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| Subject Code | LGT5107 |
| Subject Title | Total Quality Management |
| Credit Value | 3 |
| Level | 5 |
| Normal Duration | One Semester |
| Exclusion | ITC575 Principles of Total Quality Management |
| Role and Purposes | <p>The purpose of the course is to develop hands-on knowledge and skills that are required to manage and implement any improvement projects, whether in manufacturing, service or any other opportunities. Quality management (QM) starts by taking (1) a customer focus, (2) management concepts for continual improvement, (3) analytical techniques including statistical and problem-solving methods for studying and proposing solutions to the problem, and (4) a clear improvement roadmap.</p> <p>Our goal is to provide theory, tools and experiential insight into how these aspects can be successfully applied in managing quality. Lecturer is advised to use a mixture of lectures and in-class exercises/discussions to develop a richer understanding of the material.</p> <p>Specifically, students are to learn:</p> <ul style="list-style-type: none"> ▪ The principles of TQM in both theories and practice. ▪ The major techniques in TQM adoption. ▪ Applying TQM principles and techniques through quality improvement projects/activities. <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Management (Operations Management)</p> <p>#2: Develop the specific operations management knowledge</p> |
| Subject Learning Outcomes | <p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Able to apply TQM principles and techniques to assess and improve organizational and business process efficiency and effectiveness. b. Able to practice TQM to improve customer satisfaction and achieve operational as well as strategic goals. |
| Subject Synopsis/ Indicative Syllabus | <p>This subject covers the operational and/or strategic aspects of the following topics/areas:</p> <ul style="list-style-type: none"> ▪ Principles of Quality |

| | <ul style="list-style-type: none"> ▪ Theoretical Background and Framework of Total Quality Management ▪ Quality Management Guru's Philosophies and Principles ▪ Principles of Quality Management ▪ Dimensions of Total Quality Management and Organizational Performance ▪ The Business Excellence Models ▪ Quality Management Dimensions in Action ▪ Quality Management Tools and Techniques ▪ Contemporary Issues of Total Quality Management | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|-----------------------------------|-------------|--|---------|--|--|--|--|---|---|--|--|--|--|-----------------------|-----|---|---|--|--|--|--|-------------------|-----|---|---|--|--|--|--|-------|-------|--|--|--|--|--|--|
| Teaching/Learning Methodology | <p>Contact hours: 39 hours</p> <p>Concepts, theories and key issues based on the literature will be introduced to students through lectures. Case studies will be used to illustrate some application aspects and to stimulate discussions leading to context-specific knowledge. Students are required to apply the knowledge to analyse some contemporary issues in the field.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assessment Methods in Alignment with Intended Learning Outcomes | <table border="1" data-bbox="597 852 1539 1276"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th></th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>Continuous Assessment</td> <td>50%</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Final Examination</td> <td>50%</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="6"></td> </tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>The achievement of the two learning outcomes will be dependent on students' knowledge in conceptual theories and ability to apply quality management techniques.</p> <p>Since examination is effective in assessing the knowledge level in conceptual theories and continuous assessment is effective in assessing the ability in applying techniques, both methods will be needed to assess the two outcomes of this subject.</p> <p><i>To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.</i></p> | Specific assessment methods/tasks | % weighting | Intended subject learning outcomes to be assessed (Please tick as appropriate) | | | | | | a | b | | | | | Continuous Assessment | 50% | ✓ | ✓ | | | | | Final Examination | 50% | ✓ | ✓ | | | | | Total | 100 % | | | | | | |
| Specific assessment methods/tasks | % weighting | | | Intended subject learning outcomes to be assessed (Please tick as appropriate) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | a | b | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Continuous Assessment | 50% | ✓ | ✓ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Final Examination | 50% | ✓ | ✓ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 100 % | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Student Study Effort Expected | <table border="1" data-bbox="597 1770 1539 1904"> <tr> <td>Class contact:</td> <td></td> </tr> <tr> <td>Lectures / tutorials</td> <td>39 Hrs.</td> </tr> </table> | Class contact: | | Lectures / tutorials | 39 Hrs. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | <p>Other student study effort:</p> <table border="1" data-bbox="583 254 1559 449"> <tr> <td data-bbox="583 254 1333 317">Preparing lectures,</td> <td data-bbox="1333 254 1559 317">42 Hrs</td> </tr> <tr> <td data-bbox="583 317 1333 380">Preparation group assignment</td> <td data-bbox="1333 317 1559 380">45 Hrs.</td> </tr> <tr> <td data-bbox="583 380 1333 449">Total student study effort</td> <td data-bbox="1333 380 1559 449">126 Hrs.</td> </tr> </table> | Preparing lectures, | 42 Hrs | Preparation group assignment | 45 Hrs. | Total student study effort | 126 Hrs. |
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| Preparation group assignment | 45 Hrs. | | | | | | |
| Total student study effort | 126 Hrs. | | | | | | |
| <p>Reading List and References</p> | <p><i>Books</i></p> <p>Foster, S.T. (the latest edition), <i>Managing Quality: Integrating The Supply Chain</i>, Pearson Education.</p> <p>Besterfield, D.H., Besterfield-Michna, C., Besterfield, G.H. and Besterfield-Sacre, M. (the latest edition), <i>Total Quality Management</i>, Prentice-Hall.</p> <p>Goetsch, D.L. and Davis, S.B. (the latest edition), <i>Quality Management for Organizational Excellence: Introduction to Total Quality</i>, Pearson Education</p> <p>Imai, Masaaki, (the latest edition), <i>Gemba Kaizen</i>, McGraw Hill</p> <p><i>Journals</i></p> <p>Asia-Pacific Journal of Quality Management</p> <p>International Journal of Quality and Reliability Management</p> <p>International Journal of Service Industry Management</p> <p>Journal of Operations Management</p> <p>Harvard Business Review</p> | | | | | | |