



School of Business and Economics, Department of Management
1200 Murchison Road, Fayetteville, NC, 28301-4298
MGMT 421 Quality Management
Spring 2011

FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (username@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. Inquiries and requests from students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. Inquiries or requests from personal email accounts are not assured a response. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail.

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

II. Course Description: This course presents the basic principles and tools associated with quality management. The topics include the definition of quality and its function in health services; pioneers in quality; strategic quality planning; quality tools; customer voice; market voice; statistical quality control and international issues and standards

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. Textbook: Kemp, S. (2006). *Quality Management DeMystified A Self Teaching Guide*. McGraw-Hill, New York.

V. COURSE OBJECTIVES:

Upon successful completion of this course students will be expected to:

1. To know basic principles and methods associated with quality management.
2. To apply quality principles and methods in health care organizations.
3. To demonstrate an understanding of the relationship between quality management principles and the theories and models in management.

To use different quality tools

VI. COURSE COMPETENCIES

This course is designed to strengthen students' competencies in:

- Written and oral communications
- Critical thinking through the use of case analysis
- Self-awareness through self-assessments and experiential exercises
- Leadership and teamwork skills

VII. Course Requirements and Evaluation Criteria -

A. Grading Scale

A	92%-100%
B	83%-91%
C	73%-82%
F	72% or less (failure)

B. Attendance Requirements – Your attendance will be tracked daily and will affect the class participation portion of your grade. If you find that you will need to be away from class for an extended period for personal reasons please let me know in advance. You will have two excused absences. After two you will lose 1% from your total participation score for each absence. You will have two excused tardies. After two tardies you will lose .5% from your participation score.

C. Grade Distribution:
30% Exams (2 at 15% each)
40% Project
15% Participation Score
10% Article Critique
5% Classroom Learning Assessment

D. Policy on Missed or Late Assignments - **Make-up exams will not be given.** If an exam is missed due to an emergency, an essay exam score will be substituted for the missed exam score. Forgetting to take an exam will not be considered an emergency and will be considered a zero. Documentation of proof of emergency may be required. 10% will be deducted from all assignments including discussion boards for each day that they are late, up to five days. After five days assignments will be accepted; however, they can only earn a maximum score of 50%.

E. Other
Honor Code: Fayetteville State University students and members of this class pledge to uphold and live proactively by the code of honor of this university.

Disability Accommodation: Please address any special needs with the instructor at the beginning of the semester.

Exams: Exams will be multiple choice, short answer and essay format.

Please note the following University policies:

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.

FN = FAILURE DUE TO NON-ATTENDANCE – Assigned to students who are on class roster, but never attend the class. An FN grades is equivalent to an F grade in the calculation of the GPA.

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.

B. Other

NOTE: IT IS VERY IMPORTANT TO READ AND UNDERSTAND THE FOLLOWING REQUIREMENTS FOR THIS COURSE.

1. Class Participation/Blackboard

Students are expected to participate in class discussions. This is a web-enhanced class and class materials will be posted on the web.

Class Participation: Students are expected to be on time for class and should participate fully in class activities and case problems. All cell phones and other digital equipment should be turned off in class. Respect for fellow classmates and instructor are expected and those who are disruptive to the learning experience will first be warned then will be asked to leave the classroom if the behavior continues.

2. Text and other readings

Assigned readings should be completed according to the given schedule. It usually takes 2 to 3 hours to read one chapter. It is recommended that students take notes carefully when they are reading the chapters.

3. Technology Requirements

This course assumes you already have a demonstrated competence in basic computer skills as listed below. If you are not familiar with the items listed below, you will need to use tutorials, additional self-help tools, or campus resources to improve your competency.

- **Blackboard Interface.** You should be familiar with blackboard, including the use of on-line quizzes and accessing information.
- **The Internet.** You must be capable of using the Internet, especially for purposes of getting course-related information from the web page of the textbook hosted by the publisher. The professor may also send you email updates requiring that you visit selected web sites as part of the participation portion of the course and/or homework and tests.
- **Email Services.** You must be proficient in sending and receiving email, including the use of attachments. And, you need to check your e-mail often for course updates/announcements..
- **Turnitin software.** You will be required to upload writing assignments to *Turnitin*. Instructions will be given to you.

4. Communication with the Instructor and with Each Other

The best way to communicate with me is by email. However, feel free to call me if you need an immediate answer. My office and cell phone numbers have been provided for you. Please only call my cell phone between the hours of 9:00 & 5:00 pm. If you have any questions or problems, please let me know as soon as possible so that we can find a solution.

Note: Email ID Requirements: Due to increasingly serious virus threats, I prefer that you adequately identify yourself, or you will run the risk of an un-opened and unread e-mail message. When you send me an email, your subject line should contain: **Course Number, Your Name, and Reason for message.**

5. Exams

You must take each examination on the date and time scheduled. The exams will be timed and must be completed within the time allotted. Please note: There will be no *makeup exams*. If you miss an exam due to an emergency, a final essay exam score will be substituted for the missed exam score.

6. Incomplete Policy

The "I" grade will be issued only for students who, because of a valid reason were unable to complete all the requirements for this course. In order to receive an "I", the student should have a grade of at least "C". Written documentation of the reason for requesting an "I" is required. An "I" grade will not be issued because a student is failing, or when it would require a student to complete a major portion of the requirements for the course after the semester has ended. Additionally, to consider an "I" grade, I must have your plan to complete the requirements.

7. Withdrawal Policy

Students may withdraw from individual classes until the deadline each semester, term, or session. (See [Academic Calendar](#) for specific dates.) Students who complete the class withdrawal process will receive a grade of W. Tuition and fees are not adjusted for withdrawing from individual classes. Students are required to earn at least 67% of their attempted hours each semester to maintain financial aid eligibility. Students who withdraw from more than 33% of their attempted hours in a semester will lose financial aid. Failure to attend class does not constitute official withdrawal from that class.

Students are permitted to withdraw from a maximum of five classes throughout their undergraduate career. After a student has exceeded this limit, the student must earn a final grade of A,B,C,D,F, or FN.

8. Academic Dishonesty

Plagiarism and cheating are serious offenses and may be punished by failure on exam or assignment; failure in course; and/or expulsion from the University. Plagiarism is a serious academic and business (legal) offense and is considered theft of intellectual property. Please visit the Georgetown University web site (<http://www.georgetown.edu/honor/plagiarism.html>) for plagiarism discussions. All students enrolled in FSU classes at all levels are responsible for knowing what constitutes plagiarism. Whether by design or by accident, plagiarized content is unacceptable. There are no explanatory circumstances.

- I will submit your assignments to Turnitin.com for plagiarism detection. If I find plagiarism of 25% to 75% you will be given **one opportunity** to redo the assignment before a zero is issued. If I find 75% or more, you will receive a zero immediately. If you wish you utilize Turnitin.com before you submit your assignment a link has been created for you. **The ID is 3722042 and the password is password.**

Plagiarism occurs when:

- *Students submit work that directly quotes or paraphrases the work of another, without specific citation of the passages crediting the creator of the work*
- *Students combine the works of another with their own original effort, including comments on those passages, without specific citation of the passages crediting the creator of the work.*
- *Students include a list of references at the end of an assignment but do not indicate which words or passages specifically (by use of quotation marks) are from those sources and which words or passages are original work*

9. Other

Project: Your group project will be to conduct an analysis of the cost savings that can be achieved within industry through quality management.

Your group project will be broken up into six smaller assignment that will also be part of your overall assignment.

Article Critique: You will choose a newspaper or magazine article that shows clear bias. You identify the bias and note how the article could be restated to eliminate the bias.

VIII. ACADEMIC SUPPORT SERVICES

To facilitate student success, *Blackboard* will be used for on-line quizzes, the distribution of additional course materials and other activities. *Smarthinking*, and *Turnitin*, as well as *the FSU Writing Center* are available to students to support writing assignments. Directions for access/usage of these resources will be given in class as needed.

IX. Teaching Strategies

The materials will be presented in this class through class lectures and on occasion, guest speakers and video presentations, student presentations and group discussion. Students are responsible for all reading assignments, whether textbook or supplementary readings. This is a web-enhanced course enhanced by using Blackboard (<http://blackboard.uncfsu.edu/>). All class announcements and materials such as syllabus, handouts, presentations, and study guides are available on Blackboard. Finally, the grade book posts all student grades associated with tests and assignments. You should use the Blackboard grade book to review your grades. Please check the Blackboard frequently for updates related to the class. update your information.

X. Bibliography (Suggested Supplemental Readings)

Journals, such as *Academy of Management Review*, *Academy of Management Journal*, *Harvard Business Review*, *Medical Group Management*, *Group Practice Journal*, *Health Care Management Review*, *Journal of Health & Human Behavior*, *Health Progress*, *Hospitals*, *Health Services Research*, *Ambulatory Care Management*, *Hospital and Health Services Administration*, *Journal of Applied Behavior Analysis*, *Medical Care*, *Patient Care*, *JAMA*, *Annals of Internal Medicine*, *New England Journal of Medicine*, *Lancet*, *New England Journal of Medicine*, *Modern Healthcare*, *Journal of Care Management*, *Managed Care News*, *Managed Care Interface*, *Healthcare Financial Management*, *Managed Care Quarterly*, *Managed Care Medicine*, *HMO Magazine*, *Physician's Management*, *Wall Street Journal*, *Business Week*, *Fortune*.

Please note: If these evaluation criteria must be revised because of extraordinary circumstances, the instructor will distribute a written amendment to the syllabus.

Student Behavior Expectations: -The instructor will respect all students and will make every effort to maintain a classroom climate that promotes learning for all students. Students must accept their responsibility for maintaining a positive classroom environment by abiding by the following rules:

1. Students are expected to arrive to class on time, remain in class until dismissed by the instructor, and refrain from preparing to leave class until it is dismissed.
2. Student/teacher relationships, as well as relationships among peers, must be respectful at all times.
3. Students are not permitted to wear headphones or other paraphernalia that may be distracting to the classroom environment.
4. Students must refrain from any activity that will disrupt the class; this includes turning off cell phones and pagers.
5. Students are not permitted to use profanity in the classroom.
6. Students will not pass notes or carry on private conversations while class is being conducted.

Consequences for Failing to Meet Behavioral Expectations: The first time a student violates one of these rules, the instructor will warn him or her privately, either after class or before the next class. (Faculty members reserve the right to warn students publicly if needed.) The second time a student violates the guidelines, the instructor may deduct as many as twenty points from the student's next exam grade. If a student violates the guidelines three times, the instructor will report the student to the Dean of Students for disciplinary action according to the FSU Code of Student Conduct.

XI. Academic Support Resources – TBA

XII. Tentative Course Outline and Assignment Schedule

Jan 11 Syllabus

Jan 13 Intro to Quality

Jan 18 CLA

Jan 20 FMEA

Jan 25 FMEA

Jan 27 Define

Feb 1 Define

Feb 3 Process Tools

Feb 8 Process Tools

Feb 10 Measure

Feb 15 Measure

Feb 17 Statistical Thinking & Analysis

Feb 22 Statistical Thinking & Analysis
Article Critique Due

Feb 24 Jeopardy

Mar 1 Midterm Exam

Mar 3 Semester Project Workday

Mar 8 Spring Break

Mar 10 Spring Break

Mar 15 Measure

Mar 17 Measure

Mar 22 Lean

Mar 24 Lean

Mar 29 Project Workday

Mar 31 Improve

Apr 5 Improve

Apr 7 Control

Apr 12 Control

Apr 14 RCA

Apr 19 Group projects

Apr 21 Jeopardy/Group projects
Semester Project Due

Apr 26 Final Exam