

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE
SCHOOL OF BUSINESS

Management 485: Managing Quality and Performance
Three Semester Hours

Dr. Laura Swanson

Office: FH, Rm. 3121

Homepage: <http://www.siu.edu/~lswanso>

Office telephone: (618) 650-2710

e-mail: lswanso@siue.edu

Course Catalog Description: Current topics in management, with special emphasis on designs, programs and techniques for managing quality and performance improvements. Advanced readings and cases on innovative business practices. Prerequisite: 341 or consent of instructor.

Course Overview: In the few decades, quality has gained increasing attention as a key to organizational performance and competitiveness. Over that time, the approaches and tools for managing quality have evolved from a focus on statistical formulas for acceptance sampling to describing the broader cultural and managerial changes that are required to improve quality. At the same time, the organizations using quality management techniques have expanded from manufacturing operations to include service operations, and educational and governmental institutions.

The focus of this course is to familiarize students with both the managerial and technical aspects of quality management. This includes tools for product and process design and process control. It also involves the integration of quality management throughout the organization through leadership, planning and attention to customer wants and needs.

Course Goals: This course will strive to achieve the following specific goals:

1. To introduce students to the evolution of approaches in the field of quality management.
2. To familiarize students with both the academic and practitioner literature on quality.
3. control charts, and capability assessment.
4. To provide students with an understanding of the factors that influence quality and the methods organizations use to manage these factors.

Course Resources:

- Summers, Donna C. S., Quality Management: Creating and Sustaining Organizational Effectiveness, Prentice Hall Publishing Company, 2005.
- Malcolm Baldrige National Quality Award Criteria. A link to the criteria can be found on the Mgmt 485 Blackboard site or you may call 301-975-2036 to order a hard copy for free.



- The Mgmt 485 Blackboard site (<http://bb.siue.edu>) is an important source of information. It will contain lecture outlines for each class topic and relevant web sites to assist you in class preparation. You can find more information on Blackboard on the third page of this syllabus.
- Additional course material will be handed out in class.

Course Grading: Course grades will be based on mid-term and final examination scores, a group project, individual assignments and class participation. Individual work will determine 65% of the final course grade. Team work, which includes several small assignments and a semester-long project, will determine the other 35% of the final course grade. The course grade breakdown is as follows.

Midterm Exam	20%
Final Exam	20%
Team Assignments	20%
Team Project	15%
Individual Work	10%
Participation (in class and online)	15%

Examinations: Two exams worth 100 points will be given over the course of the semester. Problems, essay questions, mini-cases and short-answer questions will be used on the exams to assess your knowledge of course topics.

Team Assignments: Team-centered assignments are designed to provide an environment for learning about course material and for learning to work with others. Team assignments will require time inside and outside of class. Team assignments will include several short group assignments and a semester-long team project.

The short team assignments will be distributed in class and will be due one week later. These assignments will require thinking as a team of managers and applying what you have learned to a particular situation and coming up with solutions.

The team project, which will be carried out over the course of the semester, is a research project and presentation. Detailed explanations of each of the assignments will be handed out later. The final research report will be due on December 5 with intermediate components due over the course of the semester. Presentations will take place on December 5, 7 and 13. Late assignments will not be accepted.

Individual Assignments: Two individual written assignments will be due over the course of the semester. More detailed requirements will be included in handouts to be distributed in class.

Participation: This will be decided based on your overall contribution to class. Desirable contributions include asking intelligent questions on the material, answering questions on the material, presenting solutions to assigned problems and questions and participating in discussion of assigned readings. In addition to in-class participation, you will have the opportunity to post questions and discussion points on the bulletin board in the Blackboard site. Questions and discussion about course topics will contribute to your participation grade as well. About half of the class participation points will be determined by your participation in the classroom. The other half of your participation points will be determined by your participation in Blackboard discussions.

Your presence in class and frequent log-ons to Blackboard are the baseline from which I begin grading class participation. C level participation consists of answering questions I pose to you, asking a few questions voluntarily, and participating in class exercises. B level participation consists of achieving C level participation plus making thoughtful comments and asking insightful questions throughout class and/or on the Blackboard bulletin board. To earn an A, you must consistently provide insights into the material and add relevant comments and examples that facilitate class learning.

One warning, do not confuse quantity of contributions with quality of contributions. You are not required to produce a specific amount of “air time” or a specific number of postings for participation.

Mgmt 485 Blackboard Site: Blackboard is a web-based course management system. It provides valuable tools for communication and information sharing. In the Blackboard site, you will be able to download class notes and homework problems. The private e-mail on Blackboard will allow you to directly contact your classmates and me with questions about the course. You will also be able to post questions and discussion comments on a bulletin board.

Everyone in Management 485 is **required** to participate in Blackboard. You may access Blackboard by going to: <http://bb.siue.edu/>. To log onto Blackboard, you must have an active SIUE e-mail account. If you do not have an SIUE e-mail account, the Office of Information Technology provides e-mail accounts (<https://oitam.isg.siue.edu/~eid/cgi-bin/e-ID>). Your initial Blackboard login will be your SIUE e-mail identifier. For example, mine is lswanso. Your password is your SIUE e-mail password.

Code of Professional Conduct: The School of Business recently adopted code of professional conduct describing the expectations for the behavior of students, faculty and staff. I will strive to uphold these expectations throughout the term. I expect you to do the same.

Southern Illinois University Edwardsville
School of Business
Code of Conduct
(What We Expect of Each Other)

Faculty, staff and students in the School of Business at Southern Illinois University Edwardsville are expected to contribute to a culture of integrity and professionalism. Our School's culture encourages behaviors associated with educated and self-disciplined individuals. Those behaviors include:

- being honest;
- being reliable and prepared;
- being responsible for one's own actions and decisions; and
- being respectful of all individuals.

Special Needs: If you have special physical or educational needs that require accommodation or auxiliary aids and services, I am ready to accommodate you. You will need to do the following:

- A. Speak with me during the first week of class.
- B. Provide documentation of your need.
- C. If you have not done so already, please contact or visit Disability Support Services located in Rendleman Hall, Room 1218, or call the office at 650-3726 or email jfloydh@siue.edu. They will assist in the planning of necessary accommodations.

If you have an emergency during the course of the semester that requires you to miss an extended number of classes, you will need to do the following:

- A. Contact me as soon as possible.
- B. Provide documentation of your problem.
- C. Contact the Dean of Students office located in Rendleman Hall, Room 2306, or call the office at 650-2020. The Dean of Students office will assist in you in contacting your instructors concerning your emergency.

Academic Dishonesty: Academic misconduct includes cheating, plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any other action that may improperly affect the evaluation of your performance. Academic misconduct also includes assisting others in any such acts. Penalties for academic misconduct may range from grade penalties (including a zero for an assignment or examination, or failing a student for the course) to official disciplinary action including notification of the Provost's office. For more information see the Student Academic Code (<http://www.siue.edu/POLICIES/3c2.html>) and the university policy on plagiarism (<http://www.siue.edu/POLICIES/1i6.html>).

Writing and Fatal Error Policy: Formal written work in this course is expected to conform to professional business standards. As business students, you must practice professional standards of writing. To this end, all written assignments done out of class must meet minimal standards to

be acceptable. These are minimal standards and address such things as spelling, punctuation, format and basic grammar. Mistakes of this sort make readers question your basic competence and they have negative consequences for career advancement. The following “fatal error policy” will be used in this course.

The term ***fatal error*** refers to technical errors in language and errors of form. Specifically, fatal errors include the following:

- 1) Misspelled words
- 2) Sentence fragments
- 3) Run-on sentences and comma splices
- 4) Mistakes in capitalization
- 5) Errors in punctuation
- 6) Errors in verb tense or subject/verb agreement
- 7) Improper citation/references
- 8) Lack of consistency in format

Cases or writing assignments with more than three fatal errors on any one page or six or more in the entire document are unacceptable and will be returned to you without a grade. The assignment must be corrected and returned to me by the next class period. Grades on papers returned because of fatal errors will receive no higher than a grade of B. Resubmitted assignments exceeding the fatal error limit will receive a failing grade. Final cases or papers that are due at the end of the course, when there is no time for revision, will receive a reduction of two letter grades if the fatal error limit is exceeded.

One way of avoiding some of these errors is to pay careful attention to what you write. Another way is to use spelling and grammar software (available in our computer and writing labs); these programs will detect some kinds of fatal errors, but not others. Another way is to make sure you have someone else help proof your document (your fellow students or team members can help here). Another way is to write a draft then edit it into a final product well before it is due; this allows you to do a careful final check. Another way is to take advantage of the assistance available in the Writing Lab. In the end, you are responsible for producing a document that meets acceptable standards of writing. These minimal standards are quite reasonable for university-level work.

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TENTATIVE COURSE OUTLINE:

Week	Topic:	Readings
1	Overview of Course Organizational Effectiveness Defining Quality	Chapter 1
2	Quality in Service Systems Quality Philosophies Economics of Quality	Blackboard Articles Chapter 2 Chapter 8: pp. 173-180
3	Quality Systems I: The Baldrige Award and ISO 9000	Chapter 3: pp. 35-44 and pp. 52-54, Baldrige Criteria http://baldrige.nist.gov/PDF_files/2007_Business_Nonprofit_Criteria.pdf , pp. 1-9, Blackboard Articles
4	Quality Systems II: Six Sigma and Lean Production	Chapter 3: pp. 44-52, Blackboard Articles
5	Focusing on Customers	Chapter 4, Blackboard Articles
6	Process Management I	Chapter 9
7	Process Management II	Chapter 10
8	MIDTERM EXAM	
9	Organizational Leadership and Strategic Planning	Chapters 5 and 6
10	Human Resource Development and Management	Chapters 7
11	Measures of Organizational Success/Business Results	Chapters 8 pp. 160-168, 186-187 and 12
12	Project Management	Chapter 11
13	Managing Quality on the Outside: Managing Suppliers and Benchmarking Competitors	Chapter 8 pp. 180-185
14	Quality, Ethics and Corporate Social Responsibility	Blackboard Articles
15	Review and Catch-up	
16	FINAL EXAM	