

M&IS 44150 Section 002-200910
Total Quality Management
Spring 2009
Mondays 6:15 to 8:55 pm
Rm: 110 BSA

INSTRUCTOR: Robert W. Eckman
OFFICE: Off Campus
OFFICE HOURS: Mondays after class or by appointment (preferred)
OFFICE PHONE: (330) 414.3082
E-MAIL: Reckman@kent.edu
TEXT: **Evans, R.E. Lindsay, M.L. (2007).**, *The Management and Control of Quality*
Mason, Ohio: Thompson South-Western 7th Edition
6th Edition differs only slightly and can be used for this course but be advised that the course, lectures and posted assignments will be modeled to 7th Edition only.
Additional readings as required
FINAL EXAM: **Week of May 11th**

COURSE OBJECTIVES

This course covers the application of sound management principles and theories needed for successful implementation of quality processes and systems.

COURSE REQUIREMENTS AND GRADING SYSTEM

Exams (3) are worth 100 points a piece (301 points). D² Papers (5) at 20 points a piece
Participation (100 points) For a grand total of 501 possible points.

A	B	C	D	F
501 - 450	449 – 400	399 – 350	349 - 300	299 Lower

COLLEGE AND UNIVERSITY POLICIES

Course registration: It is your responsibility to ensure that you are properly registered for this class. You are advised to review your official class schedule during the first 2 weeks of the semester to ensure that you are properly registered. Should you find an error in your schedule, please correct it with your advising office as soon as possible. If registration errors are not corrected by this date and you continue to attend class even though you are not officially registered, you will **not** receive a grade for the course at the end of the semester.

Academic honesty: Cheating means to misrepresent the source, nature, or other conditions of your academic work (e.g., tests, papers, projects, assignments) so as to get undeserved credit. The use of the intellectual property of others without giving them appropriate credit is a serious academic offense. It is the University's policy that cheating or plagiarism result in receiving a failing grade for the work or course. Repeat offenses result in dismissal from the University.

Course withdrawal: The course withdrawal deadline is November 4th. Withdrawal before the deadline results in a "W" on the official transcript; after the deadline a grade must be calculated and reported.

Students with disabilities: In accordance with University policy, if you have a documented disability and require accommodations to obtain equal access in this course, please contact the instructor at the beginning of the semester or when given an assignment for which an accommodation is required.

Students with disabilities must verify their eligibility through the Office of Student Disability Services (SDS) in the Michael Schwartz Service Center (672-3391).

Missed classes, exams, or otherwise:

Missed classes are not my concern, as attendance is NOT mandatory (but strongly suggested). The material from class, however, is entirely your responsibility. Be sure to find a “class buddy” who can be sure to get all notes and handouts. Ie... Unless in extreme circumstances, the professor will not provide such information. Missed assignments and exams must be for an EXTREMELY good reason and must accompany written proof (such as a Dr’s note). You must also inform me that you will not be in attendance PRIOR to the scheduled event or due date. I can be reached via Email and Telephone (including voice mail). Please make use of these communication mediums for missed Exams, Presentations, etc....(please **DO NOT** ask to borrow my notes).

Class Procedures:

1. If my office hours are not convenient for you, please feel free to call for an appointment. Also, the **most efficient way to communicate with me is via e-mail**. I strongly encourage you to take advantage of the electronic messaging capabilities made available to you by the university!
2. Please tell me about any problems you are having while there is still time to do something about them!
3. Each student must turn in an original piece of work
4. Exams are to be taken at the scheduled time (this also means you need to be on-time for the exam—more than 20 minutes late is a missed exam). If you miss an exam due to a legitimate reason (e.g., illness, death in the immediate family), a make-up exam will be given (you will be required to provide an official university excuse in order to be eligible for a make-up exam). If you do not provide a legitimate excuse, no make-up exam will be granted.
5. Reading assignments are expected to be completed prior to attending class so that you may participate in class discussion. However, we will not discuss every aspect of the assigned chapters or supplemental material. This does not release the student from the responsibility of knowing the material for examination purposes. Conversely, I may include material in class not covered by the text (you are also responsible for this information).
6. Attendance at class is expected but will not be monitored. If you miss a class, you are responsible for obtaining lecture notes and other material from another student
7. Major grammatical or spelling errors on any written work could result in a significant penalty with respect to the grade you receive. Carefully proof your papers for errors (you may even want to have a friend read your work). Use grammar and spell check! Please use APA, MLM or some formalized format for referencing research.
8. The best way to reach me is via Email (see email address). I can also be reached via Voice Mail. I will be requesting that each of you provide an email address that you check regularly (daily).
9. As I realize that many evening students work full time, I will be providing class time for you to work on your D2 and other assignments (case studies). Time to work on these will be dependent on how well we move through the material.
10. **LATE REGISTRATION:** No late registration forms will be signed following the first exam. If you wish to register for the class, you **MUST REGISTER BEFORE THE FIRST EXAM—NO EXCEPTIONS!**

IMPORTANT DATES

First Class:	January 26 th , 2009 (Monday) (Due to MLK Day on 19 th)
Last day to DROP	February 1 st , 2009
Spring Break	May 23 rd through 29 th , 2009
Last Class:	May 4 th , 2009
Final Examinations:	May 11 th , 2009 (Time to be announced)

Curriculum

Exams:

Exams will be a mix of multiple choice, short answer, fill in, matching, and essay and will only cover the chapters indicated on the reading schedule. There will be 3 that will account for 325 of a possible 530 points. They will be 40 to 50 questions in length, with each question worth 2 – 3 points. There could be an essay question that might be worth more. I will try to balance the questions 50/50 between lecture and book.

Deep Dives (D²'s)

Rather than a group project or the like and because this is considered a “writing intensive course”, periodically and according to the reading schedule, you will be assigned a topic to perform a “Deep Dive” or D2, that is, a deeper analysis to uncover aspects of the topics not covered in class. This assignment should be 500 - 750 words and include references. These assignments will need to conform to APA Standards and should include references outside of the book. (Valid websites and internet references are perfectly acceptable so long as they derive from a valid, credible source. If in doubt, email the link to me and ask that I review it BEFORE submitting your paper) I will do my best to allow class time to work on these assignments, ask questions, or request that I perform a cursory review. (Not “pre-grading”, just a review to say “on-target”.. “Not on Target”.)

As these are assigned, I will advise you as of the due date. These will be due in 1 to 2 weeks. We will be taking class time to discuss these.

These will be submitted via email, Flashline, etc...

These written assignments will be graded as follows:

Failed to grasp spirit of assignment or failed to properly investigate issues	Less than 10 points
Investigated and good arguments made but not directly cited and backed up	10 to 15 points
Properly Investigated, solid arguments backed up with cited material	15 to 17 points
Professional grade	17 to 20 points

FREE PASS: The 5th D2 is an automatic 20 points for any student who submits all 4 D2's on time (day and time will be designated on all assignments) and scores better than 15 on all 4.

D2's can be resubmitted for a better (or lesser) grade. If you are interested in resubmitting, contact your professor for details. IF ANY OF THE 1ST 4 D2'S ARE RESUBMITTED THEN STUDENT VOLUNTARILY REVOKES ELIGIBILITY FOR THE FREEPASS (D2-5).

Case Studies:

Periodically, in class, we will be reading some of the case studies and discussing potential outcomes and any associated questions from the book. Anything discussed during these sessions is fair game for an exam.

Final:

Time and place is TBD. The Final will NOT be comprehensive in that the multiple choice, short answer, and fill in sections will not cover material from previous exams. There will be one essay style question

worth 25 points. This 25 point assignment will involve your D2 papers from throughout the semester. (1-6) This will be the only “comprehensive” portion of the final.

Total Quality Management Reading and Exam Schedule					
Week	Date	Reading	D2	Chapter	Points
1	26-Jan	Syllabus Review			
		Chapter 1: Introduction to Quality	1	1	20
2	2-Feb	Chapter 2: Total Quality in Organizations		2	
		Chapter 3: Philosophies and Frameworks		3	
3	9-Feb	Chapter 4: Focusing on Customers		4	
4	16-Feb	EXAM 1: Chapters 1 through 4		EXAM	100
		Chapter 5: Leadership and Strategic Planning	2	5	20
5	23-Feb	Chapter 6: Human Resource Management		6	
6	2-Mar	Chapter 7: Process Management		7	
		Chapter 8: Performance Measurement and Strategic Information Management		8	
7	9-Mar				
8	16-Mar	Chapter 9: Building and Sustaining Total Quality Org's	3	9	20
9	23-Mar	Spring Break			
10	30-Mar	EXAM 2: Chapters 5 through 9		EXAM	100
11	6-Apr	Chapter 10: Principles of Six Sigma		10	
12	13-Apr	Chapter 11: Statistical Thinking and Applications	4	11	20
13	20-Apr	Chapter 12: Design for Six Sigma		12	
		Chapter 13: Tools for Process Improvement		13	
14	27-Apr			14	
15	4-May	Chapter 14: Statistical Process Control			
15	11-May	Final Exam (3): Chapters 10 through 14		EXAM	101
				Exams	301
			5		20
				Participation	100
				D2's	80
				Total	501

This syllabus was designed as a guide to the semester. Any and all assignments listed here may be changed by the instructor at any time. If changes are made, a new soft copy will be made available to each of you in a timely manner. The instructor reserves the right to cancel classes as necessary and will cover any missed material in subsequent courses. If cancellation is required, you will be notified as soon as is possible. In the event a class is cancelled, an alternative assignments may be assigned.