

**Total Quality Management**  
**MGMT4240**  
**3:30 – 5:00 Tuesday and Thursday, Sanford 209**  
**Fall, 2007**

**John Blackstone**  
**Professor of Management**

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Text: Foster, Thomas S. **Managing Quality: An integrative approach**, 3<sup>rd</sup> edition, Prentice-Hall, 2007.  
Optional text, recommended: Vincent K. Omachanu and Joel E. Ross, **Principles of Total Quality**, 3rd edition, CRC press, 2004.

I will lecture from both texts but will as far as possible assign homework from the Foster text.

Course Objectives

Given the fact that every business, industry, and governmental organization is and will continue to be impacted by quality, the course seeks to expose students to the concepts of Total Quality Management and to the developments that have occurred in the field in the last twenty-five years.

Grading Policy

93 – 100 – A  
90 - 92 - A-  
87 - 89 - B+  
83 - 86 - B  
80 - 82 - B-  
77 - 79 - C+  
73 - 76 - C  
70 - 72 - C-  
60 - 69 - D  
Below 60 F

Note: if you are a Management major you must make a C or higher to get credit for MGMT4240 as a major course. A grade of C- will not give you credit for a major course. This is a peculiarity of the +/- grading system and not my policy.

Four exams 22% each (the fourth exam will be given during the final exam period)  
Attendance 4%  
Homework write-ups 8%

**Students are expected to conform the “A Culture of Honesty”. Academic honesty violations will be reported to the Office of the Vice President for Academic Affairs.**

## Tentative Schedule

- Th – Aug 16 – Introduction to course – OR, **1**, 4-5, 12-16. WebCT *Introduction*
- Tu – Aug 21 – **Quality or Else** – hour one – no reading, no WebCT
- Th – Aug 23 – Differing perspectives on quality – Foster, **1**. WebCT *Ch. 1 Foster*
- Tu – Aug 28 – Quality Theory – Foster, **2**, WebCT *Ch. 2, Foster*
- Th – Aug 30 – Quality Theory, cont. – Foster, **2**, OR, **1**, 7-12, WebCT *Ch. 2, Foster*
- Tu – Sep 4 – Quality Awards – Baldrige – Foster, **3**, 70-84, OR, **21**, WebCT *Quality Awards*
- Th – Sep 6 – Quality Awards and Certification – Deming, European, ISO 9000 & 14000 – Foster, **3**, 85-96, OR, **20, 22, 23, 24** WebCT *ISO 9000 & 14000*
- Tu – Sep 11 – Leadership, Information Analysis – OR, **2, 3** WebCT *Leadership*
- Th – Sep 13 – **Exam 1**
- Tu – Sep 18 – Review of Exam 1, Strategic Quality Planning – Foster, **4**, OR, **4**
- Th – Sep 20 – **Quality or Else**, hour 2
- Tu – Sep 25 – Strategic Quality Planning, continued – Foster, **4**, OR, **4**
- Th – Sep 27 - Management of Process Quality – OR, **6**
- Tu – Oct 2 – The Voice of the Customer – Foster, **5**, OR, **7**
- Th – Oct 4 – Quality and Innovation in Product and Process Design – Foster, **7**
- Tu – Oct 9 – Quality and Productivity – OR **10**
- Th – Oct 11 - The Cost of Quality – OR, **11**
- Tu – Oct 16 - Designing Quality Services – Foster, **8**
- Th – Oct 18 - Managing Supplier Quality in the Supply Chain – Foster, **9**
- Tu – Oct 23 – **Exam 2**
- Th – Oct 25 – Fall Break

Tu – Oct 30– Review Exam 2, Understanding Data – OR, **13**

Th – Nov 11 – The Tools of Quality – Foster, **10**, OR, **14**

Tu – Nov 6– Statistically based Quality Improvement for Variables – Foster, **12**, OR, **15**

Th – Nov 8 - Statistically based Quality Improvement for Variables – Foster, **12**, OR, **15**  
(Continued)

Tu – Nov 13 - Creating xbar and s Charts - Foster, **12**, OR, **15**

Th – Nov 15 – **Exam 3**

Tu – Nov 20 – Review Exam 3, Statistically Based Quality Improvement for Attributes –  
Foster, **12**, OR, **16**

Th – Nov 22 – Thanksgiving Holiday

Tu – Nov 27– Six Sigma Management and Tools – Foster, **14**, OR, **27**

Th – Nov 29 - Six-Sigma Management and Tools – Six-Sigma Book

Tu – Dec 4 – Treated as a **Friday** class by the university. We don't meet

Th – Dec 6 – Managing Learning, Implementing the Quality System – Foster **15**, **16**

**Final** – Thursday, December 13, 3:30 – 6:30