I. Locator Information:
Instructor: Dr. Li Chen
Course # and Name: MGMT421.D1 Quality Management
Semester Credit Hours: 3 Credits
Online Office Hours: Monday 11AM to Noon, Thursday 11AM to Noon
Email address: lchen@uncfsu.edu (I will respond within 24 hours)
Course Homepage: https://uncfsu.instructure.com/
Online Office Link: go to Canvas Course Home Page -- Chat
Please see detailed instructions at the end of the syllabus.

Mission Statement: The School of Business and Economics is dedicated to providing quality business education to a diverse student population. The school prepares students to meet the challenges of a changing environment and to compete in a global market. This is accomplished by supplementing the University’s strong teaching emphasis with research and a curriculum that reflects changing market conditions. The school also assists in regional economic transformation by promoting entrepreneurial and economic education.

FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (username@broncos.uncfsu.edu) that is easily accessible via the Internet. The university has established FSU email as the primary mode of correspondence between university officials and enrolled students. Information from FSU or FSU students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. The student is responsible for ensuring the mailbox remains available to receive notifications. FSU is not responsible for issues related to notifications that are not deliverable due to full mailboxes. Inquiries or requests from personal email accounts are not assured a response.

Rules and regulations governing the use of FSU email may be found at http://www.uncfsu.edu/PDFs/EmailPolicyFinal.pdf

FSU Policy on Course Withdraw:
Withdraw from class means you are withdrawing from 1 or 2 classes that you will not be attending and you have other classes on your schedule that you will attend. Effective Fall 2009, students will be allowed only 5 withdrawals from class for the remaining of your college career. The 6th Withdraw will be calculated as “F”.

This policy can be found at http://www.uncfsu.edu/registrar/withdrawals.htm
II. Course Description: This course introduces advanced operations management approaches to Quality Management (QM); process and productivity improvement in manufacturing, and service and government organizations. Primary focus will be on the management of quality by all the disciplines in an integrated manner within the organization, statistical quality control, total quality management, international quality standards, Japanese concepts of quality, and related topics. We will use case studies, exercises, and/or term projects to show application of management and quantitative concepts. The idea behind this course is to provide a framework for organizing and managing a continuous improvement program.

Course prerequisites: MGMT 311.

III. Disabled Student Services: In accordance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act (ACA) of 1990, if you have a disability or think you have a disability to please contact the Center for Personal Development in the Spaulding Building, Room 155 (1st Floor); 910-672-1203.

IV. Title IX – Sexual Misconduct
Fayetteville State University (University) is committed to fostering a safe campus environment where sexual misconduct — including sexual harassment, domestic and dating violence, sexual assault, and stalking - is unacceptable and is not tolerated. The University encourages students who may have experienced sexual misconduct to speak with someone at the University so that the University can provide the support that is needed and respond appropriately. The Sexual Misconduct policy can be found at the following link: http://www.uncfsu.edu/Documents/Policy/students/SexualMisconduct.pdf

Consulting with a Health Care Professional - A student who wishes to confidentially speak about an incident of sexual misconduct should contact either of the following individuals who are required to maintain confidentiality:

Ms. Dionne Hall
Licensed Professional Counselor
Spaulding Building, Room 167
(910) 672-2167
dhall9@uncfsu.edu

Ms. Linda Melvin
Director, Student Health Services
Spaulding Building, Room 121
(910) 672-1454
lmelvi10@uncfsu.edu

Reporting an Incident of Sexual Misconduct - The University encourages students to report incidents of sexual misconduct. A student who wishes to report sexual misconduct or has questions about University policies and procedures regarding sexual misconduct should contact the following individual:

Title IX Coordinator
Barber Building, Room 242
(910) 672-1141

Unlike the Licensed Professional Counselor or the Director of Student Health Services, the Deputy Title IX Coordinator is legally obligated to investigate reports of sexual misconduct, and therefore cannot guarantee confidentiality, but a request for confidentiality will be considered and respected to the extent possible.

Students are also encouraged to report incidents of sexual misconduct to the University’s Police and Public Safety Department at (910) 672-1911.

VI. **Student Learning Outcomes**
Upon completion of this course, students will be able to: (learning outcomes listed below)

1. Gain an overview of the field of operations management and understand how operations function fits into overall organization’s mission and goals.
2. Describe key elements of effective quality control and improvement programs.
4. Apply structured problem-solving methods and tools to improve quality.
5. Identify current trends and benchmark organizations related to quality management.
6. Develop communication skills including written communication, oral communication, quantitative analysis, computer usage, and critical thinking.
7. Practice problem solving/analysis through cases in quality management.
8. Develop leadership skills.

VII. **Course Requirements and Evaluation Criteria**

**Canvas System:** Students are assumed to have competence in using all aspects of Canvas system, including downloading slides and homework, submitting homework, completing quizzes etc. The instructor will **NOT** provide instructions of technical support. Students are expected to have access to Internet and check the Canvas system and their e-mail accounts on a **regular basis** for MS PowerPoint slides, other types of course content documents, external links, and announcements. In the control panel, the instructor will use three Canvas resources for postings:

1. Home Page -- Announcements - this will have an update of the announcements.
2. Modules - this is used for postings of MS Word, MS PowerPoint, and MS Excel documents related to class instruction, exercises and exams. Students are expected to be competent in the use of Microsoft Office 2013/2010 and to have access to all its programs.
3. External Links – website links for up-to-date readings on concepts and technology trends.

* Suggested frequency for checking Canvas system and email is at least once a day.

**Academic Integrity:** I take violations of the University’s Honor Code very seriously. Behavior that appears to be cheating cannot and will not be tolerated and will be punished appropriately (from earning NO CREDIT on an exam to a failing grade in the course along with a notation on your permanent transcript stating that you failed due to academic dishonesty). Behavior that appears to be cheating includes copying from classmate solutions, or checking books or notes on exams, and it should be prevented by students and/or reported to instructors.

**Course Policy:**
- **Communication:** Email is the best way to contact the instructor. I will respond in 24 hours. I am very happy to discuss with you during the online office hours to help you advance understanding of the material and solve the problems encountered in your learning process. Please follow the detailed instructions at the end of the syllabus to go into the Canvas chat for office hours. Please don’t worry if you do have difficulty getting into the Canvas chat for office hours. Send me an email with your question and I will respond in 24 hours.
- **Homework:** There will be six homework assignments in this course. **Homework assignments MUST be done individually.** Each homework assignment will be posted online and students’ answers MUST be typed and formatted properly using Microsoft Word or Excel. Students need to submit their answers to the instructor by email...
or in Canvas system before deadline. **NO LATE SUBMISSION ALLOWED.** The instructor will post the answer in the Canvas system. The instructor will choose the best five grades of the six homework assignments to compute the final letter grade.

- **Quizzes:** There will be nine quizzes in this course. Students are expected to take the quiz during the designated time frame. The quiz will disappear afterward. Students are allowed to take each quiz only once. The instructor will choose the best eight grades of the nine quizzes to compute the final letter grade.

- **Term paper:** Term paper is to help students apply the knowledge of quality management in real life businesses. This is an individual work. Students need to search on the Internet, newspaper, magazine, library, and other sources to complete the paper. The paper will be evaluated based upon the following criteria:
  1) Subject: the term paper must be directly related to textbook content.
  2) Content: the term paper must provide sufficient data, analysis and discussions to address specific topic requirements.
  3) Implication: the term paper must provide implications for businesses.
  4) Professional writing: the report must provide a clear writing with minimal grammatical errors and typos.

- **Examinations:** There will be one midterm exam and a final exam. **This is an online class, but both exams are proctored. Both exams MUST be done individually.** Final exam is not accumulative and takes place in the final week. Make-up examinations will only be given to students who could not attend a scheduled examination and have documented proof to justify their absence. The instructor reserved the right to change the structure/format of the missed exam. **It is your responsibility to schedule the time and place to take the exam.** Please note: vacations, previously purchased tickets or reservations, weddings (unless part of the wedding party), and other large or small scale social events, are not viable excuses for missing a final exam. Thank you in advance for your cooperation.

- **Final Letter Grades:** Grades for each exam will be numerical and will be converted from the raw total of points given to a scale of 0-100. Letter grades will be assigned based on a combination of factors including relative ranking within the class and demonstrated mastery of the subject material.

  **Grade Distribution**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100%</td>
<td>A</td>
</tr>
<tr>
<td>80-89%</td>
<td>B</td>
</tr>
<tr>
<td>70-79%</td>
<td>C</td>
</tr>
<tr>
<td>60-69%</td>
<td>D</td>
</tr>
<tr>
<td>below 60%</td>
<td>F</td>
</tr>
</tbody>
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Please note that the university has also established that the “X” and the “EA” grades be used for reporting student’s performance during the semester (in addition to the mid-term grades):

**INTERIM GRADE X = NO SHOW** – Assigned to students who are on a class roster, but never attend class. For warning purposes only; NOT a final grade.

**INTERIM GRADE EA = EXCESSIVE ABSENCES** - Assigned to students whose class absences exceed 10% of the total contact hours. For warning purposes only, NOT a final grade.

**Extension Grade Policy** – The Extension Grade allows students who fulfill their course requirements and who attend academic support to protect their GPA if they get a D or F until they re-take the course in the next semester. The Extension Grade is available for any course for which FSU provides a structured program of academic support.
Link: http://www.uncfsu.edu/learningcenter/extension/

NOTE TO STUDENTS ABOUT CLASS WITHDRAWALS:
- Students receive no refund for withdrawing from individual classes and they slow their progress toward degree completion.
- Students who withdraw from or fail more than one-third of their classes will no longer be eligible for financial aid.
- STUDENTS MUST STRIVE TO EARN CREDIT FOR ALL THE CLASSES IN WHICH THEY ENROLL. STUDENTS SHOULD WITHDRAW FROM CLASSES ONLY WHEN IT IS ABSOLUTELY NECESSARY.

- **Grading policy (Please do not look at the Canvas total grade):**
  - Homework: 22%
  - Quiz: 10%
  - Term Paper: 8%
  - Midterm exam: 30%
  - Final exam: 30%

**Disclaimer:** The instructor reserves the right to amend, adjust, or otherwise modify this course outline at any time during the course. The students will be notified in time of any modification.
VIII. Course Outline and Assignment Schedule

**Tentative Course Schedule**
*(Subject to change during the semester)*

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture</th>
</tr>
</thead>
</table>
| Week 1 (01/16 – 01/20) | Course introduction Chapter 1 Introduction to Quality/ Quiz 1  
*Martin Luther King, Jr. Holiday* |
| Week 2 (01/23 – 01/27) | Chapter 2 Foundations of Quality Management/ HW #1 Quiz 2  
*Withdraw starts on 01/23* |
| Week 3 (01/30 – 02/03) | Chapter 3 Customer Focus |
| Week 4 (02/06 – 02/10) | Chapter 3 Customer Focus / HW #2 Quiz 3 |
| Week 5 (02/13 – 02/17) | Chapter 5 Process Focus / Quiz 4 |
| Week 6 (02/20 – 02/24) | Chapter 6 Statistical Methods in Quality Management / |
| Week 7(02/27 – 03/03) | Chapter 6 Statistical Methods in Quality Management / HW #3 Quiz 5 |
| Week 8(03/06 – 03/10) | **Midterm Exam Review & Midterm Exam** |
| Week 9(03/13 – 03/17) | **Midterm Break** |
| Week 10(03/20 – 03/24) | Chapter 7: Design for Quality and Product Excellence // HW #4 Quiz 6  
*03/31 is the last day to withdraw* |
| Week 11(03/27 – 03/31) | Chapter 8 Measuring and Controlling Quality  
*Good Friday* |
| Week 12(04/03 – 04/07) | Chapter 8 Measuring and Controlling Quality / HW #5 Quiz 7 |
| Week 13(04/10 – 04/14) | Chapter 9 Process Improvement and Six Sigma  
*Good Friday* |
| Week 14(04/17 – 04/21) | Chapter 9 Process Improvement and Six Sigma / HW #6 Quiz 8 |
| Week 15(04/24 – 04/28) | **Term Paper Due /** |
| Week 16(05/01 – 05/05) | Chapter 10 The Baldrige Framework for Performance Excellence / Quiz 9 |
| Week 17(05/08 – 05/12) | **Final Exam Review & Final Exam** |
Instructions of using Office Hours in Canvas
Step 1: Log In the course MGMT421.D1, click the Chat on the left of the home page of the course.

Step 2: You should be in the interface of Chat. You can leave a message by typing in the message box at the bottom.
Step 3: Then you should be able to contact your instructor in Office Hour in Canvas.