The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT6005
Subject Title	Strategic Quality Management
Credit Value	3
Level	6
Normal Duration	1-semester
Exclusion	None
Objectives	This subject aims at identifying and developing DBA/DMgt research opportunities, analytical skills, and practical applications, together with the most relevant knowledge, theoretical supports, and contemporary research issues, for the students who are interested in exploring and organizing in-depth investigations and research on quality management (or relevant research topics, like critical success factors, critical capabilities, performance of various management areas, and overall organizational performance). This subject is designed to cover the following main quality management areas: 1. Establishing and implementing long-range quality strategy, plan, and customer focused goals; 2. Promoting and enhancing holistic and comprehensive approach to employee participation and teamwork; and 3. Formulating and deploying an approach to continuously improve those goals. Quality is an integral part of strategic management for many enterprises. To maintain their sustainable competitive advantages, enterprises need to achieve customer-focused to continuously satisfy customer satisfaction across all aspects of their operations and activities. This subject requires students to analyze and research modern strategic quality methodologies and deploy the latest quality management practices (e.g., business excellence model of Malcolm Baldrige National Quality Award – MBNQA) and techniques (e.g., Six Sigma) under the spectrum of continuous quality improvement approach. This subject contributes to the achievement of the DBA/DMgt programme outcome by acquiring an understanding of a specialist area including the basic knowledge of the impacts from Quality 4.0. in commensurate with Industry 4.0. (Outcome 2).
Intended Learning Outcomes	Upon completion of the subject, students will be able to: a. Analyze the theoretical, research methodological, and managerial and practical issues of quality management; b. Demonstrate the strategic importance of quality management in enhancing the sustainable competitive advantages of business enterprises; c. Explain the key characteristics of and how to measure the most common set of quality management infrastructure (or dimensions/constructs and relevant

	research issues) and quality management practices (or measurement indicators and relevant research issues) that are critically important to achieve the most optimal and desirable performance, organizational performance, and business excellences (or relevant research topics); and d. Identify research opportunities and use analytical tools, together with relevant theoretical supports and research methodology, for quality management (or relevant research topics) and organizational performance (or relevant research topics) in DBA/DMgt research.
Subject Synopsis/ Indicative Syllabus	1. Overview and understanding of the principles of quality covering product quality and service quality. 2. Understanding of the clear and precise concepts and fundamentals relating to the importance, principles, axioms, features, and benefits of quality management. 3. Understanding of the spectrum of quality management framework containing quality management infrastructure (dimensions and constructs), quality management practices (measurement indicators), and quality management tools and techniques. 4. From practical perspective, the world's class business excellence models (Malcolm Baldrige National Quality Award (MBNQA) and Hong Kong Management Association Quality Award (HKMAQA)): broad understanding on how to achieve business excellences by meeting the seven criteria of the MBNQA/HKMAQA. In line with academic perspective, the seven criteria include: Leadership, Strategy Formulation and Deployment, Marketing and Customer Focus, Measurement Analysis and Knowledge Management, Process Management, Human Resources Management, and Business Results. 5. The most relevant and appropriate organizational theories for the theoretical background and framework to lend theoretical support to the studies and research of quality management, critical success factors, critical capabilities, performance of various management areas, and organizational performance. 6. The clear understanding and mastering of the (i) research design, strategy, and methodology, (ii) sampling and filtering processes, and (iii) data analysis procedures applicable to and pertinent to the research of quality management, critical success factors, critical capabilities, performance of various management areas, and organizational performance. 7. Better preparation and comprehension of the doctoral thesis proposal (Thesis I) and final thesis (Thesis II) for DBA DMgt Thesis. 8. Contemporary issues of quality management on Quality 4.0, environment, social responsibility, governance, supply chain, and applications in different industrial contexts. [Note: Students completed and passed this subject are eligible to apply for the highest professional qualification of Six Sigma as a Registered Six Sigma Champion (RSSC) from the Six Sigma Institute (Hong Kong).]

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<tr><td>Teaching/Learning Methodology</td><td>Lectures are designed to introduce, explain, and discuss the key theoretical supports, conceptual concepts, research methodology, and salient practical and application issues of strategic quality management and its related methodological and practical implications.

Lectures are followed by class discussions, which are highly interactive for experiential learning and research exploration.</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>
<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="4">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td>c</td><td>d</td></tr>
<tr><td>1. Individual assignment – individual written report</td><td>25%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr>
<tr><td>2. Group assignment – group project presentation</td><td>25%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr>
<tr><td>3. Individual assessment – final assessment</td><td>50%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr>
<tr><td>Total</td><td>100%</td><td colspan="4"></td></tr>
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Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

1. Class discussions are to facilitate learning from practical and work-based experiences forms an important constituent of students' assessment.

2. As for individual assignment (individual written report), each student choose an academic journal and the student is expected to submit an individual written report to summarize the understanding and also criticize the chosen academic journal. The individual assignment is designed to test the student's ability to review, understand, comment, and criticize the chosen academic journal under the spectrum of quality management, based on which to arouse and enhance the student's interest on and ability in getting hold of mastering research on quality management and organizational performance, or their relevant research topics.

3. Group project presentation reinforces the understanding and practical application of what have been learned in the lectures with special focus on how the students apply strategic quality management in real-life business contexts with sufficient coverage of presentation materials in a real-world business and commercial presentation.

The presentation powerpoint slides of the group project presentation form the evidence and basis to apply for the professional qualification of Six Sigma as a Registered Six Sigma Champion (RSSC) from the Six Sigma Institute (Hong Kong).

4. Individual assessment (final assessment) is designed to assess and test the students' ability to recapitulate and master the critical, salient, and core contents of this subject by preparing a thesis proposal, covering the most relevant and appropriate contents, on quality management or relevant research topics and issues.
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	To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assignment and/or individual assessment concerning technology-related knowledge.	
Student Study Effort Expected	Class contact:	
	▪ Lectures	30 hrs.
	Other student study efforts:	
	▪ Reading and self-study	40 hrs.
	▪ Preparation for individual assignment (individual written report)	16 hrs.
	▪ Preparation for group assignment (group project presentation)	20 hrs.
	▪ Preparation for individual assessment (final assessment)	20 hrs.
	Total student study efforts	126 hrs.
Reading List and References	**<u>Recommended References:</u>** 1. Quality Management Journal 2. Journal of Quality Management 3. Asia-Pacific Journal of Quality Management 4. International Journal of Quality and Reliability Management 5. Journal of Operations Management 6. Management Science 7. Production and Operations Management 8. International Journal of Production Economics 9. International Journal of Production Research 10. International Journal of Productivity and Quality Management 11. International Journal of Six Sigma and Competitive Advantage 12. International Journal of Lean Six Sigma 13. International Journal of Service Industry Management Students are recommended to access Resource List@Library in LEARN@PolyU through: https://julac-hkpu.alma.exlibrisgroup.com/leganto/readinglist/lists?courseCode=LGT6005	