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

QUALITY MANAGEMENT (5575)

CHECKLIST

SEMESTER: AUTUMN, 2012

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)
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: Autumn, 2012
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 underlining the points you wish to emphasize. Make sure that the answer is within the stipulated word limit.

Wishing you all the best
ASSIGNMENT No. 1

Q. 1 a) Discuss the concept of quality and quality management. (10)
   b) Described two methods of quality control with examples. (10)

Q. 2 Describe how to incorporate quality goals into strategic and operational plans? (20)

Q. 3 a) Define and interpret concepts of Customer Relationship Marketing. (10)
   b) Describe the roles of suppliers in QM and approaches to managing the relationships between organizations and their suppliers. (10)

Q. 4 Explain the two conflicting roles that the human resources department (HR) has within the organization. Explain the type of national culture that exists within Pakistan in terms of power dominance, uncertainty avoidance, individualism/collectivism, and masculinity/femininity. (20)

Q. 5 a) Describe three categories of tools and techniques for QM. (20)
   b) Recount the Six Sigma approach and the DMAIC and DMADV approaches.

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. 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).

1. Impact of Total Quality Management on Strategy of a company
2. Customer Retention
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
0. (WTO) World Trade Organization and challenges to quality management
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. Besterfield
   Edition: Third

2. Quality Management
   By: Donna C.S. Summers

3. Total Quality Management
   By: Joel E. Ross
   Edition: Third