# OPMG 341, Section 20W
**QUALITY MANAGEMENT, WI**  
Spring Semester 2014, Monday/Wednesday/Friday 2:45-3:35 PM  
Room CLC 326

## Catalog Description and Objectives

1. To learn the basics of Total Quality Management (TQM) and Continuous Improvement.  
2. To learn the basics of Statistical Process Control (SPC), and Six Sigma Quality.  
3. To develop an appreciation for the importance of quality management and continuous improvement to the health and vitality of any organization, whether it be a for-profit firm, a hospital, a university, small business, etc.

## Course Overview

1. Over the past 35 years, quality has become an important competitive weapon for many organizations.  
2. TQM and Continuous Improvement have both a managerial dimension and a technical dimension, and the text covers both sides in detail. In class, I will go through the managerial material quickly, but I will proceed more slowly with the technical material.  
3. In this course we will use concepts from accounting, finance, operations management, economics and especially statistics.  
4. Both the Exams and the Homework will be Writing Intensive.
Course Objectives and Learning Outcomes

Skills provided or enhanced through this course are:

1. An understanding of the fundamentals of Total Quality Management and Continuous Improvement.
3. A sharpening of your analytical and writing skills.

Instruction Styles:

This course employs two styles of instruction:

1. Reading assignments and computer output from the text.
2. Homework assignments from the text book. The homework consists of problems, cases, and essay questions.

Required Materials


We will cover about 65 percent of the text. Most of the material we are skipping is the highly technical stuff. I will also pass out several articles during the course, as well as other handouts.
**Homework:**

There are two types of homework, regular and assigned. The regular homework will not be collected. We will go over most of this homework in class. Two sets of assigned homework will be collected and graded. The due dates are given on the course schedule. The homework will be collected at the beginning of the class. **No late homework sets will be accepted.**

The answers to homework set discussion questions must be typed, but computations may be handwritten.
You may work either alone or in pairs on the homework sets.

I will pass out the first assigned homework set within two weeks.

Doing the homework will provide feedback on your understanding of the material, and is an excellent preparation for the exams.

*Note:* Each chapter in the text includes "Quality Profile" and "Quality in Practice" readings. This material describes applications of quality concepts in both manufacturing and service organizations. Be sure to read them for every chapter we cover.

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**Course Requirements and Grading Criteria**

There will be two full-period exams plus a 2-hour final exam. All exams are open book, open notes. Calculators are allowed. Final Exam is not cumulative.

First Exam: Wednesday, February 19 (Part 1)
            Friday, February 21 (Part 2)

Second Exam: Monday, March 31 (Part 1)
            Wednesday, April 2 (Part 2)

Final Exam: Thursday, May 1, at 1:00PM to 3:00PM

The exams will consist of computational problems, essay questions, and multiple choice. Some of the multiple-choice questions will be based on something I said in class.

An unexcused absence from an exam merits a zero. No make-up exams will be given. If you are physically incapacitated, contact me by the date of the exam. In the case of an excused absence, you must take the exam before I pass the graded exams back to the class. Otherwise, the grade for the missed exam is zero.
Quinlan School of Business Policies:

<table>
<thead>
<tr>
<th>Course Grading Scale</th>
<th>Grading allocation:</th>
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<tbody>
<tr>
<td>93 - 100</td>
<td>A</td>
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<tr>
<td>92</td>
<td>A-</td>
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<td>89 - 91</td>
<td>B+</td>
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<td>82 - 88</td>
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<td>69</td>
<td>C-</td>
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<td>67 - 68</td>
<td>D+</td>
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<tr>
<td>60 - 66</td>
<td>D</td>
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<tr>
<td>Under 60</td>
<td>F</td>
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First 2 exams: 44%
Final Exam: 30%
Homework: 16%
Class participation: 10%

Attendance

Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

You are strongly urged to attend every class, but attendance will not be taken. Note that the students who perform poorly in my course are usually those who miss many classes.

Academic Integrity

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood…Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of “F” for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website:
Make-Up Examinations

Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. **Make-up examinations are discouraged.** Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician’s note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

If a make-up examination must be given, it is the responsibility of the faculty member to prepare, schedule, and proctor the exam. The only regular exception is for a student athlete, who may use the testing services of the Athletics Department to complete a make-up examination. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at Lake Shore Campus.

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**OPMG 341 Weekly Course Outline**

<table>
<thead>
<tr>
<th>CLASS WEEK &amp; DATE</th>
<th>TOPICS &amp; READINGS</th>
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</thead>
<tbody>
<tr>
<td><strong>I. Principles of Quality</strong></td>
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<tr>
<td>January 13</td>
<td>Chapter 1: Introduction to Quality</td>
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<tr>
<td>January 22</td>
<td>Chapter 2: Foundations of Quality Management (Skip “Deming’s Red Bead and Funnel Experiments”)</td>
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<td>January 27</td>
<td>Finish Chapter 2</td>
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<td>Chapter 3: Customer Focus</td>
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<td>February 3</td>
<td>Finish Chapter 3</td>
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<td></td>
<td>Chapter 5: Process Focus</td>
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<td>February 10</td>
<td>Finish Chapter 5</td>
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<td></td>
<td>Start Chapter 10</td>
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<tr>
<td><strong>II. Managing for Performance Excellence</strong></td>
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<tr>
<td>February 17</td>
<td>Chapter 10: The Baldrige Framework for Performance Excellence (Skip “International Quality and Performance Excellence Programs”)</td>
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FIRST EXAM: FEBRUARY 19 (Part 1)  
FEBRUARY 21 (Part 2)  

February 24  
Finish Chapter 10  

Homework Set #1 Due February 28  

March 10  
Chapter 12: Measurement and Knowledge Management  

III. Tools and Techniques for Quality  

Chapter 6: Statistical Methods in Quality Management  
(We will cover in Class only pages 268 through 278)  

March 17  
Finish Chapter 6:  
Chapter 7: Design for Quality and Product Excellence  
(Skip “Target and Tolerance Design” “Pages 333 to 344”, “Design Failure Mode and Effects Analysis”, Fault Tree Analysis”, and “Reliability Testing”)  

March 24  
Finish Chapter 7  
Chapter 8: Measuring and Controlling Quality  

March 31  
SECOND EXAM: MARCH 31 (Part 1)  
APRIL 2 (Part 2)  
Continue Chapter 8
April 7
Finish Chapter 8
Chapter 9: Process Improvement and Six Sigma
(Skip “Custom Improvement Methodologies”,
“Equations (9.2) and (9.3), “Examples 9.3 and 9.4”, and “Selecting Six Sigma Projects”)

April 14
Continue Chapter 9

April 23
Finish Chapter 9

**Homework Set #2 Due April 25**

May 1
(Thursday)
**FINAL EXAM, 1:00-3:00PM**

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**Please note:** This class may occasionally deviate from the course outline above. The instructor reserves the right to make changes as needed to the course syllabus.