

**NEOSHO COUNTY COMMUNITY COLLEGE  
MASTER COURSE SYLLABUS**

**COURSE IDENTIFICATION**

Course Code/Number:           MGMK 148

Course Title:                   Introduction to Total Quality Management

Division:    Applied Science (AS)    Liberal Arts (LA)    Workforce Development (WD)  
               Health Care (HC)    Lifetime Learning (LL)    Nursing    Developmental

Credit Hour(s): Three (3)

Effective Date: Fall 2013

Assessment Goal Per Outcome: 70%

**COURSE DESCRIPTION**

This course is a study of contemporary management methodologies. The main topics studied include: different management philosophies, evolution of Total Quality Management, management functions, management's environment, the strategic planning process, organizational structures, and application of problem solving tools. The study will inform manager or worker what the individual can do to better assist organizations to compete in the global marketplace.

**MINIMUM REQUIREMENTS/PREREQUISITES AND/OR COREQUISITES**

None

**TEXTS**

The official list of textbooks and materials for this course is found on *myNeosho*.

<http://www.neosho.edu/ProspectiveStudents/Registration/CourseSyllabi.aspx>

**GENERAL EDUCATION OUTCOMES**

1. Practice Responsible Citizenship through:
  - identifying rights and responsibilities of citizenship,

- identifying how human values and perceptions affect and are affected by social diversity,
  - identifying and interpreting artistic expression.
2. Live a healthy lifestyle (physical, intellectual, social) through:
    - listing factors associated with a healthy lifestyle and lifetime fitness,
    - identifying the importance of lifetime learning,
    - demonstrating self-discipline, respect for others, and the ability to work collaboratively as a team.
  3. Communicate effectively through:
    - developing effective written communication skills,
    - developing effective oral communication and listening skills.
  4. Think analytically through:
    - utilizing quantitative information in problem solving,
    - utilizing the principles of systematic inquiry,
    - utilizing various information resources including technology for research and data collection.

### **COURSE OUTCOMES/COMPETENCIES (as Required)**

1. Outline the evolution of the Total Quality Management Philosophy and identify key elements needed for generating Organizational Effectiveness.
2. Evaluate the importance of creating a Customer Focus, using Strategic Planning, and demonstrating Organizational Leadership in creating quality systems.
3. Evaluate Human Resource Development, Supply Chain Management, and the importance of Measurement as affecting Total Quality Management application.
4. Review the importance of Benchmarking, Process Management, and the use of Lean Tools and Techniques as part of Total Quality Management application.
5. Demonstrate the use of problem solving tools and discuss how projects are managed, budgeted, and evaluated.

### **COURSE COMPETENCIES**

At the end of the course, a student should be able to do the following:

1. **Evaluate several theories of management.** (Management Specific Skill 1)
2. Describe the major topics/elements involved in Total Quality Management.
3. Identify several pressures/needs that affect the manager's universe.
4. Explain five basic management functions.
5. Explain the concept of the Deming Cycle.
6. Discuss the management teachings of Dr. Edwards Deming's 14 points.
7. Discuss two types of variation in a process.
8. Discuss management characteristics needed in today's workplace.
9. Discuss the importance of diversity within an organization.
10. Analyze elements that contribute to the total cost of quality.
11. Outline the purpose of ISO9000.
12. Outline the purpose of ISO14000.
13. Discuss the mathematical designation of 6 sigma as a tool to monitor process variation and process capability.
14. Contrast internal and external customers.
15. Discuss the cost of an unhappy customer.
16. Explain why customer service is important to an organization.

17. Outline the elements needed for a customer service culture.
18. **Display adequate human relation skills and recognize the relationship to customer service, employee relations, teamwork, and productivity.** (General Business Skills item 1)
19. Discuss communication styles as related to customer service.
20. Explain why listening is important to customer service.
21. Outline the importance of nonverbal communication in providing customer service.
22. Discuss how to handle difficult customers.
23. Discuss how the changing environment will affect customer service in the future.
24. Outline the Strategic Marketing Process.
25. **Demonstrate a basic knowledge of marketing.** (General Business Skills item 5)
26. Discuss how non-controllable variables can affect marketing decisions.
27. Explain the importance of market research to the implementation of a marketing plan.
28. Discuss market segmentation variables and target marketing.
29. Explain the importance of sales forecasting.
30. Analyze the product life cycle curve.
31. Contrast environments which demoralizes employees to environments that motivates employees.
32. Explain why coaching is important to empowerment.
33. Discuss important elements of empowerment.
34. Outline methods of conflict resolution.
35. Discuss different leadership styles.
36. Contrast leadership with management.
37. **Describe the importance of conducting an environmental scan and/or a SWOT analysis as related to proactive planning.** (Management Specific Skill 3)
  - a. Evaluate how technology is affecting today's work environment.
38. Analyze how cultural and societal trends affect productivity.
39. Discuss legislative trends during recent history and its economical effect on the U.S.
40. Explain the Strategic Planning Process.
41. Define a mission statement.
42. Discuss the effects of downsizing as related to organizational communication, decision-making, and organizational training needs.
43. Discuss the different stages of team development.
44. Contrast methods of motivation.
45. Discuss the benefits of effective supply chain management.
46. Contrast the Just-in-Time inventory systems with the Just-in-Case system.
47. List the main elements of supply chain management.
48. Review the basic rules to follow with respect to measure systems.
49. Evaluate why measurement systems are important to effective management.
50. Discuss the use of Pareto Analysis.
51. Discuss the cost of conformance of quality.
52. Discuss the cost of nonconformance of quality.
53. Discuss the cost of prevention of quality problems.
54. Outline several symptoms of quality problems.
55. Define benchmarking.
56. Discuss why benchmarking is important.
57. Contrast functionally structured organization and a process-focused organization.

58. Evaluate how you would recognize a non-value added activity.
59. Discuss why process mapping is an important tool for improving processes.
60. Explain the main focus of lean tools and techniques.
61. Discuss the *Kaizen* approach as related to Total Quality Management.
62. Explain the main focus of *Kanban* as related to inventory management.
63. Demonstrate the use of histograms as a problem identifier.
64. Demonstrate a working knowledge of the X (bar) R variable control chart.
65. Explain the use of Cause and Effect Diagrams.
66. Outline the use of Brainstorming during problem solving.
67. Outline the use of coding in the use of a variable control chart.
68. Compare engineering tolerances with natural tolerances.
69. Calculate whether or not a process is capable.
70. Explain the importance of project management as related to the health of an organization.
71. Review the three characteristics of projects: performance, cost, and time.
72. Outline why audits are important.

Note: Outcomes listed in bold type are program outcomes as well as course outcomes.

## **MINIMUM COURSE CONTENT**

- Chapter 1: Organizational Effectiveness
- Chapter 2: Organizational Philosophy
- Chapter 3: Quality Systems
- Chapter 4: Creating a Customer Focus
- Chapter 5: Organizational Leadership
- Chapter 6: Strategic Planning
- Chapter 7: Human Resource Development and Management
- Chapter 8: Managing the Supply Chain
- Chapter 9: Measures of Organizational Success
- Chapter 10: Benchmarking
- Chapter 11: Process Management
- Chapter 12: Lean Tools and Techniques
- Chapter 13: Problem-solving Tools and Techniques
- Chapter 14: Project Management
- Chapter 15: Business Results

## **STUDENT REQUIREMENTS AND METHOD OF EVALUATION**

### INSTRUCTIONAL METHODS

1. Lecture and class discussion
2. Use of visual aids
3. Field trips and/or guest speakers
4. Student assignments
5. Unit or chapter tests
6. Case studies

**STUDENT REQUIREMENTS**

An effort will be made to grade students on all types of performance: oral, written, daily, periodic, special contributions, homework, and projects. The instructor will endeavor to arrive at the course grade in the following manner:

Daily Test and Daily Coursework.....	60%
Participation and Cooperation.....	10%
Notebook Assignments.....	10%
Final Exam.....	20%

**GRADING SCALE**

90% and above = A 80% to 89% = B 70% to 79% = C 60% to 69% = D 59% and below = F

GRADES ARE ROUNDED TO THE NEAREST WHOLE NUMBER. FOR EXAMPLE, 89.5% WILL BE ROUNDED TO 90% WHEREAS, 89.49% WILL BE ROUNDED TO 89%.

**ASSESSMENT OF STUDENT GAIN**

The purpose of assessing student learning at Neosho County Community College is to ensure the educational purposes of the institution are met and appropriate changes are made in program development and classroom instruction to allow for student success.

INSTITUTIONAL ASSESSMENT OF GAIN. All incoming first-time full-time students are required to pre-test by using either the COMPASS or ACT test as a testing tool. All graduating sophomore students are given a post-test by using the NCCC Exit Exam testing tool. The purpose of the pre/post test is to measure the average student gain in general academic knowledge while attending Neosho County Community College.

PROGRAM ASSESSMENT OF GAIN. The Marketing/Management Education Department performs follow-up contacts on program completers one year after awarding program certificates. Placement in a vocation, successfully attending a higher level of institutional learning, or military service is considered a positive placement. The minimum acceptable level of placement is 70 percent. A program assessment tool may also be used by the Marketing/Management Department to assess mastery of program outcomes. An 80 percent proficiency or higher is major program outcomes is sought.

COURSE ASSESSMENT OF GAIN. Pre-assessment of all students is done during the first two weeks of the course either by oral interview or written test. Students must achieve a course percentage score of 70 percent to satisfactory complete the course based on the course evaluation method.

**Attendance Policy**

1. NCCC values interactive learning which promotes student engagement in the learning process. To be actively engaged, the student must be present in the learning environment.

2. Unless students are participating in a school activity or are excused by the instructor, they are expected to attend class. If a student's absences exceed one-eighth of the total course duration, (which equates to one hundred (100) minutes per credit hour in a face-to-face class) the instructor has the right, but is not required, to withdraw a student from the course. Once the student has been dropped for excessive absences, the registrar's office will send a letter to the student, stating that he or she has been dropped. A student may petition the chief academic officer for reinstatement by submitting a letter stating valid reasons for the absences within one week of the registrar's notification. If the student is reinstated into the class, the instructor and the registrar will be notified. Please refer to the Student Handbook/Academic Policies for more information
3. Absences that occur due to students participating in official college activities are excused except in those cases where outside bodies, such as the State Board of Nursing, have requirements for minimum class minutes for each student. Students who are excused will be given reasonable opportunity to make up any missed work or receive substitute assignments from the instructor and should not be penalized for the absence. Proper procedure should be followed in notifying faculty in advance of the student's planned participation in the event. Ultimately it is the student's responsibility to notify the instructor in advance of the planned absence.

## **ACADEMIC INTEGRITY**

NCCC expects every student to demonstrate ethical behavior with regard to academic pursuits. Academic integrity in coursework is a specific requirement. Definitions, examples, and possible consequences for violations of Academic Integrity, as well as the appeals process, can be found in the College Catalog, Student Handbook, and/or Code of Student Conduct and Discipline.

## **ELECTRONIC DEVICE POLICY**

Student cell phones and other personal electronic devices not being used for class activities must not be accessed during class times unless the instructor chooses to waive this policy.

## **NOTE**

Information and statements in this document are subject to change at the discretion of NCCC. Students will be notified of changes and where to find the most current approved documents.

## **ACCOMMODATIONS**

If you are a student with a disability who may need accommodation(s), in compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, please notify the Dean of Student Services in the Student Services Office, Sanders Hall, 620-432-0304, on the Chanutte Campus, or the Dean for the Ottawa and Online Campuses, 785-248-2798, on the Ottawa Campus as soon as possible. You will need to bring your documentation for review in order to determine reasonable accommodations, and then we can assist you in arranging any necessary accommodations.

## **NON-DISCRIMINATION POLICY**

The following link provides information related to the non-discrimination policy of NCCC, including persons with disabilities. Students are urged to review this policy.

<http://www.neosho.edu/Departments/NonDiscrimination.aspx>

## **SEXUAL MISCONDUCT POLICY (TITLE IX)**

At NCCC, it is the responsibility of an instructor to help create a safe learning environment in the classroom, including both physical and virtual classrooms. All instructors are considered mandatory reporters at NCCC, therefore any information regarding sexual misconduct that is shared by a student in one-on-one meetings with the instructor must be reported to appropriate personnel at the College. Instructors will keep the information private to the greatest extent possible, but it is not confidential. Generally, climate surveys, classroom writing assignments or discussions, human subjects research, or events such as Take Back the Night events do not provide notice that must be reported to the Coordinator by employees, unless the reporting party clearly indicates that they wish a report to be made.

The following link provides information related to the sexual misconduct policy of NCCC, including resources, reporting options, and student rights. Students are urged to review this policy.

<http://www.neosho.edu/TitleIX.aspx>

## **COURSE NOTES**

### **VOCATIONAL/CAREER COURSE DOCUMENTATION**

This course is one course from the approved program in Vocational Business/Office and Information Systems. It is taken by those who wish to further develop office management skills and by those who seek positions in the administrative office field.

### **ADVISORY COUNCIL INVOLVEMENT**

The Business/Office and Information Systems program maintains a Board of Reference for this vocational component. The coordinator communicates with the Board on a regular basis concerning issues or problems that occur and meets with the group one or two times each year.