

MODULE SPECIFICATION FORM

Module Title: Creating Total Quality	Level: 7	Credit Value: 10
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Module code: BUS766	Cost Centre: GAMP	JACS2 code: N215
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Semester(s) in which to be offered: N/A	With effect from: November 2015
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Office use only: To be completed by AQSU:	Date approved: July 2013 Date revised: November 2015 Version no: 2
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Existing/New: Existing	Title of module being replaced (if any): N/A
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Originating Department: Business and Management	Module Leader: Jan Green
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Module duration (total hours): 100	Status: core/option/elective (identify programme where appropriate): Option
Scheduled learning & teaching hours: 25	
Independent study hours: 75	
Placement hours: 0	

Percentage taught by Departments other than originating Department (please name other Departments):	None
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Programme(s) in which to be offered: Executive Master of Business Administration	Pre-requisites per programme (between levels): None	Co-requisites per programme (within a level): None
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Module Aims

This module will provide students with a systematic understanding and insight into a range of critical operation management issues. The focus will be on providing students with a systematic framework using TQM to evaluate, analyse and promote organisational effectiveness and efficiency.

Expected Learning Outcomes

At the end of this module, students should be able to:

Knowledge and Understanding:

1. Critically evaluate the holistic contribution of TQM to operations management and the wider organisational strategies.
2. Illustrate the impact TQM has on critical functions/ activities of an organisation.
3. Select and defend the key organisational building blocks and tools of TQM and critically evaluate how they deliver outcomes to organisations' key stakeholders.

Transferable/Key Skills and Other Attributes:

- Use information and knowledge effectively in order to abstract meaning.
- Solve complex problems using appropriate decision-making techniques.
- Communicate effectively using listening, oral, written and media techniques.
- Effectively use Communications Information Technology tools and packages.
- Demonstrate effective performance within a team environment.
- Select appropriate leadership styles for different situations.
- Recognise and address ethical dilemmas and corporate social responsibility issues.
- Manage creative processes, organise, synthesise and critically appraise.

Assessment

The learning and its application will be assessed through a case study assignment that reflects the learning from the module back to the student's organisation or a suitable alternative.

Students will be expected to demonstrate not just an appreciation of the material covered in the module, but provide an insight on how that material could impact their own business environment.

A possible assessment might involve producing a report on the applicability of quality initiatives by using a proprietary business excellence tool on their host organisation, or one that they are familiar.

Assessment	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count or equivalent if appropriate
One	1,2,3	Report	100%		2,000 to 3,000

Learning and Teaching Strategies

This module will be delivered through a series of lectures which will provide a core of formal input to deal with concepts, information and theory, supplemented by class / student activities, case studies, workshops, exercises, discussions etc. to support input. However, by the nature of the subject, students must be involved in discussion, exploration and questioning of the ideas and concepts presented, so that they are able to personally reflect on issues and to make connections between theory and their personal practice. There will be a strong emphasis on application of theory in the workplace context and thus the strategy is to establish an active learning environment within the student cohort, in which the experience of all cohort members can be drawn upon to enrich the learning experience for all members of the group.

Syllabus Outline

1. The concept of quality in relation to operation management and other organisational functions.
2. The evolution and main principles of TQM.
3. The business excellence model.
4. Quality tools.
5. Management systems.
6. The role of standards.
7. TQM as a strategic business activity

Bibliography

Essential reading:

Dale B, Van der Wiele T, Van Iwaarden J (2007) *Managing Quality* 5th edn. Chichester, Wiley
Evans J.R. (2013) *Quality and Performance Excellence* 7th edn. Stanford, Cengage

Other indicative reading:

Becford, J. (2009) *Quality a critical introduction* Abington, Routledge
Slack, N., Chambers, S and Johnston, R. (2012) *Operations Management* (8th Edn.) London: FT Prentice Hall
Jeffrey, K. Liker & Gary L. Covis, (2012) *The Toyota Way to Lean Leadership*, McGraw Hill

Journals:

The TQM Magazine
The International Journal of Quality and reliability Management
The TQM Journal
Benchmarking for Quality: manufacturing and Technology