



# MGMT19105 Quality Management

## Term 3 - 2018

Profile information current as at 03/05/2024 03:10 am

All details in this unit profile for MGMT19105 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

### General Information

#### Overview

This unit provides an overview of all quality dimensions and elements in regards to production of goods and services. It focuses on the theories of quality management and principles of total quality management in a practical real world setting. This unit discusses the importance of global perspectives of competition, customer satisfaction, ethics and corporate social responsibility, organisational culture, employee empowerment and teams in relation to quality management and total quality systems. Selected quality tools and techniques for planning, controlling and improving quality such as statistical process control are addressed. Quality standards and ISO9000, implementation of total quality systems and continual improvement approaches are discussed.

#### Details

Career Level: *Undergraduate*

Unit Level: *Level 2*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

#### Pre-requisites or Co-requisites

Prerequisite: Minimum of 24 credit points

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

#### Offerings For Term 3 - 2018

- Brisbane
- Distance

#### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

#### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Online Quiz(zes)**

Weighting: 20%

#### 2. **Written Assessment**

Weighting: 30%

#### 3. **Written Assessment**

Weighting: 50%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Student feedback and Have your say.

##### Feedback

Student quote: "The best aspect of this unit is understanding what total quality management is and how to apply and implement it in the business world"

##### Recommendation

It is recommended that the unit continues its focus on total quality management principles, prerequisites, process, tools and techniques and their practical application.

## Unit Learning Outcomes

### On successful completion of this unit, you will be able to:

1. Explain the importance of quality management to organisations in a global context.
2. Discuss the principles and philosophy of quality management and total quality management.
3. Apply quality management tools and techniques.
4. Analyse the need for technical quality deployment (tools and techniques) and quality competence development (people) within organisations.
5. Critically assess quality attributes of goods, services and processes.
6. Design and appraise quality management programs.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes					
	1	2	3	4	5	6
1 - Online Quiz(zes) - 20%	•	•			•	
2 - Written Assessment - 30%			•		•	
3 - Written Assessment - 50%	•	•		•	•	•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
1 - Communication	•	•	•	•	•	•
2 - Problem Solving		•	•	•	•	•

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
3 - Critical Thinking				•	•	•
4 - Information Literacy	•	•	•	•	•	•
5 - Team Work						
6 - Information Technology Competence			•	•	•	•
7 - Cross Cultural Competence						
8 - Ethical practice		•				•
9 - Social Innovation						
10 - Aboriginal and Torres Strait Islander Cultures						

## Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes									
	1	2	3	4	5	6	7	8	9	10
1 - Online Quiz(zes) - 20%	•			•				•		
2 - Written Assessment - 30%	•	•	•	•		•				
3 - Written Assessment - 50%	•	•	•	•		•		•		

## Textbooks and Resources

### Textbooks

MGMT19105

#### Prescribed

#### Quality Management for Organizational Excellence: Introduction to Total Quality

Seventh New International Edition (2014)

Authors: Goetsch, D.L. & Davis, S.

Pearson Education

Harlow, Essex CM20 2JE, , England

ISBN: ISBN 13: 978-1-292-02233-8

Binding: Hardcover

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Brian Carr** Unit Coordinator

[b.carr@cqu.edu.au](mailto:b.carr@cqu.edu.au)

## Schedule

### Week 1 Understanding quality and total quality - 05 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
For your studies it is important that we have a shared understanding of the word 'quality', and the distinction between 'quality management' and 'total quality management'. Both your study guide and your textbook address this important distinction.	Text Book: Chapter 1: The Total Quality Approach to Quality Management - Achieving Organizational Excellence. Study Guide: Module 1 - Understanding Quality and Total Quality.	

### Week 2 Quality, competitiveness, values and ethics - 12 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
The links between quality and competitiveness are important but elusive. A focus on quality should make organisations more competitive. However, quality must be at an appropriate level; and competitiveness is about more than quality. People in organisations have a responsibility to act ethically. In the context of Total Quality Management, issues around values and ethics are particularly important, as these organisations take quality into consideration in all aspects of their operations, including decision making and actions.	Text Book: Chapter 2 and 3 - Quality and global competitiveness Study Guide: Module 2(a) - Quality, Competitiveness & Globalisation.	

### Week 3 Quality, culture and the customer - 19 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
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This topic is about ensuring that the culture of the organisation is one of commitment to quality, commitment to customers, and commitment to the best possible outcomes for the customer, and ultimately the organisation. It is not easy to encourage an organisation's culture to change, but it is certainly worth the effort.

The customer must be core to all quality efforts. This is a challenge for many organisations, as we often see a push to satisfy the shareholder, or for non-government organisations to satisfy government funding program conditions. However, in essence, quality is all about the customer, and how they can be satisfied through the efforts of the organisation.

Text Book: Chapter 4 and 7: Customer Satisfaction, Retention and Loyalty  
Study Guide: Module 3(b) - Quality and the Customer.

#### Week 4 Quality, empowerment and teambuilding - 26 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
Empowerment and teambuilding are core management functions in a TQM organisation. This topic is about 'setting people free', within reason, to pursue quality outcomes as mature and responsible adults involved in a collaborative venture. Much of the content in this topic is relevant to other spheres of management, and you should come across models and examples which are useful to you for your entire working life.	Text Book: Chapters 8: Employee and Empowerment Chapter 10: Teambuilding and Teamwork Study Guide: Module 4 - Empowerment and Teambuilding.	<b>Individual Assessment 1(a) - Online Quiz</b> Due Date: Week 4, Tuesday 27 November 2018 05:00 PM AEST

#### Vacation Week - 03 Dec 2018

Module/Topic	Chapter	Events and Submissions/Topic
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#### Week 5 Tools for total quality management - 10 Dec 2018

Module/Topic	Chapter	Events and Submissions/Topic
Total Quality Management has always included ingenious methods of collecting and presenting information. These methods vary from the extremely simple and manual (a blackboard on the wall of a shearing shed) to the complex and electronic (draglines in coal mines record every movement of the dragline bucket continuously, providing thousands of lines of text in a single 10 hour shift). Once recorded, useful information must be derived. Many of the tools in this topic are used to create meaning from data. Understanding the key tools in the textbook chapter is a must.	Text Book: Chapter 15: Overview of Total Quality Tools Study Guide: Module 5 - Tools for Total Quality Management.	<b>Individual Assessment 1(b) - Online Quiz</b> Due Date: Week 5, Friday 14 December 2018 05:00 PM AEST

#### Week 6 Statistical process control - 17 Dec 2018

Module/Topic	Chapter	Events and Submissions/Topic
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Statistical process control (SPC) is a method of quality control which uses statistical methods. SPC is applied in order to monitor and control a process. Monitoring and controlling the process ensures that it operates at its full potential. At its full potential, the process can make as much conforming product as possible with a minimum or zero waste (rework or scrap). SPC can be applied to any process where the "conforming product" (product meeting specifications) output can be measured. Key tools used in SPC include control charts; a focus on continuous improvement; and the design of experiments.

Text Book: Chapter 18: Optimising and Controlling Processes through Statistical Process Control.

## Christmas Break - 25 Dec 2018

Module/Topic	Chapter	Events and Submissions/Topic
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## Week 7 Quality problem solving and decision making - 01 Jan 2019

Module/Topic	Chapter	Events and Submissions/Topic
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Problem solving and decision making are fundamental to total quality. This module will equip you with essential techniques to facilitate staff towards addressing problems and ways to resolve them.

Text Book: Chapter 16: Problem Solving and Decision Making  
Study Guide: Module 7 - Quality Problem Solving and Decision Making.

## Week 8 Quality function deployment - 07 Jan 2019

Module/Topic	Chapter	Events and Submissions/Topic
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Quality Function Deployment (QFD) is an ingenious combination of TQM tools in the form of a single comprehensive diagram. This module is about the different components (or matrices) in the 'House of Quality'.

Text Book: Chapter 17: Quality Function Deployment (QFD).  
Study Guide: Module 8 - Quality Function Deployment.

**Individual Assessment 2 Quality Management Tools and Techniques** Due: Week 8 Wednesday (9 Jan 2019) 1:00 pm AEST

## Week 9 ISO 9000 and Total Quality - 14 Jan 2019

Module/Topic	Chapter	Events and Submissions/Topic
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There is a global trend to implement quality with the guidance of international standards. The topic of this week is the ISO 9000 standards and the relationship with the total quality concept. [The American Society of Quality \(ASQ\) introduces the standards here](#)

ISO 9000 is a set of international standards on quality management and quality assurance developed to help companies effectively document the quality system elements to be implemented to maintain an efficient quality system. They are not specific to any one industry and can be applied to organizations of any size. ISO 9000 can help a company satisfy its customers, meet regulatory requirements, and achieve continual improvement. However, it should be considered to be a first step, the base level of a quality system, not a complete guarantee of quality.

Text Book: Chapter 14: ISO 9000 and Total Quality - The Relationship.  
**Study Guide: Module 9 - Quality through ISO 9000.**

## Week 10 Implementing total quality management - 21 Jan 2019

Module/Topic	Chapter	Events and Submissions/Topic
Total Quality Management (TQM) is a big commitment for any organisation. By now you should have a sense that TQM is not for the faint-hearted. There are many ways to implement TQM, with the method in your textbook being one of the more detailed and convoluted of these.	Text Book: Chapter 22: Implementing Total Quality Management Study Guide: Module 10 - Implementing Total Quality Management.	

## Week 11 Continual improvement methods - 28 Jan 2019

Module/Topic	Chapter	Events and Submissions/Topic
This module is about continuously improving quality and quality performance by applying principles, concepts, tools and techniques. Discussion will extend to such things as lean production, six sigma and kaizan.	Text Book: Chapter 19: Continual Improvement Methods with Six Sigma, Lean, and Lean Six Sigma. Study Guide: Module 11- Continual Improvement Methods.	

## Week 12 Total quality, benchmarking and the future of the total quality approach - 04 Feb 2019

Module/Topic	Chapter	Events and Submissions/Topic
Benchmarking is a popular approach in seeking quality processes and outcomes. It is aligned with, but different to TQM. Benchmarking supports TQM by looking outside the organisation to study best practice operators in the industry across the globe.	Text Book: Chapter 20: Benchmarking. Study Guide: Module 12 - Total Quality, Benchmarking and the future of the Total Quality Approach.	<b>Individual Assessment 3 - Total Quality Management Proposal</b> Due: Week 12 Wednesday (6 Feb 2019) 1:00 pm AEST

## Assessment Tasks

### 1 Individual Assessment 1 - Multiple Choice

#### Assessment Type

Online Quiz(zes)

#### Task Description

The quiz(zes) are designed to engage students with the unit content at the start of the unit and prepare students for the larger written assessment tasks. Assessment details will be made available on the unit website.

#### Number of Quizzes

2

#### Frequency of Quizzes

Other

#### Assessment Due Date

The assessments will be due in weeks 4 and 5.

#### Return Date to Students

Week 5 Friday (14 Dec 2018)

Assessment feedback will be provided on line.

#### Weighting

20%

#### Assessment Criteria

Correct quiz answers

#### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)



**Submission**

Online

**Submission Instructions**

On line.

**Learning Outcomes Assessed**

- Explain the importance of quality management to organisations in a global context.
- Discuss the principles and philosophy of quality management and total quality management.
- Critically assess quality attributes of goods, services and processes.

**Graduate Attributes**

- Communication
- Information Literacy
- Ethical practice

## 2 Individual Assessment 2 Quality Management Tools and Techniques

**Assessment Type**

Written Assessment

**Task Description**

The assessment is designed for students to apply fundamental quality management tools and techniques. The assessment involves writing a 1000 word short business report responding to assessment tasks related to a real case. Assessment details, tasks, materials and guidance will be provided on the unit website. Submit your report with a cover sheet showing the unit name and number, assessment number, your name and student number. Feel free to discuss your assessment ideas in the unit discussion forum, before you complete and submit the assessment.

**Assessment Due Date**

Week 8 Wednesday (9 Jan 2019) 1:00 pm AEST

All assessments are to be submitted on line.

**Return Date to Students**

Week 10 Wednesday (23 Jan 2019)

Assessment feedback will be provided on line.

**Weighting**

30%

**Assessment Criteria****Your report must demonstrate:**

1. Thorough understanding of relevant quality management concepts, principles, theories, tools and models in regards to the assessment tasks. 60%
2. Appropriate and well structured, concise and clear expression of quality management arguments. 10%
3. Clear flow of thought throughout the paper with a clear and succinct purpose described in the introduction and a clear and succinct conclusion. 10%
4. Critical review skills and integration of relevant academic and profession literature. A minimum of five (5) academic journals must be used. 10%
5. Appropriate in text referencing and reference list. Adherence to CQUniversity APA Reference Style. 5%
6. Clarity of expression, grammar and spelling. Appropriate report format within ( $\pm 10\%$ ) of the word limit: 1000 words. 5%

**Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online

**Submission Instructions**

On line.

**Learning Outcomes Assessed**

- Apply quality management tools and techniques.
- Critically assess quality attributes of goods, services and processes.

**Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence

### 3 Individual Assessment 3 - Total Quality Management Proposal

#### Assessment Type

Written Assessment

#### Task Description

You are required to write a 2500 word short report to the owner and the board of the business that describes 'why', 'what' and 'how' the business will implement Total Quality Management (TQM).

1. Describe 'why' TQM or parts of it should be implemented in the business. The owner will want to know what the business rationale is and what business benefits the initiative is targeting. In other words: Why should they pay attention to your TQM proposal? What are the visible changes in the business once TQM is implemented?
2. Describe 'what' you want to implement within the business as part of the TQM initiative. In other words: What quality management concepts, principles and tools do you want to implement within the business to achieve the business benefits? This must be supported by appropriate references.
3. Describe 'how' you intend to implement the TQM initiative within the business. Outline a short plan that lists the steps in implementing TQM within the business. This is a simple list of sequential steps written in plain Australian English describing what will be done, why it will be done, and who will do it. It should be clear to the reader what is involved in each of the steps. This must be supported by appropriate references.

#### Assessment Due Date

Week 12 Wednesday (6 Feb 2019) 1:00 pm AEST

All assessments are to be submitted on line.

#### Return Date to Students

Exam Week Wednesday (13 Feb 2019)

Assessment feedback will be provided on line.

#### Weighting

50%

#### Assessment Criteria

##### Your report must demonstrate:

- Thorough understanding of relevant quality management concepts, principles, theories, tools and models in regards to the assessment tasks. 60%
- Appropriate and well structured, concise and clear expression of quality management arguments. 10%
- Clear flow of thought throughout the paper with a clear and succinct purpose described in the introduction and a clear and succinct conclusion. 10%
- Critical review skills and integration of relevant academic and profession literature. A minimum of eight (8) academic journals must be used. 10%
- Appropriate in text referencing and reference list. Adherence to CQUniversity Harvard or APA Reference Style. 5%
- Clarity of expression, grammar and spelling. Appropriate presentation format within ( $\pm 10\%$ ) of the word limit: 2500 words. 5%

#### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

#### Submission

Online

#### Submission Instructions

On line

#### Learning Outcomes Assessed

- Explain the importance of quality management to organisations in a global context.
- Discuss the principles and philosophy of quality management and total quality management.
- Analyse the need for technical quality deployment (tools and techniques) and quality competence development (people) within organisations.

- Critically assess quality attributes of goods, services and processes.
- Design and appraise quality management programs.

#### **Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence
- Ethical practice

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

#### **What is a breach of academic integrity?**

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

#### **Why is academic integrity important?**

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

#### **Where can I get assistance?**

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

#### **What can you do to act with integrity?**

**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own

**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)

**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem