

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(COL MBA/MPA PROGRAMME)**

QUALITY MANAGEMENT (5575)

CHECKLIST

SEMESTER: AUTUMN, 2013

This packet comprises the following material:

1. Text Books
2. Course Outline
3. Assignment No. 1, 2
4. Assignment Forms (2 sets)

In this packet, if you find anything missing out of the above mentioned material, please contact at the address given below:

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ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Commonwealth MBA/MPA Programme)

WARNING

1. **PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
2. **SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY".**

Course: Quality Management (5575)
Level: Executive MBA/MPA

Semester: Autumn, 2013
Total Marks: 100

Instructions:

- (a) All written assignment must be well organized, presented in an easy-to-read format and neat. Moreover, pay particularly close attention to grammar, spelling, punctuation and understandability. Communication is extremely important in this course.
- (b) Documentation is likewise very important. Un-supported statements or opinions are worth less to the reader, who desires to verify your finding. Complete and specific documentation is mandatory. Also, your references should be to primary sources, except in rare unusual situation.
- (c) Quoting should be kept to an absolute minimum.

Guidelines for Doing Assignments

We expect you to answer each question as per instructions in the assignment. You will find it useful to keep the following points in mind:

- 1) **Planning:** Read the assignments carefully, go through the Units on which they are based. Make some points regarding each question and then rearrange them in a logical order.
- 2) **Organization:** Be a little selective and analytical before drawing up a rough outline of your answer. Give adequate attention to question's introduction and conclusion.
Make sure that:
 - a) The answer is logical and coherent,
 - b) It has clear connections between sentences and paragraphs,
 - c) The presentation is correct in your own expression and style.
- 3) **Presentation:** Once you are satisfied with your answer, you can write down the final version for submission. It is mandatory to write all assignments neatly. If you desire so, you may underline the points you wish to emphasize. Make sure that the answer is within the stipulated word limit.

Wishing you all the best

Salman A. Qureshi
(Course Coordinator)

ASSIGNMENT No. 1

Total Marks: 100

- Q. 1 (a) Explain the difference between Fitness-to-Standard and Fitness-to-Use. (20)
(b) What is Quality Imperative? Explain in detail.
- Q. 2 (a) Describe how leadership by top management is the driver of quality? (20)
(b) Explain how setting targets for quality improvement helps to establish a culture and climate of the organization?
- Q. 3 (a) What are the characteristics of Quality Function Deployment as a quality system? (10)
(b) What must an organization do to maintain a customer focus and explain the benefits of maintaining customer focus? (10)
- Q. 4 Reflect on your own experience as a customer and, if relevant, as a provider of customer service to others, and describe the important characteristics of quality customer relationship management which extend beyond being 'nice'. Differentiate between things that make the customer feel good at the time and things that make the customer come back repeatedly. (20)
- Q. 5 Is ISO certification essential for organization? What benefits and drawbacks does ISO certification have? Which of the many types of certification available would your organization choose and explain why? (20)

ASSIGNMENT No. 2

Total Marks: 100

Instructions:

1. This assignment is a research-oriented activity. You are required to develop a case study and submit to the tutor for evaluation prior to the final examination. The last date of this assignment will be notified separately by our directorate of regional services and the same will be communicated to you directly as well as through approved study centers assigned to you.
2. You will have to participate in the activity fully, actively and practically to be able to pass the final examination of the course.
3. For the preparation of this assignment, you should first thoroughly review the Case Study Guidelines and develop a scholarly material of the same giving references, quotations, and extracts of various scholars and experts. Then visit any business/commercial organization and study the relevant practical aspects there. Combining the theoretical and practical aspects, develop a comprehensive case study of 1500–3000 typed words to be submitted to your tutor.
 - a) Introduction to the topic
 - b) Important sub-topics
 - c) Practical study of the organization with respect to the topic

- d) Review of theoretical and practical situations, merits, de-merits deficiencies or strengths of the organization with respect to the topic under study.
 - e) Conclusion and recommendation
 - f) Annex, if any
4. Prepare a copy of this assignment and submit to your tutor for your evaluation.
 5. You should add any illustrative material/data/tables/analysis for effective submission.
 6. If you fail to submit this assignment in the class, then you will not be able to sit in the final examination conducted by AIOU.
 7. A number of topics given below are the general aspects of the course and you are required to select one of the topics according to the last digit of your roll number. For example, if the roll number is N-9337241, you will select topic number 1, and if the roll number is O-3427185 then you will select topic number 5 (the last digit).

List of Topics:

0. Customer retention
1. Application of PDCA cycle
2. Team creation process
3. How quality control gets in the way of quality
4. Role of team in QFD
5. Technology and change in quality
6. Importance of TQM in service organization
7. TQM and WTO in Pakistan
8. Affect of JIT and Paradigm shift on TQM
9. Integration of ISO 14000 and ISO 9000 series

QUALITY MANAGEMENT (5575) COURSE OUTLINES

Block 01: Introduction to Quality Management

- Introduction
- Objectives
- History of the ‘Quality Revolution’
- What is Quality and Quality Management?
- Quality is in the Eyes of the Consumer
- Fitness-to-Standard (conformance) and Fitness-to-Use
- Assessing Customer Expectations and Satisfaction
- Why is Quality Important?
- Philosophy of Quality Management
 - The Religion
 - The Imperative
 - The New Ways
 - The Customer

Implementation and Evaluation
Principles of Total Quality – Integration
Types of Quality Efforts
The Baldrige Awards
The Terminology of Quality Management

Block 02: Leadership and Strategic Management

Introduction
Objectives
Demonstrating Quality Values throughout the Organisation
Exercising Leadership
Leaders vs. Managers
Mintzberg's Research
Bass & Associates
Interactive and Servant Leaders
Symbolic leaders
Leaders in the Language of Innovation
The Role of Quality Professionals
The Work of Professionals
Supplier quality assurance
Internal Auditing
Customer Quality
Consulting and Training
Making the Connections
Incorporating Quality Goals into Strategic and Operational Plans
Organizational Change
An Example of Tools for a Strategic Planning Activity
Determining Most Feasible Alternative Using Strategic Tools
Stages in Determining Strategy
The Strategic Tools – The Initial SWOT Analysis
The Strategic Tools – External Environment Analysis (STIPLE)
The Strategic Tools – The Internal Analysis
The Strategic Tools – A More Definitive SWOT Analysis

Block 03: Customer and Market Focus

Objectives and Introduction
Internal and External Customers
Defining and Identifying the Customer
Understanding Customer Needs and Expectations
Collecting and Interpreting Customer Information
Customer Relationship Management
Customers as Partners
Types of Partnerships and Alliances

Benefits of Customer-Supplier Partnerships and Alliances
Managing Supplier Relationships
Selecting Suppliers
Supplier Certification and Rating
Supply Base and Customer Base Reduction

Block 04: Quality in Human Resources

Introduction and Objectives
Nature and Role of HRM
History
The House of Quality
A House of Quality for Human Resources
Cornerstones
Vision and Mission
Organisational Culture
The Culture of the Nation
Servant Leadership
Foundation
Satisfaction
Pillars
Pillar One: Continuous Improvement
Pillar Two: Product/ Process Quality
Definitions, Importance, and Other Matters
The Process Improvement Cycle
The Critical Success Factors
Special Problems and Concerns
Pillar Three: People Development
Psychological Contract
Change of Attitude
Problem-solving Skills
Employee Involvement and Team Building
Pillar Four: Facts and Measurements
Speaking With Facts
Measurement
Roof
Short and Long-term Strategy
Rules and Procedures
Systems, Processes and Structure
Environmental Constraints
Respect for Individual Differences
Ethical and Moral Decision Making and Behavior
Respect for Authority

Block 05: Tools and Techniques for Quality Management

Objectives and Introduction

- Tools for Data Collection and Interpretation
- Customer Records
- Data on Complaints
- Survey Data
- Benchmarking
- Transaction Data
- Tools for Planning
- Quality Function Deployment
- Simultaneous (Concurrent) Engineering
- Seven 'New' Management Tools
- Tools for Continuous Improvement
- The P-D-C/S-A Cycle
- Six Sigma
- The Differences between DMAIC and DMADV

Block 06: International Standards Organisation

- Introduction and Objectives
- An Overview of ISO
- The History of ISO
- What are ISO and ISO Certification?
- Relationship between ISO 9000 and QS 9000
- Sections in ISO 9001
- Basic Requirements for Certification
- Why is the Standards Important?
- Benefits and Drawbacks

Block 07: Change in the Context of Quality Management

- Objectives and Introduction
- The Goal of Quality Change
- The Progression of Change
- Just-in-time
- Paradigm Shift
- Training in Quality and Interpersonal Skills
- Roles
- Assertiveness
- Interaction and Process Skills
- Responsibility Charting
- The System and Structural Changes
- Steps toward Change
- Compensation Restructuring
- Behaviour Modification (OB Mod, Operant Conditioning, Positive Reinforcement)
- Advanced Quality Methods
- Team and Team Building in the Context of QM
- Benefits and Drawbacks

Types of Teams
Characteristics of Teams
Size
Stages of development
Team Norms and Cohesiveness
Conflict Resolution
Culture and Cultural Change
Should Consultants Be Used To Define and Implement Change?
Implementing Change
Communication
The Aftermath: The Carry-Over from Past Experiences
Structural Issues

Recommended books:

1. Total Quality Management By: Dale H. Bester field Edition: Third
2. Quality Management By: Donna C.S. Summers
3. Total Quality Management By: Joel E. Ross Edition: Third

