OM 456 001: Quality Management
Fall 2014 Course Syllabus
Dr. Jim Murray

Instructor
Dr. Jim Murray - Adjunct Faculty, School of Management
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Office Hours: Monday and Wednesday 6:00pm – 7:00pm and by appointment. I am usually available right after class for any questions.

Course
Number: OM 456 Section 001 Fall 2014
Course Title: Quality Management
Credit hours: 3
Meeting days & time: Wednesday 7:20pm-10:00pm
Location: Robinson Annex (R A) room 208

Prerequisite
C or higher in OM 301, degree status. Prerequisite enforced by registration system.

Required Material
Textbook
Title: Managing for Quality and Performance Excellence, 9th Edition
Author: James R. Evans; William M. Lindsay
ISBN-10: 1285069463
Publisher: Cengage South-Western

Student Companion Site
Follow instruction for student login at: https://login.cengage.com/cb/login.htm

Course Blackboard Site
Go to http://courses.gmu.edu all slides covered in class as well as assignments will be available there. Course slides are very important resource for this course.
About the Course
Description
Although Quality Management has a specific meaning within many different business sectors, ultimately understanding Quality Management concepts, processes, and tools help organizations achieve their goals with high degrees of customer satisfaction.

In this course we will learn topics such as the evolution of quality management, total quality management, establishing a quality management program, evaluation of quality management programs, and go over some of the top quality management frameworks such as ISO, CMMI, and Six Sigma. The course is designed to provide you with practical knowledge and skills to apply concepts learned in the class in the real-world environment. As such, material will be covered in different format including class lectures, videos, discussion, exercises, guest speakers, and a group project.

Whether you will be a part of the Quality Management group in your organization or not, this course will provide you with valuable concepts that you can use to make positive changes within your organization, or even your daily life, that will help achieve and maintain performance excellence. The course is organized, as you can see in the course schedule below, so that the first half of the course will aim to provide general understanding of Quality Management, while the second half will focus on specific frameworks that can be used to implement Quality Management programs.

Course Goals and Learning Objectives
- Students will demonstrate knowledge of basic concepts in Quality Management
- Students will be able to understand the direct relationship between Quality Management and performance excellence
- Students will understand approaches and underlying values of different Quality Management frameworks such as CMMI, ISO, and Six Sigma
- Students will understand worldwide Quality Management award programs awarded to organizations demonstrating performance excellence
- Students will be able to apply the course information and skills to real world situations
- Students will have greater appreciation and interest in Quality Management
- Students will be able to draw connections between concepts covered in class and situations they come across outside of class
- Students will be able to contribute to the success of the Quality Management programs at their place of work through evaluation and feedback techniques

Grading Standard
- A 90% and above
- B 80% and above
- C 70% and above
- F Below 70%

Graded Requirements
Total of 1000 points as allocated below:
• Class Participation 10% - Homework presented in class / individual contributions / other – treated in three parts - 1 point per class for attendance, 1 point for participation, 1 additional point for exceptional participation or high quality class contributions
• Quizzes 6 - 5 highest will count providing 40 points each for a total of 200 points (20%)
• Midterm Exam 350 points (35%)
• Final Exam (not comprehensive) 350 points (35%)

Electronic Devices
Regarding electronic devices (such as laptops, cell phones, etc.), please be respectful of your peers and your instructor and do not engage in activities that are unrelated to class. Such disruptions show a lack of professionalism and may affect your participation grade.

Academic Integrity
GMU is an Honor Code university; please see the Office for Academic Integrity for a full description of the code and the honor committee process. The principle of academic integrity is taken very seriously and violations are treated gravely. As in many classes, the project in this class is designed to be completed within your selected group. With collaborative work, names of all the participants should appear on the work. Collaborative projects may be divided up so that individual group members complete portions of the whole, provided that group members take sufficient steps to ensure that the pieces conceptually fit together in the end product. When you are responsible for a task, you will perform that task. When in doubt (of any kind) please ask for guidance and clarification.

Disability Accommodations
If you have a documented learning disability or other condition that may affect academic performance you should: 1) make sure this documentation is on file with Office of Disability Services (SUB I, Rm. 4205; 993-2474; http://ods.gmu.edu) to determine the accommodations you need; and 2) talk with me to discuss your accommodation needs.

Privacy
Students must use their MasonLive email account to receive important University information, including messages related to this class. See http://masonlive.gmu.edu for more information.

Approach
1. Geared for the future business professional engaged in decision support and/or decision making. The emphasis is on practical business applications rather than on technical rigor. The format will be lectures, but discussions and questions are highly encouraged.
2. As the instructor, I am responsible for teaching the best course possible, including providing the best possible resources which promote learning. Students are individually and solely responsible for their own learning, including the application of the information presented, as demonstrated by performance on the graded homework, quizzes, and exams. I will use my office hours to meet with students individually to work with them on a one-to-one basis to help their understanding and mastery of the material.

Disability
All academic accommodations due to disability must be arranged through the Office of Disability Services (ODS). If you are a student with a disability and you require academic accommodations, please contact ODS at 703-993-2474. I will cooperate fully with the ODS to accommodate a student’s special needs.

**Honor Code**

1. Students are obligated to strict adherence to the University honor system and code as described in the University Catalog. You are bound by the code to neither receive nor furnish any assistance of any kind on any graded assignment, test, or quiz.
2. Specifically:
   A. All work submitted for a grade, including tests, quizzes, and homework, are to be completed individually, on your own, and alone. Study groups are encouraged but all work submitted for a grade must be your own.
   B. Communication and collaboration, or suspicion thereof, of any kind between students during tests and quizzes is strictly and absolutely forbidden.
   C. Any evidence or suspicion of collaboration on graded work will be construed as an honor code violation.
3. Any violations of the honor code will be reported as required to the Office of Academic Integrity.

**Connectivity**

1. It is the student’s responsibility to have reliable and adequate Internet connectivity and access (including GMU computers available on campus).
2. For technical assistance, visit the ITU Support Center.

**E-mail Contact**

1. I communicate remotely with students only by GMU e-mail. I will may reply to voice mail messages left on my Cell phone 703-407-7393.
2. For security and confidentiality, I will only reply to GMU e-mail addresses.
3. I will only reply to student e-mail that is signed with your full name and that states your course and section. On every email, the subject line should start with OM456 followed by your section number (001).
4. I check and respond to e-mail at various times during the work day, and I will usually respond to you within 24 hours. However it may be longer during busy periods. I do not respond to email on the weekends.
5. Expect a response to an inquiry within 1 to 2 days after I read the e-mail.

**Class Etiquette**

Be courteous to and respectful of others in class. Please be sure to turn all cell phone ringers off.

**Class Participation**

1. Performance is highly associated with class attendance and participation.
2. Students are expected to attend all scheduled classes.
3. Class participation consists of active engagement in the presentation of material and through questions and discussions.
4. The student is solely responsible for all assignments and material presented in class even if missed due to absence.

**Course Website on Blackboard**

1. The OM 456 course website consists of separate pages and links containing this syllabus; announcements and assignments, PowerPoint presentations, supplemental notes; solutions to some textbook and homework problems; and student grades. **Note that the classroom presentations may be condensed and abridged versions (with shortened coverage and content) of the corresponding presentations available on the website.**

2. The website is continually being maintained. During the semester, new documents may be created and existing documents may be modified as appropriate. Important course announcements will be posted at the bottom of the main page. **You should check the website often, at least twice a week.**

3. Students will be informed beforehand of the pertinent documents for the next class. It is recommended that students download the pertinent course documents before class and well before exams and assignment due dates. To alleviate the burden of taking notes in class and to give your full attention to the discussion, I recommend that you annotate my documents with your own notes as appropriate during class.

4. The student should be familiar with recent versions of MS Office products, especially MS Word, PowerPoint, and Excel.

5. The course website is an electronic medium to facilitate the transfer and dissemination of the course content. It is provided solely to augment classroom presentation and discussion of the material. The web site is not a substitute or replacement for attending class.

**Homework- this is for practice and may be treated as a quiz as specified by the instructor**

1. Mastery of the subject matter is measured by skill and proficiency in problem solving. Proficiency is gained by practice. The assigned homework should be considered the minimum amount of practice. (It is also a diagnostic tool by which the student may assess his or her understanding and performance.)

2. The homework assignments will consist of problem sets from the textbook chapters covered by the homework.

3. Homework may be assigned at any time during the semester, usually at the end of a chapter. The homework assignment may reference one or more chapters. Together the homework assignments will constitute a portion of a grade equivalent to a quiz – up to 20 points of (2%) of the course grade. Every homework assignment will carry the same weight as every other homework/quiz assignment regardless of the number of problems included in each assignment.

4. The homework assignments and required due dates will be announced in class. Following the class announcements of homework assignments, a follow up announcement will be provided on the course website including the due date. There will be no other announcements and the student is solely responsible for submitting homework on time.

5. Follow the instructions given for each homework assignment to be submitted. Homework may be submitted late only under extreme emergencies AND at the sole discretion of the instructor.

6. The submitted homework is an individual effort.
Quizzes
1. Five mandatory, (out of a total of 6 quizzes – lowest grade will be dropped) scheduled quizzes will be given in class (at anytime during the class). The quizzes will be announced in class at some point preceding the quiz. The advance warning may be as little as one class meeting prior.
2. Each individual quiz contributes the points scored (out of 40 points) to the final course score. Altogether, the quizzes count for up to 200 points of the final course score.
3. A quiz is generally a set of multiple choice or T/F questions, and may also consist of word problems. Quizzes may test your knowledge of any topics covered in the class lectures or in the reading assignments.
4. Use of the textbook, class notes, etc., during exams is prohibited unless otherwise stated by the instructor.
5. All quizzes are individual efforts. Absolutely NO collaboration of any kind is permitted. Any collaboration will be treated as an Honor Code violation.
6. A missed quiz will be assigned a score of zero. A missed quiz CANNOT BE MADE UP. Note: 5 of 6 quizzes will count towards the grade

Tests
1. Two mandatory, non-cumulative, tests will be given, as announced. The tests will be comprehensive of the topics they cover.
2. Specific topic coverage of all the exams will always be announced and posted in advance of test dates. Each individual test contributes the points scored to the final course score. Altogether, the tests count for up to 700 points of the final course score.
3. Exams will test concepts, technical skill, and critical thinking. The exams may consist of true/false, multiple choice, short answer questions, and/or word problems. Technical material will be covered by word problems; each problem may itself contain several or many parts. Partial credit for word problem solutions may be awarded, as appropriate.
4. Tests are primarily based upon the class presentation and discussion of the material as presented in class. However, some questions may test the student’s comprehension of subject matter in the reading assignments and which were not covered in the lectures.
5. The schedule of tests is to be announced. Advance notice of the date and specific coverage of each test will be given in class. The final, will be given as stated in the published Final Exam Schedule (see “Schedule” below).
6. All tests are an individual effort. Absolutely NO collaboration of any kind is permitted. Any collaboration will be treated as an Honor Code violation.
7. Use of the textbook, class notes, etc., during exams is prohibited unless otherwise stated by the instructor.
8. MISSED TESTS.
   - A missed test will be assigned a score of zero.
   - A missed test may be made up only under extreme circumstances, WITH supporting documentation, AND at the sole discretion of the lecture instructor. One and only one make-up is allowed. (See the “Make-ups” paragraph below).

Make-up Tests
1. One and only one (1) missed test can be made-up.
2. Taking a make-up is not automatic. You must qualify and register for any make-up with the lecture instructor prior to registration deadline. (You must provide a valid and bona fide reason for missing the test when it was originally scheduled, supported and verified by documentation. All decisions are final; there is no appeal.)

3. Re-testing to replace scores already earned on tests is strictly prohibited and will not be allowed under any circumstances.

4. Make-ups may be of a different format and level of difficulty than the original test.

5. A missed test will be assigned a score of zero until it is made-up. After the make-up, the grade on the make-up will replace the zero, to be added into the final total course score.

Course Grade
1. Students must be officially registered in this section to receive a grade. It is the sole responsibility of the student to verify their own registration status.

2. Final course grades are assigned on a point system with a maximum of 1000 points for the course, based on the final total point score for the course, which is the sum of the scores earned on all tests, quizzes, and graded homework assignments.

3. Final course grades will be assigned as whole letters, WITH plus and minus.

4. The final course grade is assigned objectively, rationally, and strictly according to the numerical final course total point score earned on all grading instruments. Final course letter grade assignments on the 1000 point system are given in the table below.

5. Final total point scores are NOT “bumped” or rounded up to the next higher letter grade.

6. There is no “extra credit” of any kind, for any reason.

Schedule
1. Refer to the fall 2014 Schedule of Classes for the Academic Calendar.

2. The test make-up day is TBA. Time and location are TBA.

3. The last class is on Saturday, December 6.

4. In conformity with the official Final Exam Schedule promulgated by the Registrar’s Office, Test 2 is scheduled for Wednesday December 17 during the normal class period 7:20pm – 10:00pm (TBR)

5. Conflicts in the final (Test 2) schedule can only be resolved with official notice in writing at least two weeks prior to the date of the final, with the appropriate paperwork. Requests not meeting any part of this condition will be automatically denied.

Topics
1. The tentative list of topics is given below. The list follows the basic order and coverage of topics in the required text.

2. The list of topics is subject to change during the semester. Some sections in the text will be skipped, as announced. Some material not contained in the text may be presented in class, as will be noted.
<table>
<thead>
<tr>
<th>Wednesday Fall 2014</th>
<th>Class #</th>
<th>Topics /Notes</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>27-Aug</td>
<td>1</td>
<td>Intro + Chapter 1</td>
<td>Introduction to Quality</td>
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<tr>
<td>3-Sep</td>
<td>2</td>
<td>Chapter 2</td>
<td>Syllabus Acknowledgement due - Foundations to Quality Management</td>
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<tr>
<td>10-Sep</td>
<td>3</td>
<td>Chapter 3</td>
<td>Customer Focus on Quality</td>
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<tr>
<td>17-Sep</td>
<td>4</td>
<td>Chapter 4</td>
<td>Workforce focus on Quality</td>
</tr>
<tr>
<td>24-Sept</td>
<td>5</td>
<td>Chapter 5</td>
<td>Process Focus on Quality</td>
</tr>
<tr>
<td>1-Oct</td>
<td>6</td>
<td>Chapter 10 &amp; 14</td>
<td>Baldridge Framework for Performance Excellence &amp; Leading and Sustaining Quality and Performance Excellence</td>
</tr>
<tr>
<td>8-Oct</td>
<td>7</td>
<td>Chapter 11 &amp; 12</td>
<td>Strategy and Performance Excellence &amp; Measurement and Knowledge Management for Performance Excellence</td>
</tr>
<tr>
<td>15-Oct</td>
<td>8</td>
<td>Exam 1</td>
<td>Regular class time and place Closed book Covering chapters: 1-5, 10, 14, 11, 12 &amp; speaker topic</td>
</tr>
<tr>
<td>22-Oct</td>
<td>9</td>
<td>Chapter 6 &amp; Chapter 7</td>
<td>Statistical methods and quality management &amp; Design for Quality and Product Excellence</td>
</tr>
<tr>
<td>29-Oct</td>
<td>10</td>
<td>CMMI</td>
<td>Supplemental material on blackboard</td>
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<tr>
<td>5-Nov</td>
<td>11</td>
<td>ISO</td>
<td>Supplemental material on</td>
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<tr>
<td>Date</td>
<td>Week</td>
<td>Topic</td>
<td>Notes</td>
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<tr>
<td>12-Nov</td>
<td>12</td>
<td>Chapter 8 &amp; Chapter 9</td>
<td>Measuring and Controlling Quality Process Improvement with Six Sigma</td>
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<tr>
<td>19-Nov</td>
<td>13</td>
<td>Special topics/Software Quality</td>
<td>Supplemental material on blackboard</td>
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<tr>
<td>26-Nov</td>
<td>N/A</td>
<td>Thanksgiving recess Nov 26-30</td>
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<tr>
<td>03-Dec</td>
<td>14</td>
<td>Review / Discussion</td>
<td>To be announced</td>
</tr>
<tr>
<td>10-Dec</td>
<td>15</td>
<td>Final Exam</td>
<td>Regular class time and place</td>
</tr>
</tbody>
</table>

OM 456 001 – (W) – 7:20 – 10:00 PM –
Planetary Hall Room 224
Acknowledgement of the OM 456-001 fall 2014 Course Syllabus

I ___________________________ (students registered name), have read and understand the OM 456 course syllabus as presented by Professor Jim Murray on August 27th. I have read and agree to fully comply with the policies and procedures of the George Mason University, School of Business and the details of the course as explained in this syllabus.

A student may ask any questions of Professor Jim Murray or the ISOM department chair person within 1 week of being admitted to the class or class initiation. This completed form must be signed and returned to professor Jim Murray within 2 weeks of entering the course or no grades will be recorded.

___________________________ Date (Fall 2014) _______

(Students Signature agreeing to have received and acknowledge the syllabus)