

City University of Hong Kong

**Information on a Course
offered by Department of SEEM
with effect from Semester A in 2015/2016**

Part I

Course Title: **Managing Strategic Quality**

Course Code: **SEEM6037**

Course Duration: **One Semester**

No. of Credit Units: **3**

Level: **P6**

Medium of Instruction: **English**

Prerequisites: **Nil**

Precursors: **Nil**

Equivalent Courses: **MEEM6037 Managing Strategic Quality**

Exclusive Courses: **Nil**

Note: Students may repeat a course, or an equivalent course, to improve course grade only if the previous course grade obtained is C or below.

Part II

1. Course Aims:

This course aims to provide a broad understanding of the principles and practice of modern quality management strategies, and to develop the students' ability to integrate and apply the knowledge in the formulating, planning, implementing, and evaluating Total Quality Management (TQM) programs in order to enhance organisation-wide competitiveness.

2. Course Intended Learning Outcomes (CILOs)

Upon successful completion of this course, students should be able to:

No.	CILOs	Weighting* (if applicable)
1.	Define various dimensions of quality in product and service delivery systems, with emphasis in customer orientation.	1
2.	Outline the evolution and principles of modern quality management theories and practices	2
3.	Apply the concepts and principles of quality systems in developing organization wide quality management systems.	2
4.	Integrate and apply key elements of Total Quality Management (TQM): strategic quality management, leadership, customer focus and satisfaction, supplier partnership, employee involvement, performance measures, etc. in developing organization wide quality improvement programs.	2
5.	Describe the framework and associated strategic and operation issues of implementing TQM based quality improvement systems in the organizations.	1

***Weighting ranging from 1,2,3 to indicate the relative level of importance in an ascending order.**

3. Teaching and Learning Activities (TLAs)

Activity Type	Timetabled Activity (Hours per week)
Lecture/Tutorial/Laboratory Mix	Lecture (2); Tutorial (1) and Consultation (1)

TLAs CILOs	Large Class Activities (lectures)	Case Studies/ Presentation (tutorials)	Consultation	Total (Hrs)
CILO1	3	2	2	7
CILO2	6	3	3	12
CILO3	6	4	3	13
CILO4	6	4	3	13
CILO5	5	-	2	7
Total (Hrs)	26	13	13	52

4. Assessment Tasks/Activities (ATs)

ATs CILOs	Examination (2 hours)	Individual Assignment or Quiz(s)	Group-based literature review/ case study, report and presentation	Total (%)
CILO1	8	-	5	13
CILO2	10	5	10	25
CILO3	12	5	5	22
CILO4	12	8	5	25
CILO5	8	7	-	15
Total (%)	50	25	25	100

For a student to pass the course, at least 30% of the maximum mark for the examination should be obtained.

Individual assignment:

Each student is required to submit a paper stating one of the current quality problems or potential quality improvement areas in their companies (For full-time students, it can be a literature-review based individual paper on a self-proposed topic in the scope of quality management). The background, causes, and needs and justifications for taking improvement actions must be well described in the paper. Improvement actions should then be proposed with supports of literatures and case studies (personal and subjective judgement without sufficient objective evidence and proven supports are not acceptable; full list of all supporting literature and references is required). A proposal should be submitted by Week 3. The proposal, about 2 to 3 pages, must consist of the paper title, background information, a clear statement of aims and objectives of the study, expected outcome, etc. The paper must be finished with the submission of a written report of 10-15 pages by Week 7. At least 15 journal papers or books should be reviewed and cited for the final report (30 papers/books are required for literature review type work). In addition, the individual performance in class and case study will be taken into account.

Quiz

40-45 minutes short quiz(s) will be used to assess students' understanding of the contemporary quality concepts and techniques of quality management taught in the lectures.

Learner-centred group-based work on a quality management related topic:

Students are required to form a group, not more than 4 members, and then select one topic in the scope of quality management for this group-based literature-review project (only one group for one topic in each tutorial class). For each project, it is required to thoroughly search the recent literature on the chosen topic. The project must be finished by giving a 30-min presentation, including a 10-min Q&A session, in the period of Week 10 to 12, as well as the submission of the finalized presentation material and a write-up of min. 10 pages by Week 13.

Examples of topics and requirements:

- CRM (Customer Relationship Management) and Quality Management: its basic philosophy, tools and techniques, implementation methods, organizational issues, case studies...

- Data Mining in Customer Satisfaction Management: its basic principles and approaches, tools and techniques, implementation methods, case studies...
- Innovation and Quality Management: the relationship between innovation and quality management in principles and practices and how to develop an integrated innovation and quality management system in a organization, case studies.....
- Integrative Management System, integration of quality assurance system with other management systems, such as environmental management, occupational health and safety, risk management, occupational health, etc.....
- Knowledge Management and Quality Management: its basic ideas, methodologies, scope of implementation of knowledge management in a organization and how it affects the practice of quality management, case studies.....
- Managing Quality in Global Supply Chain: characteristics of global supply chain, outstanding quality issues in supply chain management, supplier policy, selection, evaluation, monitoring....., ways to assure quality in supply chain network, case studies
- New Product Planning and Quality Management: basic concepts and principles in customer-oriented new product planning, procedures of new product ideas generation, development and screening, transforming customer requirements to product specifications and product quality standards, case studies,
- Quality Management Development in Mainland China: industrial development background and characteristics in China....., and past, current and future development of quality management in China, case studies.....
- Quality Tool – FMEA: Failure Mode and effect Analysis, terminology and principles, definition of a failure modes, detectability, severity, and RPN, application examples.....
- Variability Reduction Through DOE and Taguchi Methods: concepts and principles of Design of Experiments and Taguchi Methods, loss function, sources of variability, variability control program, case studies.....

5. Grading of Student Achievement:

This is a Continuing Education Fund (CEF) Approved Courses, to be eligible for reimbursement; students must achieve the following criteria;

- A minimum attendance rate of 70% (Students should sign on the attendance record for every lesson); and
- Grade C+ or above of the reimbursable course.

Grade Table

Letter Grade	Grade Point	Grade Definitions
A+	4.3	Excellent
A	4.0	
A-	3.7	
B+	3.3	Good
B	3.0	
B-	2.7	
C+	2.3	Adequate
C	2.0	
C-	1.7	
D	1.0	Marginal
F	0.0	Failure
P	-	Pass

Please refer to the SGS's website for details.

Part III

Keyword Syllabus:

- Definition and Dimensions of Quality
- Modern Quality Management development and background
- Quality Management Philosophy: Deming/Juran/Crosby/Kaizen
- Organization-wide Quality System: ISO9000.
- Strategic Quality Management and Leadership: Balanced Scorecard, Benchmarking
- Core Concepts of Total Quality Management (TQM): Customer Needs and Satisfaction, Leadership, Supplier Partnership, Employee Involvement
- Six Sigma
- Performance Measurement: Quality Costs, Malcolm Baldrige/ HKMA Quality Awards, Self assessment
- Organization-wide Quality Improvement Implementation Framework

Reading: Lecture materials are available in <MEEM6037> BlackBoard

Recommended Reading:

Business performance excellence through total quality management, Jack P. Pekar, West Conshohocken, PA : ASTM International, c2009

"Total Quality Management", by D H Besterfield et al., 3rd edition, Prentice-Hall, Englewood, USA, 2003.

"A TQM Implementation Framework for Hong Kong Manufacturing Industries", by K S Chin and B G Dale, City University of Hong Kong, 2000.

Supplementary Readings :

"Juran's Quality Planning and Analysis", F M Gryna, C H Chua and J A DeFeo, 5th edition, McGraw-Hill, 2007.

"Quality Management", by D L Goetsch and S B Davis, Prentice-Hall, 4th edition, 2003.

"ISO9000 Quality Systems Handbook", by David Hoyle, 4th edition, Butterworth Heinemann, 2001.

"Six Sigma for Managers", by Greg Brue, McGraw-Hill, 2002.

"Creating a reliable organization", by Philip B Crosby, City University of Hong Kong, 2000.

"Benchmarking", by Benchmarking Clearinghouse of Hong Kong Productivity Council, City University of Hong Kong, 2001.

Quality Progress, ASQ monthly publication

Quality Management Journal

International Journal of Quality and Reliability Management

Total Quality Management

TQM Magazine