MGMT19105 *Quality Management*
Term 3 - 2026

Profile information current as at 12/11/2026 12:05 pm

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 regard to the 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, as well as the implementation of total quality systems and continual improvement approaches, are discussed. This unit allows students to focus on an organisation, industry, or sector of their choice from a selected list of options for all assessments.

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 - 2026
- Online

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

Assessment Task	Part Weighting (% of assessment)	Assessment Security Level	Gen AI Guidance Levels
1. Learning logs / diaries / Journal / log books (*20% of unit*)			
Quality Management Learning Logs (Learning logs / diaries / Journal / log books)	100% of 20%	Low	AI-Assisted (Guided Collaboration)
2. Report (*30% of unit*)			
Report (Report)	100% of 30%	Low	AI-Assisted (Guided Collaboration)
3. Report (*50% of unit*)			
Implementation of Total Quality Management (Report)	100% of 50%	Low	AI-Assisted (Guided Collaboration)

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
- Academic Progression Policy and Procedure
- Student Refund and Credit Balance Policy and Procedure
- 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 Unit Coordinator and Emerging Quality Management Trends

Feedback

As the impact of Generative AI and Agentic AI on Quality Management increases, it is natural to include more unit content to address the practical use of AI in a Quality Management context.

Recommendation

The recommendation is to include a module on AI for quality management, problem-solving, and decision-making to complement traditional methods.

Feedback from Unit Coordinator

Feedback

Increase student response rate to the Student Unit and Teaching Evaluations

Recommendation

The recommendation is to encourage more students to attend the workshops and to complete the Student Unit and Teaching Evaluations during the workshops.

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.

Not applicable.

Alignment of Learning Outcomes, Assessment and Graduate Attributes

— N/A Level • Introductory Level • Intermediate Level • Graduate Level ◦ Professional Level ◦ Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes					
	1	2	3	4	5	6
1. Assessment 1 *(20% of unit)* Learning logs / diaries / Journal / log books	•	•	•		•	
2. Assessment 2 *(30% of unit)* Report	•		•	•	•	•
3. Assessment 3 *(50% of unit)* Report	•	•		•		•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
1 - Communication	•	•	•	•	•	•
2 - Problem Solving		•	•	•	•	•
3 - Critical Thinking				•	•	•
4 - Information Literacy	•	•	•	•	•	•
5 - Team Work						
6 - Information Technology Competence			•	•	•	•
7 - Cross Cultural Competence						
8 - Ethical practice		•				•
9 - Social Innovation						
10 - First Nations Knowledges						

Textbooks and Resources

Textbooks

MGMT19105

Prescribed

Quality Management for Organizational Excellence: Introduction to Total Quality
Edition: 9th (2021)
Authors: Goetsch, D.L. & Davis, S.
Pearson
Hoboken , New Jersey , USA
ISBN: 978-0-13-557732-5
Binding: eBook

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 7th Edition (APA 7th edition)
For further information, see the Assessment Tasks.

Teaching Contacts

Renata Klafke Unit Coordinator
r.klafke@cqu.edu.au

Schedule

Week 1: Introduction to Total Quality Management - 09 Nov 2026

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Total Quality Management	Chapter 1: The Total Quality Approach to Quality Management	Workshop

Week 2: Quality - Competitiveness, Values, and Ethics - 16 Nov 2026

Module/Topic	Chapter	Events and Submissions/Topic
Quality - Competitiveness, Values, and Ethics	Chapter 2 - Quality and Global Competitiveness Chapter 4 - Quality Management, Ethics and Corporate Social Responsibility	Workshop

Week 3: Quality - Culture and the Customer - 23 Nov 2026

Module/Topic	Chapter	Events and Submissions/Topic
Quality - Culture and the Customer	Chapter 6: Quality Culture Chapter 7: Customer Satisfaction, Retention and Loyalty	Workshop

Week 4: Quality - Empowerment and Team Building - 30 Nov 2026

Module/Topic	Chapter	Events and Submissions/Topic

		Workshop Learning Log 1 - Submit your first learning log. Quality Management Learning Logs Due: Week 4 Friday (4 Dec 2026) 11:45 pm AEST
Quality - Empowerment and Team Building	Chapters 8: Employee Empowerment Chapter 10: Team Building and Teamwork	

Week 5: Tools for Total Quality Management - 07 Dec 2026

Module/Topic	Chapter	Events and Submissions/Topic
Tools for Total Quality Management	Chapter 15: Overview of Total Quality Tools	Workshop

Week 6: Quality - Problem Solving and Decision Making - 14 Dec 2026

Module/Topic	Chapter	Events and Submissions/Topic
Quality - Problem Solving and Decision Making	Chapter 16: Problem Solving and Decision Making	Workshop Learning Log 2 - Submit your second learning log.

Mid-Term Break - 21 Dec 2026

Module/Topic	Chapter	Events and Submissions/Topic

Week 7: Quality Function Deployment - 04 Jan 2027

Module/Topic	Chapter	Events and Submissions/Topic
Quality Function Deployment	Chapter 17: Quality Function Deployment	Workshop

Week 8: Statistical Process Control - 11 Jan 2027

Module/Topic	Chapter	Events and Submissions/Topic
Statistical Process Control	Chapter 18: Optimising and Controlling Processes through Statistical Process Control	Workshop Report Due: Week 8 Friday (15 Jan 2027) 11:45 pm AEST

Week 9: Implementing Total Quality Management - 18 Jan 2027

Module/Topic	Chapter	Events and Submissions/Topic
Implementing Total Quality Management	Chapter 22: Implementing Total Quality Management	Workshop

Week 10: ISO 9000 and Total Quality - 25 Jan 2027

Module/Topic	Chapter	Events and Submissions/Topic
ISO 9000 and Total Quality	Chapter 14: ISO 9000 and Total Quality	Workshop

Week 11: Continuous Quality Improvement - 01 Feb 2027

Module/Topic	Chapter	Events and Submissions/Topic
Continuous Quality Improvement	Chapter 19: Continual Improvement Methods with Six Sigma, Lean, and more.	Workshop

Week 12: Student self-reflection, Just-in-time, and Lean Manufacturing - 08 Feb 2027

Module/Topic	Chapter	Events and Submissions/Topic
Student self-reflection, Just-in-Time, and Lean Manufacturing	Moodle resources on Student Self-reflection Chapter 21: Just-in-Time / Lean Manufacturing (JIT/Lean)	Workshop Implementation of Total Quality Management Due: Week 12 Friday (12 Feb 2027) 11:45 pm AEST

Exam Week - 15 Feb 2027

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1. Learning logs / diaries / Journal / log books (*20% of unit*)

Learning logs / diaries / Journal / log books

Assessment Title
Quality Management Learning Logs

Task Description
Total Quality Management Definition
Total Quality Management (TQM) is an approach to doing business that attempts to maximise the competitiveness of an organisation through the continual improvement of the quality of its products, services, people, processes, and environments. In a TQM effort, all members of an organisation participate in improving processes, products, services, and the culture in which they work. Adapted from Goetsch and Davis (2021, p. 4) and ASQ (2024). ASQ. (2024).
What is Total Quality Management (TQM)? American Society for Quality. Goetsch, D. L., & Davis, S. (2021).
Quality Management for Organisational Excellence: Introduction to Total Quality (Ninth International ed.). Hoboken, New Jersey: Pearson.
Select an Australian organisation for all assessment tasks You must select the same Australian organisation for all your assessment tasks this term.
For example, it cannot be an organisation in a case study provided in your unit textbook by Goetsch and Davis (2021).
Your selection will be approved/rejected as part of Learning Log 1. You must select an Australian organisation from an Australian industry/sector from the following industries/sectors or one you have worked at and know well. No food retail businesses, such as Coles, Woolworths, ALDI, or IGA, are permitted.
Agriculture. Australia has a strong agricultural sector that produces a variety of crops and livestock. Wheat, beef, wool, and dairy are significant contributors to the country's agricultural output.
Construction. The construction industry is a significant part of the Australian economy.
Education. Australia is a popular destination for international students, contributing significantly to the education sector.
Energy. Besides being a significant exporter of coal and natural gas, Australia has been increasing its focus on renewable energy sources, such as solar and wind power.
Financial services. The financial services industry, including banking and insurance, is an important sector in Australia.
Healthcare.
The healthcare sector, including medical services, pharmaceuticals, and biotechnology, is a growing industry in Australia.
Hospitality and tourism. Tourism is also a crucial industry, with attractions such as the Great Barrier Reef and the Sydney Opera House drawing visitors.
Manufacturing. While not as dominant as in the past, manufacturing still plays a role in the Australian economy, particularly in areas like automotive manufacturing, food processing, and advanced manufacturing.
Mining and resources. Australia is a major exporter of minerals and resources, including coal, iron ore, gold, and natural gas. The mining sector plays a crucial role in the country's economy.
Technology and innovation. The technology sector has been expanding, with a focus on software development, telecommunications, and innovation.
Transport. Australia has a well-developed transport sector that plays a vital role in the country's economy.
Learning Log 1 must be submitted in week 4 This week, you must select an organisation that will provide you with the context for the Assessment 1 Learning Logs and Assessment 2 and 3 Business Reports.
Once you have selected your organisation, Learning Log 1 is about assessing the importance of TQM philosophy and practices in the context of your selected Australian organisations in the year 2025.
You are also required to provide self-reflection about your learning experience.
Follow the assessment task instructions and student guidance provided on the unit website in Moodle.
Learning Log 2 must be submitted in week 6 Learning Log 2 is about critically assessing the quality attributes of a current product or service delivered by your Australian organisation (Garvin, 1987).
You are also required to provide self-reflection about your learning experience. Follow the assessment task instructions and student guidance provided on the unit website in Moodle. Garvin, D. A. (1987). Competing on the eight dimensions of quality. Harvard Business Review, 65(6), 101-109.
The Gen AI Guidance Level is set as 'AI Assisted (Guided Collaboration)'.

Assessment Due Date
Week 4 Friday (4 Dec 2026) 11:45 pm AEST
Learning Log 1 must be submitted in Week 4. Learning Log 2 must be submitted in Week 6.

Return Date to Students
Marking feedback on the Learning Logs submitted in Weeks 4 and 6 will be provided in written format as a COMMENT to the relevant Learning Log entry in Moodle ahead of the next compulsory Learning Log. Please check your Learning Log through the Moodle blogging tool regularly.

Weighting
100% of 20%

Assessment Criteria
Each of your Learning Logs will be assessed according to your ability to:
1. Respond to the specific Learning Log task instructions and guidance (50%)

2. Write a candid and critical self-reflection about the assessment task. Include a reflection on the development of your personal Quality Management capabilities and practices, and your strengths and weaknesses. Support this with improvement suggestions for the following assessments (40%)
3. Include at least four academic and professional literature references supporting your assessment learning log with correct APA 7 in-text referencing and reference list (10%)
Each of the Learning Logs is worth 10% of the overall marks.
That means the two Learning Logs part of Assessment 1 are worth 20% of the unit marks.
Referencing Style American Psychological Association 7th Edition (APA 7th edition).

Referencing Style
American Psychological Association 7th Edition (APA 7th edition)

Submission
No submission method provided.

Submission Instructions
The Learning Log entries must be submitted using the Moodle blogging tool.

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

2. Report (*30% of unit*)

Report

Assessment Title
Report

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 that describes 'why', 'what', and 'how' the business will implement the use of two (2) Quality Management tools or techniques.
The tools or techniques you select must address a quality challenge within the business.
The assessment task, study guide, and marking rubric will be provided on the unit website in Moodle.
This assessment must be completed by students individually.
The Gen AI Guidance Level is set as 'AI Assisted (Guided Collaboration)'.

Assessment Due Date
Week 8 Friday (15 Jan 2027) 11:45 pm AEST

Return Date to Students
Results and feedback will be made available on the unit website within 2 weeks.

Weighting
100% of 30%

Assessment Criteria
Your report must demonstrate the following:
Clear identification of the quality-related issue in the selected organisation and discussion of two quality management tools and their relevance to the identified quality issues. 30%
Clear discussion about the implementation of two quality management tools. 25%
Clear flow of thought throughout the report with a convincing executive summary; clear and succinct purpose described in the introduction; relevant structure and content within the body of the report; and a clear and succinct conclusion. 15%
Critical review skills and integration of relevant literature.
A minimum of five (5) academic and professional references must be used. 10% Appropriate in-text referencing and reference list.
Adherence to CQUniversity APA Reference Style.
Correct paraphrasing. 10% Clarity of expression, grammar, and spelling.
Appropriate format within the word limit: 1000 words (±10%). The word limit for the report excludes the executive summary, references, and appendices. 10%
Late submissions will be penalised at the rate of five percent of the total marks available for the assessment each calendar day (full or part) it is overdue as per the CQUniverity Policy: Assessment of Coursework. Referencing Style American Psychological Association 7th Edition (APA 7th edition)

Referencing Style
American Psychological Association 7th Edition (APA 7th edition)

Submission

Online

Learning Outcomes Assessed
- Explain the importance of quality management to organisations in a global context.
- Apply quality management tools and techniques.
- 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.

3. Report (*50% of unit*)

Report

Assessment Title
Implementation of Total Quality Management

Task Description
The assessment is designed to build your skills and knowledge of applying total quality management practice in an organisation of your choice.
The assessment involves writing a 2000-word Total Quality Management improvement proposal in the form of a business report.
Assessment tasks, student guide, and marking rubric will be provided on the unit website in Moodle.
AI may be used for pre-task activities such as brainstorming, outlining, and initial research. This level focuses on the effective use of AI for planning, synthesis, and ideation, but assessments should emphasise the ability to develop and refine these ideas independently.

Assessment Due Date
Week 12 Friday (12 Feb 2027) 11:45 pm AEST

Return Date to Students
Final grades will be released on Certification of Grades day.

Weighting
100% of 50%

Assessment Criteria
Your report must demonstrate the following: Identification of Total Quality Management related issues in the selected organisation.
Description of the concept of Total Quality Management and its relevance to the identified quality issues. 30%
Appropriate and well-structured description of the implementation of Total Quality Management improvements within the selected organization. 25%
Clear flow of thought throughout the report with a convincing executive summary; clear and succinct purpose described in the introduction; relevant structure and content within the body of the report; and a clear and succinct conclusion. 15%
Critical review skills and integration of relevant literature.
A minimum of eight (8) academic and professional references must be used. 10%
Appropriate in-text referencing and reference list.
Adherence to CQUniversity APA Reference Style. Correct paraphrasing. 10%
Clarity of expression, grammar, and spelling.
Appropriate format within the word limit: 2000 words (±10%).
The word limit for the report excludes the executive summary, references, and appendices. 10%
Late submissions will be penalised at the rate of five percent of the total marks available for the assessment each calendar day (full or part) it is overdue as per the CQUniverity Policy: Assessment of Coursework.
Referencing Style American Psychological Association 7th Edition (APA 7th edition)

Referencing Style
American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

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.
- Design and appraise quality management programs.

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