RTU Course "Total Quality Management"

22161 Starptautisko programmu nodaļa

General data

Code	IUE535
Course title	Total Quality Management
Course status in the programme	Compulsory/Courses of Limited Choice
Course level	Post-graduate Studies
Course type	Professional
Field of study	Quality Management
Responsible instructor	Inga Lapiņa
Volume of the course: parts and credits points	1 part, 4.0 Credit Points, 6.0 ECTS credits
Language of instruction	LV, EN
Possibility of distance learning	Not planned
Abstract	Quality management is among the essential elements of operational management of organisations. Nowadays the concept “quality management” has obtained much wider meaning and importance. Now it is applied not only to production, but also to provision of services and event the public administration sector. It would be hard to find any area, where improvement of quality of products or services would not be the basic criteria for obtaining and maintaining customers and more efficient operations. Within the framework of the course attention will be focused on management quality. Organisations have to be managed and this is the task of managers. Execution of the right things at the right moment is one of the most important tasks of business administration. We do not speak about being the best organisation, instead, we have to speak about how to survive under the conditions of global competition. Within the framework of the course students will understand the place and role of quality management in the management of organisation, as well as master skills for using various management tools and methods. The course comprises the following basic topics: Customer focus; Process and product quality planning; Process management; Control systems; Continuous improvement.
Goals and objectives of the course in terms of competences and skills	The goal is to provide knowledge on TQM; to develop practical skills for understanding methods of determining customers’ satisfaction, process planning and control and their application; to explain possibilities of applying quality management in organisations. In the result the following competences and skills should be mastered: - analysis and understanding of customers’ satisfaction - analysis and planning of processes - identification of process goals, characteristics and control systems - understanding of the idea of continuous improvement and ability to apply problem solving methods - understanding of the models of excellence - understanding of requirements of quality standard
Structure and tasks of independent studies	2 individual home assignments are planned within the course: 1) Written answers to questions (following the 1st module); 2) Preparation of the map of business processes for an actual organisation. Analysis of the current situation and development of at least 3 recommendations for improvement of operations (following the 1st module); 1 week is allocated for completing home assignments. Practical assignments are intended for performance during classes. Students are divided into groups of 4 to 6 persons. Following each practical task students present the results of their work to the rest of the class. 15 to 60 min. are allocated for completing practical tasks(depends on difficulty of topic)
Recommended literature	Pamatliteratūra: Foster T. Managing Quality: Integrating the Supply Chain. - 3rd edition. - Pearson Prentice Hall, 2007. - 568 p. - ISBN 0-13-220644-7 Papildliteratūra: 1. Oakland J.S. Total Quality Management text with cases. - Butterworth Heinemann, 2003. - ISBN 0 7506 5740 5 2. Shiba S., Walden D. Four practical revolutions in Management. -Productivity Press, 2001. - ISBN 1-56327-217-2 3. Gemba Kaizen, Masaaki Imai A commonsense, Low-cost approach to management. – 2005. - ISBN 0-07-031446-2 4. Waters D. Operations Management. - Prentice Hall, 2002.- ISBN-10:0-201-39849-4 5. Hill T. Operations Management. - Palgrawe Macmillan, 2005. - ISBN1-4039-3466-5 6. Adizes I. Mastering Change. - Adizes Institute Publication, 1992. - ISBN 0-937120-04-9 7. Fergus OConnel Fast Project. - Pearson Education, 2007. - ISBN978-0-273-71233-6 8. Quality Management as a Craft, 9. Morgan C., Murgatroud S. Total Quality management in the public sector. - Open University Press, 1997.
Course prerequisites	This subject has an integrating role. It combines knowledge gained over different study courses

Course outline

Theme	Hours
1. Introduction: Quality concept; The role of quality management within the company; People's perception of quality	3
2. The context of development of quality management: Quality management history; Quality management experts	3
3. Customer focus: Customer's, market, public "voice"; Methods of identification of a customer's needs	7
4. Ensuring quality: Quality in development of products, services; Quality in public administration; Use of outsourcing	6
5. Process approach: Process measurements; Process characteristics; Process variability	7
6. Concept of the system management and its application: System approach to management; Organisations life cycle	4
7. Process planning: Process definition, types, classification structure; Simulation of business process course	10
8. Process control: Link between the process goals and measurements; Data analysis methods; Process audit	10
9. Process improvement: The concept of continuous improvement; Most popular approaches to quality management	10
10. Final evaluation of the course	4

Learning outcomes and assessment

Learning outcomes	Assessment methods
1. Students will understand the quality concept within the TQM context. Students will be able to identify QM elements and understand how a customer's perception of quality is formed.	Group discussion, Test.
2. Students will know the history of development of QM, the quality experts and their main conclusions. Students will be able to illustrate the experts' methods of work.	Group discussion, Test.
3. Students will understand the concept of "customer" within the QM. Students will be able to apply SERVQUAL and KANO methods and to evaluate factors of customers' dissatisfaction.	Practical task: Identification of customers' expectations by applying SERVQUAL and KANO models
4. Students will understand peculiarities of ensuring quality in the development of products, services. Students will be able to evaluate conditions, at which it is safe to outsource company processes.	Group discussion, Test.
5. Students will know basic principles of measuring processes. Students will be able to calculate the natural variability of data, to apply control maps, and explain histograms of variability of processes.	Practical task: Analysis of process variation
6. Students will be able to illustrate the management process, the life cycle of organisations, motivation of the staff behaviour and to find possibilities to impact it.	Practical task: Identification of causes of problems
7. Students will be able to discuss types of processes, to identify and to classify processes ongoing within a company. Students will understand peculiarities of the project type process management. Students will be able to transform a customer's needs into process, plan and document processes.	Group discussion, Test. Practical task: 1) Developing a map of business processes 2) Simulation of processes under various strategies
8. Students will be able to define the process goals and to analyse the process performance data. Students will understand the method of process audit and its application.	Practical task: Determination of process control parameters and measurement intervals
9. Students will understand the concept of continuous improvement and the most popular approaches to QM. Students will be able to apply at least one method of problem solving in practice, to describe 7 quality tools. Students will know the models of excellence and the quality standards.	Group discussion, Test.
10. Exam. The objective of the exam is to demonstrate a student's ability to apply the knowledge gained during the course in daily work. The student has to define a problem, which refers to the proposed perspectives in an actual organisation and to describe required actions.	Individual exam paper shall be completed until the date set by the Professor. 2 following perspectives are proposed: 1) Customers, market and public "voice" perspective, or 2) Process management perspective.
11. Final evaluation of the course. Evaluation is the summary of the results of 6 practical assignments, 2 home assignments and the exam covering the complete content of the course.	The final evaluation is obtained by summing the received evaluations on all types of evaluation.

Study subject structure

Part	CP	ECTS	Hours per Week			Tests		
			Lectures	Practical	Lab.	Test	Exam	Work
1.	4.0	6.0	3.0	1.0	0.0		*	