Supply Chain Management  
COURSE NUMBER: 22:799:605  
COURSE TITLE: Total Quality Management

COURSE MATERIALS

Text: Evans, J.R., and Lindsay, W. M., Managing for Quality and Performance Excellence, 7e, South-Western, a division of Thomson Learning, Cincinnati, Ohio, 2008, ISBN 9780324382273.

Required: Microsoft Office 2000; Rutgers ID (Eden or Pegasus)

GRADES FOR 3 CREDIT COURSE:

<table>
<thead>
<tr>
<th>Grade Component</th>
<th>Weight of Grade</th>
<th>Important Dates</th>
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</table>
| Midterm         | 40%             | Distributed on: June 25  
                    |                 | Due on: 6:40 PM, July 9 |
| Final           | 20%             | Distributed on: July 16  
                    |                 | Due on: 6:40 PM, August 6 |
| Project         | 30%             | Written Proposal Due On: June 11  
                    |                 | Presentation Due on: August 6 |
| Website QA      | 10%             | Due on: June 18  
| Total           | 100%            | Note: No exams or papers will be accepted late. Otherwise the grade will be lowered. While papers may be individual or by group, all exams are by individual. |

Posting of Grades, http://www.acs.rutgers.edu/grades

COURSE FORMAT

Academic Honesty

All students must comply with the University’s Policy on Academic Integrity.
Classroom Etiquette
Common courtesy is expected at all times.

Attendance
Attendance will not be taken in each class. If a student misses/will miss a class, then the student should send a courtesy e-mail message to the professor.

Homework
Homework will not necessarily be collected and graded each week. It is expected that homework will be done on time and available to be turned in upon request

Guest Lecturers
Availability of guest lecturers will impact the schedule.

Communication

1. Blackboard
   a. In order to use this course communications system, you must have a NETID. A NETID is an account on one of the main systems at Rutgers (Pegasus, Eden, or RCI).

   - If you have a NETID, you can currently ensure that you will be able to login to the new system. The new Blackboard 6.0 system can be found at http://blackboard.newark.rutgers.edu/
   - If you do not have a NETID, please use the following page to attain one: http://netid.rutgers.edu/
   - If you have any problems, please contact your local RUCS helpdesk. In Newark, you can reach them via email at help@newark.rutgers.edu and in NB you can reach them at help@nbcs.rutgers.edu.

   b. Please check the class’s Blackboard web page for the course at least twice a week for important messages and just before leaving for class in case of last-minute cancellations or changes.

Documents are posted under Course Document, Course Information, and Assignments.

2. Student E-Mail and Phone Numbers:
   a. The student has the obligation to insure that the official Rutgers student record reflects your valid e-mail address. Caution: Hotmail has problems with e-mails with attachments; some corporations spam e-mails with attachments.

   b. Students also have the responsibility to then inform the professor of any changes to their e-mail addresses and/or phone numbers (day and evening). Please do not send attachments to the professor, due to risk of viruses; rather, copy/paste the document into the e-mail message. Please use “Rutgers-ITQM” in the Subject section to avoid being spammed.

4. Study Groups: Forming study groups will facilitate learning by keeping you focused, involved, and current in the course.

5. University/Campus Closings: 732-932-INFO (New Brunswick); 973-353-1766 (Newark); http://campusstatus.rutgers.edu
**O. Homework** consists of:

a. **Cases** – All cases are to be done except Cap Star Health Systems.

b. **Selected Problems** – See matrix below:

<table>
<thead>
<tr>
<th>Lec. #</th>
<th>Chapter #</th>
<th>In-Class Projects or Cases</th>
<th>Other/Comments</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>1 - Intro</td>
<td>Pareto Analysis</td>
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<td></td>
<td>2 – Total Q in Org</td>
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<td>2</td>
<td>13 - Tools</td>
<td>SIPOC</td>
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<tr>
<td>3</td>
<td>4 – Focusing on Customers</td>
<td>Interrelationship Diagraph</td>
<td>For the banking industry, propose critical incidents, satisfaction items and customer requirements. Devise a customer satisfaction questionnaire for the banking industry.</td>
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<tr>
<td>4</td>
<td>10 - 6σ; 11 - Stat</td>
<td>Brainstorming</td>
<td>Project Proposal Due</td>
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<td>Guest Lecturer: K. Amron</td>
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<td>5</td>
<td>3 – Philosophies 5 – Leadership</td>
<td>Flowchart</td>
<td>Website QA Due</td>
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<td>6</td>
<td>6 – HR 7 – Process</td>
<td>Cause and Effect Diagram; Fishbone Diagram</td>
<td>In-Class Project: Ishikawa Diagram</td>
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<tr>
<td>7</td>
<td>Midterm</td>
<td></td>
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<td>8</td>
<td>8 – Performance 9 – Sustaining Q</td>
<td>5W2H</td>
<td>Guest Lecturer: B. Burke</td>
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<tr>
<td>9</td>
<td>12 – Design for 6σ</td>
<td>Checklist; Checksheet</td>
<td>Guest Lecturer: R. Klein</td>
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<tr>
<td>10</td>
<td>14 - SPC</td>
<td>Affinity Diagram</td>
<td>Guest Lecturer: J. August</td>
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<tr>
<td>11</td>
<td>Final</td>
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<tr>
<td>12</td>
<td>Presentations</td>
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<td>Final Exam Due; Class Project Readout</td>
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PROJECT GUIDELINES (100 POINTS)

Objective: to apply the concepts, techniques, hypotheses and models brought to bear on the studies of quality in organizations

A. Potential Research Topics (illustrative and not intended to exclude other ideas):

1. Continuous Improvement - to understand barriers to continuous change or improvement; the role of crises in reducing barriers to change; sustaining improvement in the absence of a crisis; it could include the evaluation of the impact of such tools as re-engineering, information systems or software, or studies or methods for replicating success within an organization

2. Customer-Driven Quality - might include research on the development of effective and responsive customer-firm relations (including supplier networks), or identifying factors that facilitate or inhibit customer, client or stakeholder focus in design, production, or service processes

3. Diffusion of Ideas or Innovations - research on diffusion (deployment) or quality concepts and innovations, related to theory or practitioners; could include studies of diffusion of quality practices within firms (e.g., organizational learning) or between firms (e.g., customer/supplier networks). It could also include studies of the impact of inter-firm quality networks (such as regional consortia) or acceptance of innovation, competitive success, or financial performance, as well as the diffusion of ideas both between sectors and cross-nationally.

4. Fast Response - might include understanding the role of information technology or integration of customer information on reducing cycle time. It could also cover the impact of supplier quality linkages on organizational response time and agility

5. Long-Range Outlook - studies on the integration of quality strategies with other business strategies and goals; could evaluate the interaction of long-range outlook with decentralization or employee autonomy, or could analyze long-range outlook in relation to systems integration

6. Management by Fact - research on development and impact of information systems and technologies, as well as analyses of predictive models for specific processes or sectors, or analyses of organizations' actual quality-driven decision processes

7. Measures of Effectiveness - could include topics as evaluating qualitative measures of effectiveness, studying the relationships between quality changes in organizations and traditional indicators of financial performance, or analyzing high performance in the absence of accepted indicators of quality
Guidelines for the assignment are as follows:

1. Presentation (30 points)

All members of the teams will present. Each group is assigned 15 minutes, 10 minutes for the presentation, 5 minutes for questions.

Grade components include purpose, introduction, organization, main points, “compose for the ear”, conclusion, enthusiasm and visuals.

2. Parameters for the Project (Individual or Group) (70 points)

a. All members of the team to contribute to the group project.
b. All members of the team will participate in the group presentation.
c. To avoid sharing of viruses, each team is responsible for bringing a laptop or transparencies for the overhead projector.
d. Components of the Project

1. Executive Summary (handout to the class)
2. Introduction to Business Problem - Relate to Theory
3. Proposal
4. Implementation - Relate to Learning from Class
5. Conclusions
6. Recommendations
7. Next Steps (For example, what other factors could be considered? What could be done to improve the analyses? Think out-of-the-box.)
8. Questions for Discussion
9. References
10. Appendices

Note: Please secure Proprietary Approval if needed.
**Notes:** If the group determines that a member of the team is not contributing sufficiently, then the team immediately needs to discreetly bring it to the attention of the instructor for intervention.