

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)**

TOTAL QUALITY MANAGEMENT (5523)

CHECKLIST

SEMESTER: SPRING 2014

This packet comprises the following material:

1. Text book
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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(Sadar Ayub)
Course Coordinator

ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)

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: Total Quality Management (5523)

Semester: Spring, 2014

Level: MBA

Total Marks: 100

Pass Marks: 40

ASSIGNMENT No. 1

(Units: 1–5)

- Q. 1 Explain the concept of Total Quality Management in detail. Discuss the main obstacles, which are facing in the implementation of total quality management in the banking sector of Pakistan.
- Q. 2 How the term strategic quality planning can be applied in the private sector organization? Critically discuss the basic steps involved in this process. Would there be tackle and can be applied in the public sector organization?
- Q. 3 How the organization employees can be involved in the process of total quality management in the light of Maslow's hierocracy of need theory and Herzberg's two factors theory. Discuss with examples.
- Q. 4 The Juran Approach to continuous improvement process is the best one. Do you agree? Discuss your arguments with examples.
- Q. 5 Discuss the concept of benchmarking in financial sector under present circumstances. Critically discuss the pitfalls of benchmarking. Discuss your arguments with examples.

ASSIGNMENT No. 2

Total Marks: 100

This assignment is a research-oriented activity. You are required to obtain information relating to any business organization and prepare a paper of about 30 pages on the topic allotted to you. The students are required to prepare two copies of Assignment # 2. Submit one copy to your tutor for evaluation and the second copy for presentation in the workshop in the presence of your teacher / resource person and classmates, which will be held at the end of the semester prior to final examination as informed your respective approved study center. The assignment must be developed in the following format.

- a) List of contents
- b) Introduction to the topic
- c) Important sub-topics
- d) Practical study of the organization with respect to the topic
- e) Review of theoretical and practical situations
- f) Merits and demerits of the organization with respect to topic under study
- g) Conclusions and recommendations
- h) Bibliography and references
- i) Annex, if any

You can use transparencies, charts and any other related materials for effective presentation. You are required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is D-3427185 then you will select topic number 5 (the last digit).

Topics:

0. ISO 9001 and its benefits for an organization
1. Use of EMS in a small scale organization
2. Benchmark planning for non-profit organization
3. Quality by design and its impacts on the organization development
4. Ethics standards in the organization and its role in quality development
5. Matrix Diagram as a tool of Total Quality Management
6. Customers' complaints: a getaway to quality advancement
7. Framework for implementing TQM in banking sector
8. Reengineering: A process of continuous quality improvement
9. Role of labor union in the overall quality development of an organization

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Course: **Total Quality Management (5523)**
Level: **MBA**

Semester: **Spring 2014**
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Unit 1. Introduction to Total Quality Management

- 1.1 Defining Total Quality Management
- 1.2 Basic Approaches of Total Quality Management
- 1.3 Gurus of Total Quality Management
- 1.4 TQM Framework
- 1.5 Awareness about the Improved Quality
- 1.6 Historical Review
- 1.7 Obstacles in Implementing TQM
- 1.8 Benefits of TQM

Unit 2. Leadership and Total Quality Management

- 2.1 Defining Leadership
- 2.2 Characteristics of Quality Leaders
- 2.3 Leadership Concepts
- 2.4 Seven Habits of Highly Effective People
- 2.5 Ethics and Quality
- 2.6 Deming Philosophy
- 2.7 Role of Leaders in TQM
- 2.8 Quality Control
- 2.9 Core Values, Concepts and Framework
- 2.10 Strategic Planning and Communication

Unit 3. Customer Satisfaction and Employee Involvement

- 3.1 Customer Satisfaction (An Overview)
- 3.2 Customer Perception of Quality and Feedback from Customer
- 3.3 Effectively using Customer Complaints
- 3.4 Transforming needs into Requirement of Customers and Importance of Customer Retention
- 3.5 Employee Involvement in Improving Quality
- 3.6 Motivational Theories and Empowerment
- 3.7 Teams and Their Effectiveness
- 3.8 Rewards, Recognition and Performance Appraisal
- 3.9 Union and Employee Involvement

Unit 4. Continuous Process of Improvement and Performance Measures

- 4.1 Perfection through Continuous Improving Process
- 4.2 Juran Approach to Continuous Improvement Process
- 4.3 Improvement Strategies
- 4.4 Problems: Types and Solving Method
- 4.5 Objectives of Performance Measures
- 4.6 Presentation of Performance Measures
- 4.7 Quality Costs
- 4.8 Malcolm Baldrige National Quality Award.

Unit 5. Benchmarking

- 5.1 Benchmarking: Concept and Significance
- 5.2 Reasons of Benchmarking
- 5.3 Benchmark Planning
- 5.4 Process of Benchmarking
- 5.5 Actions to close the Gap between Benchmark
- 5.6 Pitfalls and Criticisms of Benchmarking

Unit 6. Quality Management System

- 6.1 ISO: Concept and Significance
- 6.2 ISO 9000 Series: Standards and Requirements
- 6.3 Implementation of Quality Management System (ISO)
- 6.4 **Internal Audits**
- 6.5 ISO Certification for Service Organizations
- 6.6 ISO Vs Baldrige Award
- 6.7 ISO Standards in Pakistan

Unit 7. Environmental Management System

- 7.1 Introduction to Environmental Management Standards
- 7.2 Concept of ISO 14001
- 7.3 ISO 14000 Series Standards
- 7.4 Requirements of ISO 14001
- 7.5 Benefits of Environmental Management System
- 7.6 Integrating ISO 14000 with ISO 9000
- 7.7 Relationship of Standards with Health and Safety

Unit 8. Quality Function Deployment and Quality by Design

- 8.1 Concept of Quality Function Deployment
- 8.2 Role of team in QFD
- 8.3 Benefits of QFD
- 8.4 House of Quality
- 8.5 Quality Function Deployment Process
- 8.6 Quality by Design: Concept and Significance
- 8.7 Rational of Implementing Quality by Design
- 8.8 Communication Models
- 8.9 Tools used for implementing Quality by Design

Unit 9. Management and Technical Tools for improving

- 9.1 Introduction of Management Tools and there Importance
- 9.2 Forced Field Analysis
- 9.3 Nominal Group Technique
- 9.4 Affinity Diagram, Tree Diagram and Matrix Diagram
- 9.5 Process Decision Program chart
- 9.6 Activity Network Diagram
- 9.7 Just in Time and Just in Case
- 9.8 Concept of Statistical Process Control

Recommended book:

Besterfield D. H. (2010)*Total Quality Management*, New Delhi. Person Education.

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