

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

QUALITY MANAGEMENT (5575)

CHECKLIST

SEMESTER: SPRING, 2014

This packet comprises the following material:

1. Text Books
2. Course Outlines
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:

Mailing officer
Services Block No. 28
Allama Iqbal Open University
H-8, Islamabad

Salman A. Qureshi
(Course Coordinator)

**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)

Semester: Spring, 2014

Level: Executive MBA/MPA

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 so desire, 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

- Q.1 Select one staff department (e.g., accounting, finance, marketing services, human resources) and describe how this department can deliver quality service to its internal customers. (20)
- Q.2 Top management plays a vital role in achieving the goals of an organization how leadership by top management is the driver of quality? (20)
- 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 Is there any risk involved if an organization gets too close to its suppliers through partnerships and alliances, to the extent that closeness makes it more difficult to manage the relationships? Discuss the pros and cons of close relationship in an industry with which you are familiar. (20)
- Q.5 Why ISO certification is important for both service and manufacturing organizations? Select an organization and guide through the initial steps in the certification process. Help the organization to make a decision regarding ISO certification, which reference to the strengths and drawbacks of ISO, as to whether or not certification would be advantageous. (20)

ASSIGNMENT No. 2

Marks: 100

Instructions:

1. This assignment is a research-oriented activity. You are required to develop a term paper 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. Please send one copy of this assignment to COL MBA/MPA Programme office, Block No. 11, Allama Iqbal Open University, Sector H-8, Islamabad.
3. For the preparation of this assignment, you should first thoroughly review the conceptual framework of the topic 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 paper consisting of at least 20 to 25 typed pages 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 the 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

1. Impact of Total Quality Management on Strategy of a company.
2. Customer Retention in service organization
3. Challenges for Quality Professionals
4. Measurements in Quality Management
5. Relationship between ISO 9000 and QS 9000
6. Quality is in the eyes of a Customer
7. Process Improvement Cycle
8. Leadership Quality ingredient
9. Mission of Quality Management
10. (WTO) World Trade Organization and challenges

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 is ISO and ISO Certification?
Relationship between ISO 9000 and QS 9000
Sections in ISO 9001
Basic Requirements for Certification
Why are 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