

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
Role and Purposes	<p>This subject identifies and develops DBA/DMgt research opportunities and analytical skills for the students who are interested in organizing in-depth investigations in quality management and organizational performance research areas. This subject is designed to cover the following main quality management areas:</p> <ol style="list-style-type: none">establishing and implementing long-range quality strategy, plan, and customer focused goals.promoting and enhancing holistic approach to employee participation and teamwork.developing and deploying an approach to continuously improve those goals. <p>Quality is an integral part of strategic management for many enterprises. To maintain their sustainable competitive advantages and resources, companies need to achieve customer focused improvements across all aspects of their operations. This subject requires students to analyze and research modern strategic quality methodology and deployment of 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.</p> <p>This subject contributes to the achievement of the DBA/DMgt programme outcome by acquiring an in-depth knowledge of a specialist area (Outcome 2).</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none">analyze the theoretical, methodological, and managerial issues of quality management.demonstrate the strategic importance of quality management in enhancing the sustainable competitive advantages of a business enterprise.

	<p>c. explain the key characteristics of and how to measure the most common set of quality management dimensions and indicators that are critically important in achieving the desired organizational performance and business excellence.</p> <p>d. identify research opportunities and use analytical tools for quality management and organizational performance in DBA/DMgt research.</p>
<p>Subject Synopsis/ Indicative Syllabus</p>	<ol style="list-style-type: none"> 1. Overview and understanding of the principles of quality, service quality, quality management, and quality management dimensions and practices. 2. Theoretical background and framework of quality management. 3. Overview of strategic quality management: (i) new definitions of quality, (ii) quality management systems, (iii) standards of ISO:9000, (iv) quality awards and business excellence models, (v) quality improvement techniques, (vi) how strategic quality management contributes to sustainable competitive advantages for business growth and organizational performance, and (v) the antecedent and management of product harm crisis. 4. The business excellence model (Malcolm Baldrige National Quality Award – MBNQA): broad understanding on how to achieve business excellence by meeting the seven criteria of the MBNQA. 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. Strategic quality improvement: latest development of (i) critical successful factors of quality management dimensions and indicators, and (ii) quality management techniques, in particular the Six Sigma approach, for business improvement, organization assessment, system assessment, deployment strategy and organization, deployment roadmap, human resources strategy, incentive schemes, project monitoring, evaluation and awards. 6. Contemporary issues of quality management on the environment, social responsibility, governance, supply chain, and applications in different industrial contexts. 7. Current research topics in quality management. <p>[Note: Students completed this subject will be qualified for the highest professional qualification of Six Sigma as a Registered Six Sigma Champion (RSSC) from the Six Sigma Institute.]</p>
<p>Teaching/Learning Methodology</p>	<p>Lectures are designed to introduce and explain key theoretical and conceptual issues of strategic quality management and its related methodological and practical implications.</p> <p>Lectures are followed by class discussions and real case analysis, which are</p>

highly interactive and are linked to relevant industries for experiential learning.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a	b	c	d		
	1. Classroom participation (discussions and real case analysis)	10 %	✓	✓	✓	✓		
	2. Individual assignment - individual written report	20%	✓	✓	✓	✓		
	3. Group assignment - group project presentation	30 %	✓	✓	✓	✓		
	4. Individual assessment - final assessment	40 %	✓	✓	✓	✓		
	Total	100 %						

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

1. Class discussions and real case analysis are to facilitate learning from practical and work-based experiences forms an important constituent of student assessment.
2. As for individual assignment, each student is assigned with an academic paper and the student is expected to submit an individual written report to criticize the assigned academic paper. The individual assignment is designed to test the student's ability to review, understand, comment and criticize academic paper under the spectrum of quality management, based on which to arouse and enhance the student's interest on quality management and organizational performance research.
3. Group project presentation reinforces the understanding and practical application of what have been learned during the lectures with special focus on how the students apply strategic quality management in real-life business management with sufficient coverage of presentation materials in a commercial world presentation.
4. Individual assessment is designed to assess and test the students' insights into and how far the students are able to comprehend the critical and relevant issues

	<p>involved in the theoretical concepts, the use of appropriate techniques, the ability to apply conceptual and practical knowledge and the fundamental skills for analyzing strategic quality management and case analysis.</p> <p><i>To pass this subject, students are required to obtain Grade D or above in BOTH the Course Participation and Assignment as well as the Individual Assessment components.</i></p>	
Student Study Effort Expected	Class contact:	
	▪ Lectures / Tutorials	30 Hrs.
	Other student study effort:	
	▪ Self study for preparing lectures and tutorials	40 Hrs.
	▪ Preparation for individual assignment	16 Hrs.
	▪ Preparation for group assignment	20 Hrs.
	▪ Preparation for individual assessment	20 Hrs.
Total student study effort	126 Hrs.	
Reading List and References	<p><u>Recommended References:</u></p> <ol style="list-style-type: none"> 1. Journal of Operations Management 2. Management Science 3. Production and Operations Management 4. International Journal of Production Economics 5. International Journal of Production Research <p>Students are recommended to access Resource List@Library in LEARN@PolyU through: https://julac-hkpu.alma.exlibrisgroup.com/leganto/readinglist/lists?courseCode=LGT6005</p>	