

**QEM 535  
Service Quality  
Spring 2014**

Instructor: Dr. Julie Dunston, D112a  
Class Hours: M, 9:00 a.m. – 12:00 p.m.  
Class Locations: ENGR D30  
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**Course Objective**

The objective of this course is to familiarize students with the fundamental principles, criteria, and historical foundations of total quality, while providing a foundation for understanding and applying technical tools. Videos, case studies, and discussions will be used to emphasize key concepts and will focus on the service industry, including banking, healthcare, restaurants and hotels, and other service organizations. A significant portion of the material covered in the course is aligned with the Body of Knowledge for ASQ's Certified Quality Manager.

**Course Format**

This course will primarily be conducted in the form of lectures, in-class discussions, case studies, and a team project.

**Course Text**

- *Managing for Quality and Performance Excellence*, 9<sup>th</sup> edition, James R. Evans and William M. Lindsay, South-Western Cengage Learning, 2014.

**Grading Policy**

- Assignments/Case Studies - 15%
- Exam 1 – 20%
- Exam 2 – 20%
- Exam 3 – 20%
- Project – 15%
- Quizzes - 5%
- Participation/In-Class Discussions – 5%

**Grading Assignments:**

- A: 90 - 100%
- B: 80 - 89%
- C: 70 - 79%
- D: 60 – 69%
- F: < 60%
- F: < 60%

**Exams**

Three exams will be administered throughout the duration of the course and will covering the following material:

- Exam 1: Lessons 1-5
- Exam 2: Lessons 6-10
- Exam 3: Lessons 11-15

## **Software Utilized**

- Microsoft Excel® for Statistical Analysis
- Microsoft Word®

## **Course Policy**

Missed examinations will not be made up unless prior consent of instructor is obtained.

## **Learning Modules**

1. Overview of Quality
2. Introduction to Total Quality
3. Total Quality in Organizations
4. Quality Philosophies
5. Quality Frameworks
6. Customer Focus
7. Measuring Customer Satisfaction
8. High Performance Workforce Management
9. Designing High-Performance Work Systems
10. Managing and Sustaining High-Performance Work Systems
11. Process Management
12. Designing Work Processes
13. Process Control and Improvement
14. Performance Measurement
15. Performance Data and Quality Costs

## **Learning Objectives**

### Lesson 1: Overview of Quality

- Introduce the concept of quality
- Outline the evolution of quality
- Identify key terminology

### Lesson 2: Total Quality

- Introduce the first core principle of total quality: a focus on customers and stakeholders.
- Introduce the second core principle of total quality: employee engagement and teamwork.
- Introduce the third core principle of total quality: continuous improvement and learning.

### Lesson 3: Total Quality in Organizations

- Examine the importance of a total quality focus for effective operation of manufacturing and service systems, including support systems.
- Differentiate between production and service organizations in terms of designing and implementing quality assurance systems.

### Lesson 4: Quality Philosophies

- Present the contributions of the pioneering “gurus” of quality

### Lesson 5: Quality Frameworks

- Compare and contrast the following quality philosophies and frameworks: Deming Prize, the Malcolm Baldrige Quality Award, ISO9000, and Six Sigma.

### Lesson 6: Customer Focus

- Identify the requirements that an organization must meet in order to achieve customer satisfaction.
- Examine the key customer-focused practices for performance excellence.
- Identify the characteristics of customer engagement.

### Lesson 7: Measuring Customer Satisfaction

- Introduce the American Customer Satisfaction Index (ACSI)
- Address the significance of measuring customer satisfaction for improving performance and making strategic decisions.
- Examine the role of customer focus in the Baldrige framework, ISO 9000 and Six Sigma.

### Lesson 8: High Performance Workforce Management

- Examine key workforce-focused practices for performance excellence that drive workforce engagement.
- Contrast traditional workforce management practices with quality-related individual and team development and enhancement of employee involvement in problem-solving and decision-making activities.
- Describe leading motivation theories and models.

### Lesson 9: Designing High-Performance Work Systems

- Describe leading concepts and practices as bases for a sound understanding of workforce management
- Identify methods for enhancing work design.
- Identify the various types of teams, methods for developing and empowering them, and the life cycle of a team.

### Lesson 10: Managing and Sustaining High-Performance Work Systems

- Identify various reward and recognition systems and evaluate their effectiveness.
- Compare conventional performance appraisal systems with new approaches, such as 360-degree feedback.
- Identify the emphasis on workforce management in the Baldrige criteria, ISO 9000:2000, and Six Sigma.

### Lesson 11: Process Management

- Define process management and its role in achieving a high level of performance in value creation and support processes, including their design, control, and improvement.
- Distinguish between value-creation and support processes.
- Define process owner and the importance of designing a process to satisfy both internal and external customer requirements.

### Lesson 12: Designing Work Processes

- Compare agility with flexibility, as it related to changing customer needs and expectations.
- Distinguish between process design in manufacturing and process design in service environments.
- Define mistake proofing and the associated costs at its various levels.

### Lesson 13: Process Control and Improvement

- Describe the components of a control system and the significance of control for organizational learning.

- Evaluate the importance of developing documented control procedures in effective process management.
- Distinguish among the major approaches in process design and improvement: structured improvement methodologies (Deming cycle, DMAIC, TRIZ) and breakthrough improvement, benchmarking, and reengineering.

#### Lesson 14: Performance Measurement

- Identify the role of measurement and the importance of performance measures in driving strategies and organizational change, managing resources, and continually improving.
- Describe the four perspectives of the balanced scorecard concept: financial, internal, customer, and innovation and learning perspectives.
- Evaluate performance measurements to determine if they are linked to strategy, identify cause-and-effect, and provide support for continuous improvement.

#### Lesson 15: Performance Data and Quality Costs

- Understand the linkage between key measures of business performance.
- Categorize the four classes of quality costs: prevention, appraisal, internal failure and external failure.
- Define and provide examples of several tools used to measure, analyze and allocate quality costs, including “activity-based” information, or costing.
- Define return on quality (ROQ) and how the deployment of its principles contributes to improving quality and customer satisfaction.
- Understand the significance of information and knowledge management in providing relevant and useful data.