

BA 4122/5122– SELF-ASSESSMENT FOR QUALITY MANAGEMENT
Course Schedule (Mon/Wed 13:15-14:30, ONLINE)

TENTATIVE OUTLINE

Instructor:	Prof. Dr. Semra F. AŞÇIGİL
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Office Hours:	Monday 14:30-15:30
Course Web Page:	Link via ODTUClass Course Page
Course Description:	
<p>The main purpose of this course is to provide knowledge about how firms can respond to emergent political and economic changes by way of a paradigm shift in management approach. This involves integrating quality perspective to the management of organizations. The fundamental principle of a quality ecosystem is interdependence, i.e. something that happens in one part of the system may affect other parts within the system. Excellent organisations have some facets as sustainability, profitability, social responsibility, reputation and good governance. In achieving this, the contemporary manager is faced with the challenge of first making a healthy diagnosis of his/her organization and plan for change to achieve a successful transition to excellence. Self-assessment approach used by quality award winner companies (like Motorola, AT&T, BT, GM, Nokia, Chevron, Marriot, Brisa, Kordsa, Arçelik, Netaş, Vitra, Bilim İlaç, and universities) is well as excellence advocates will be discussed as part of planning process.</p>	
Course Student Learning Objectives: (CSLOs)	
<p><i>Upon successful completion of this course, students should be able to:</i></p> <p>Course Specific Skills:</p> <ol style="list-style-type: none"> To provide an understanding of self-assessment process -which is an important part of continuous improvement- through providing feedback of performance, operations, or progress toward goals and objectives. To diagnose a company's performance using self-assessment model that helps firms to develop their competences. To impart the concepts of quality improvement as developed by Deming, Juran, Crosby, Imai and Award schemes (Baldrige and EFQM Model). Focus upon the problems of implementation and discuss the ways of improving planning process based on self-assessment as an input. <p>Discipline Specific Skills:</p> <ol style="list-style-type: none"> Make comparisons of traditional and contemporary management systems and use Total Quality Management as a tool for improving management quality. To understand the relevance and applicability of these concepts to the service industry such as banks, insurance companies and hotels. Learn to integrate emerging concepts in management to the EFQM excellence model. <p>Personal and Key Skills:</p> <ol style="list-style-type: none"> To equip students with more pragmatic and less theoretical, real-world skills. Ability to develop a holistic perspective in management. Skills in assessing and planning an organization's quality related efforts. 	
Learning and Teaching Methods:	
<p>Class meetings will involve lectures, case discussions, and make use of videos when available. Guest speakers from quality award winning companies will share their experiences. Student teams will prepare an assessment report along EFQM Model, which will be prepared during workshops under the supervision of the instructor. Students' effective participation in the courses and workshop meetings is critical for preparing a top-notch report. Reading the assigned chapters in advance is a major factor enabling effectiveness of the workshops towards realizing course</p>	

goals. Coming prepared for the workshops is also essential for effective participation. Effective participants reveal equal participation during workshops and thus contribute to team's success.

Required Reading:

**Quality and Performance Excellence: Management, Organization, and Strategy, James Evans, Cengage Learning
ISBN: 978113395592**

Suggested Reading:

1. Beyond Total Quality Management: Toward The Emerging Paradigm by Greg Bounds, Lyle Yorks, Mel Adams, Gipsie Ranney
2. Total Quality Management, Organization and Strategy By J. Evans, J. Dean Jr. ISBN : 0-324-17 871-9
3. Total Quality Management : Text, Cases And Readings Joel E. Ross, 3rd Edition, St. Lucie Press
4. Out Of The Crisis, Edwards Deming
5. Kaizen, Masaaki Imai

Assessment and Grading:

Form of Assessment	% Contribution	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm 1 May 1 st	30%	Group based project work Part I	Related chapters	Grade announced and feedback discussion
Midterm 2 June 23 rd (13:00-14:30)	30%	Online exam	Selected chapters	Grade announced and feedback discussion
Final Project June 14 th	30%	Group based project work Part II	Chapters related with project topic	Grade announced and oral feedback
Attendance and participation	10%	Individual participation	Related topics	Grade announced and oral feedback

Course Policies:

STUDENT DISABILITIES: Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's Disability Support Office (Engelsiz ODTÜ Birimi, ODTÜ Kütüphanesi, Solmaz İzdemir Salonu, Tel: 210.7196; engelsiz@metu.edu.tr) verifying their disability, and outlining the special arrangements required. Please note that no accommodations will be provided to the disabled students prior to the completion of this approved University process.

ACADEMIC DISHONESTY: The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of the students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

CHEATING: All university, faculty/institute, and department principles on academic honesty will be strictly enforced. The usual consequence for academic dishonesty is failure of the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action. Examinations are individual and are to be completed without outside assistance of any sort. Persons observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Persons observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade that is allocated to such assignments.

PLAGIARISM: The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students are affirming that the contents are their original work. Any previous work available from files or past students, as well as materials available on the internet may be used only as a suggestive model.

Violation of this provision will be considered as unethical behavior, subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

METU HONOR CODE

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted.

"The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents."

Students are expected to be active participants rather than passive bystanders throughout the semester. Up-to-date reading of the weekly assignments and cases is necessary. Participation of the students in teamwork activities will be considered in grading. Each team will be of maximum 3 students. Project work is comprised of successive parts done by teams. The first part (30% of your grade and accounts for the first midterm) will be comprised of report assignments delivered before **May 1st**. These will be prepared during workshops under the supervision of the instructor. Therefore, attendance to workshops is particularly critical as there will be **no make up** for missed project works. The second part of the project will be reports submitted till **June 14th** (30% of your grade and accounts for the final project) again done as a team during workshops. The second midterm weighing 30% will be ONLINE exam. **Exam will cover both textbook and EFQM Model.** Please note that there is **NO FINAL EXAM.**

Make up exam will only be given upon reports provided from METU Health Care Center as soon as the student recovers! You need to inform the instructor via e-mail in case you are not able to attend the midterm exam before the exam starts and ask for a make-up. Make-up exam for midterm will be scheduled within the week following the exam that was missed. Make-up for group projects and workshop assignments is not possible. If needed (applies only to exceptional health situations with medical report), the student will submit an individual project.

Free-riding in team projects is not tolerated. Students in a team may get varying grades depending on their participation in teamwork.

Please turn off your cell phones when you join ZOOM (or, ideally, just prior to joining).

The following table gives the tentative schedule for the semester. The lectures will stress the most important and/or most difficult material. Appendices are required only if they are assigned. The students are required to read the chapters and appendices before they are covered during class meetings.

TENTATIVE COURSE SCHEDULE				
Month	Day	Topic	Reading/Assignment	CSLO
Week 1 March	15 17	Introduction to Quality and Performance Excellence: What is Quality? What is Quality Management? A Brief History	Chapter 1	Definition and dimensions of quality
Week 2 March	22 24	Quality Award Models (EFQM, Baldrige) Quality Standards (ISO Series)	Chapter 2	Award Models
Week 3 March	29 31	Management of Policy & Strategy, TQ and Strategic Management Theory Mission and vision statements External & Internal analysis, Action plans	Chapter 5,7	Quality Planning WORKSHOP

Week 4 April	5 7	Management of Customers, Quality Deployment, KPI (QFD, Complaints Management)	Chapter 6	Hearing customers' voice WORKSHOP
Week 5 April	12 14	Continuous Quality Improvement: Tools, Failure Prevention and Detection (Classic 7, New 7, PDCA, Poka-Yoke, 5S, 6 Sigma, FMEA)	Chapter 3,4	Tools for QI WORKSHOP
Week 6 April	19 21	Management of Processes	Chapter 3,4	Process mapping, improvement
Week 7 April	26 28	Management of Processes (Statistical Process Control)	Chapter 3,4	WORKSHOP
Week 8 May	3 5	Management of Resources and Partnerships, Supplier Relations, Supplier Complaint Management	Chapter 6	Quality in Supplier Relations WORKSHOP
Week 9 May	17 24	Management of People, Empowerment, Types of Teams, Involvement, Self-directed work teams, Cross- functional Teamwork	Chapter 8,9 (Project Part I)	Teams in Quality Improvement WORKSHOP
Week 10 May	31	Quality Leadership	Chapter 10	Leading Quality Journey WORKSHOP
Week 11 June	2 7	Examples from best-in-class firms	Case Quest Speaker	Benchmarking with cases
Week 12 June	9 14	Final Project Workshop		WORKSHOP
Week 13 June	16 21	Final Project Workshop	(Project Part II)	WORKSHOP
Week 14 June	23	Midterm II	Assigned topics/chapters	