> Students will be provided with a case study and will need to respond to questions based on the case study. The case study is an individual effort and a rubric for the grading of the responses will be provided.</p> <p><b>Midterm Exam:</b> 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. Both quantitative and qualitative questions can be expected. 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> <p><b>Final Exam:</b> 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. The exam will consist of multiple choice, true/false, and short and long answer</p>	Class Attendance and Class Contribution	10%	Case Study	25%	Mid-Term Exam	25%	Final Exam	40%
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	<p>questions. 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> <p><i>Please note that tests and examinations in this course will use a remote proctoring service provided by Scheduling and Examination Services. You can find more information at <a href="https://carleton.ca/ses/e-proctoring">https://carleton.ca/ses/e-proctoring</a>.</i></p>
<b>General Guidelines:</b>	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	01/11/2021	Chapter 1 – Introduction to Quality 'Skilled Care Pharmacy' p. 42 – Discussion
2	01/18/2021	Chapter 2 – Foundations of Quality Management 'Nashville Custom Guitars' p. 90 – Discussion
3	01/25/2021	Chapter 6 – Statistical Methods in Quality Management
4	02/01/2021	Chapter 8 – Measuring and Controlling Quality
5	02/08/2021	<b>Mid-Term Exam (Chapters 1, 2, 6, 8)</b>
6	02/15/2021	<i>Winter Break – Classes Suspended</i>
7	02/22/2021	Chapter 7 – Design for Quality and Product Excellence 'Applying Quality Function Deployment to a University Support Service' p. 364 – Discussion
8	03/01/2021	Chapter 3 – Customer Focus Chapter 4 – Workforce Focus 'Harley Davidson' p. 133 – Discussion
9	03/08/2021	Chapter 5 – Process Focus 'IBM's Integrated Supply Chain' p. 243 – Discussion
10	03/15/2021	Chapter 9 – Process Improvement and Six Sigma 'Applying Process Improvement Tools to an Order Fulfillment Process' p. 499 - Discussion <b>Case Study Due</b>
11	03/22/2021	Chapter 10 – Baldrige Framework for Performance Excellence Chapter 11 – Strategy and Performance Excellence
12	03/29/2021	Chapter 12 – Measurement and Knowledge Management Chapter 13 – Leadership for Performance Excellence
13	04/05/2021	Chapter 14 – Building and Sustaining Quality & Performance Excellence Final Exam Review
14	04/12/2021	Asynchronous session
	04/16 - 27	Final Exam as scheduled by the university

## 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/>

*\* Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province.*

### **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 <https://carleton.ca/its/get-started/new-students-2/>
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