



UNIVERSIDAD  
**esan**

# **Course Syllabus**

## **Quality Management and Customer Service**

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**August – December 2018**

**IX Semester**

**Professor**

**Augusto Carlos Choy Pun**

## I. General Course Information

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Asignatura : **Quality Management and Customer Service**  
Requisito : Applied Statistics (Estadística Aplicada)  
Créditos : 04  
Horas : 5 hours (3 hours theory / 2 hours practical)

Código : **10310**  
Semestre : 2018-II  
Ciclo : IX

## II. Summary

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The course is an introduction to the principles of quality, including the practical application of quality assurance, quality control and quality management techniques, issues and methods. In it, the concept of quality is defined and the use of various methods such as Quality Assurance (QA), Quality Control (QC), Continuous Quality Improvement (CQI), Total Quality Management (TQM), Lean Production (LP), Just In Time (JIT), and Six Sigma ( $6\sigma$ ) will be applied. It will stress the importance of quality at the design and planning stages as well as the basic understanding of the leadership and workplace culture required for the production of quality goods and services.

## III. Course Objective

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Apply the fundamental concepts of Quality and Total Quality Management (TQM), their techniques, philosophies and strategies as they are practiced in the workplace today.

We will follow these subjects:

- Introduction to Quality Assurance (QA), Quality Control (QC), Continuous Quality Improvement (CQI), Total Quality Management (TQM) and their relation to customer driven design and customer service. - Students will be able to identify a range of quality contexts and the role of the customer in the quality cycle from the subject analyzed at this point.
- Introduction to some of the most applied approaches to quality such as Six Sigma / Lean / ISO 9000 / the Baldrige quality program among others. Procedures for the implementation of these frameworks will be introduced, with reference to their application in the workplace. - Students will be able to identify components and their relevance to industry and business contexts.
- Practical use of process control and improvement tools and techniques through their introductory application in laboratory sessions and case studies. - Students will be able to identify variation problems associated with industrial processes and apply the basic concepts and tools of statistical process control and improvement measures.
- Finally, the course will go through an overview of the leadership capabilities that are required for a quality environment to exist. - Student will be able to identify the phases of quality and their management.

## IV. Learning Results

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At the end of the course, students will be able to:

- Describe and contextualize quality in a given situation
- Identify quality frameworks, their components and techniques in order to apply them in the implementation of quality and their metrics
- Use and interpret methods and tools for process control and improvement
- Identify and describe the management and leadership skills required for quality programs.

## V. Methodology

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During the progress of the course, Quality Management and Customer Service, sessions will address the presentation and discussion of the theoretical aspects of the topic at hand, with the opportunity to practice and apply the subject matter using case studies and problem solving exercises.

Students will prepare for class using their notes, case studies and readings assigned for each session. The material will be available prior to class on UEVirtual. Attendance and class participation will be recorded daily as it represents 10% of the PEP grade.

### Learning Teams Activities

During the regular sessions, students will work in pairs or small informal groups to analyze cases or issues that we will discuss during the session. Student's participation is expected and included as part of PEP grade.

On the second week, the class will setup formal Learning Teams of 3 to 5 students; these Learning Teams will complete and present a Case Study before the Mid-Term Exam. If a student experiences difficulties working with his/her team, he/she should resolve those issues with his/her teammates, but if, however, that is not possible, please raise those issue with your teacher.

ESAN students work effectively in diverse groups and teams to achieve tasks and goals. They collaborate and function well in team settings performing leader as well as follower roles. They should respect diversity and behave in a tolerant fashion toward colleagues.

## VI. Evaluation

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The evaluation system is comprehensive and continuous. The final grade is composed of Continuous Evaluation (PEP) (60%), Mid-Term exam – (EP) (20%) and Final exam – (EF) (20%). The Continuous Evaluation portion is composed as follows:

PROMEDIO DE EVALUACIÓN PERMANENTE (PEP) 60%		
Type of Evaluation	Description	Weight %
Class contribution	Involvement in discussions and attendance	10
Tests / Reading Controls	Three tests (10 marks each)	30
Learning Team Case Study	Written case report (before EP)	20
Individual project	A written individual project using quality tools (before EF)	40

The Final Grade (PF) is calculated using the following formula:

$$PF = (0,20 \times EP) + (0,60 \times PEP) + (0,20 \times EF)$$

### Where:

<b>PF</b>	= Final Grade	Promedio Final
<b>EP</b>	= Mid-Term Exam	Examen Parcial
<b>PEP</b>	= Continuous Evaluation	Promedio de Evaluación Permanente
<b>EF</b>	= Final Exam	Examen Final

## VII. Programmed Content

WEEK	CONTENTS	ACTIVITIES / EVALUATION
<b>LEARNING UNIT I:</b> <b>LEARNING OUTCOME:</b> <ul style="list-style-type: none"> <li>Describe and contextualize quality in given situations</li> </ul> <b>Unit's Title: Introduction to Quality and Customer Service</b>		
1° Aug 20 <sup>th</sup> – 25 <sup>th</sup>	<ul style="list-style-type: none"> <li>Course Introduction</li> <li>Introduction to Quality</li> <li>Quality Control, Quality Assurance and Quality Improvement</li> <li>Total Quality Management (TQM)</li> </ul>	Class discussion and participation (Graded) In Class short cases <b>Reading: Evans Ch. 1 &amp; 2</b>
2° Aug 27 <sup>nd</sup> – Sep 1 <sup>st</sup>	<ul style="list-style-type: none"> <li>Quality Gurus and their Philosophies</li> <li>Cost of Quality</li> <li>Quality and Customers               <ul style="list-style-type: none"> <li>Customer Service</li> <li>Customer driven design</li> </ul> </li> </ul>	Class discussion and participation (Graded) Cost of Quality exercises In Class short case <b>Reading: Evans Ch. 3 &amp; 5</b> <b>Team Project Assigned</b>
<b>LEARNING UNIT II:</b> <b>LEARNING OUTCOME:</b> <ul style="list-style-type: none"> <li>Describe and contextualize quality in given situations</li> <li>Identify quality frameworks, their components and techniques for the measurement and implementation of quality.</li> </ul> <b>Unit's Title: Applying Quality</b>		
3° Sep 3 <sup>rd</sup> – 8 <sup>th</sup>	<ul style="list-style-type: none"> <li>Introduction to the Quality Frameworks</li> <li>Baldrige criteria</li> <li>ISO 9001 standards</li> <li>Lean / JIT</li> <li>Six Sigma</li> </ul>	<b>Test 1</b> (topics of LU 1) Class discussion and participation (Graded) In-Class short cases <b>Reading: Evans Ch. 3</b>
4° Sep 10 <sup>th</sup> – 15 <sup>th</sup>	<ul style="list-style-type: none"> <li>Process management</li> <li>Quality in manufacturing:               <ul style="list-style-type: none"> <li>SMED</li> <li>Poka Yoke</li> <li>Applying JIT / Lean</li> </ul> </li> </ul>	Class discussion and participation (Graded) In-Class short cases <b>Reading: Evans Ch. 7</b>
5° Sep 17 <sup>th</sup> – 22 <sup>nd</sup>	<ul style="list-style-type: none"> <li>The Seven Quality tools</li> </ul>	Class discussion and participation (Graded) Exercises and In-Class short cases <b>Reading: Evans Ch. 11</b>
6° Sep 24 <sup>th</sup> – 29 <sup>th</sup>	<ul style="list-style-type: none"> <li>Lean Thinking               <ul style="list-style-type: none"> <li>PDCA and A3 problem solving</li> </ul> </li> <li>Six Sigma               <ul style="list-style-type: none"> <li>DIMAC</li> </ul> </li> </ul>	<b>Team Project due</b> (Graded) Class discussion and participation (Graded) In-Class Short cases <b>Reading: Evans Ch. 11</b>
7° Oct 1 <sup>st</sup> – 6 <sup>th</sup>	<ul style="list-style-type: none"> <li>Quality in Services</li> <li>Mid-term Exam Briefing</li> </ul>	Class discussion and participation (Graded) In-Class short cases <b>Reading: Evans Ch. 2</b> <b>Individual Project assigned</b>
8° Oct 8 <sup>th</sup> – 13 <sup>th</sup>	<b>MID-TERM EXAMS</b>	

WEEK	CONTENTS	ACTIVITIES / EVALUATION
<b>LEARNING UNIT III:</b>		
<b>LEARNING OUTCOME:</b>		
<ul style="list-style-type: none"> <li>• <b>Identify</b> quality frameworks, their components and techniques for the measurement and implementation of quality;</li> <li>• <b>Use</b> and <b>interpret</b> methods and tools for process control and improvement</li> </ul>		
<b>Unit's Title: Process Control and Improvement</b>		
<b>9°</b> Oct 15 <sup>th</sup> – 20 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Exam Review</li> <li>• Statistical Thinking, Accuracy and Precision</li> <li>• Process monitoring &amp; data</li> <li>• Statistical Process Control (SPC)</li> </ul>	<b>Laboratory SPC using Excel</b> Practical sessions developing and interpreting SPC Charts Class discussion and participation (Graded) <b>Reading:</b> Evans Ch. 10 & 13
<b>10°</b> Oct 22 <sup>nd</sup> – 27 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Statistical Process Control (SPC)</li> <li>• Process Capability</li> </ul>	<b>Laboratory SPC using Excel</b> Practical sessions with SPC Charts and Process capability calculation and interpretation exercises
<b>LEARNING UNIT IV:</b>		
<b>LEARNING OUTCOME:</b>		
<ul style="list-style-type: none"> <li>• <b>Describe</b> and <b>contextualize</b> quality in given situations</li> <li>• <b>Identify</b> and <b>describe</b> the management and leadership skills required for quality programs.</li> </ul>		
<b>Unit's Title: High Performance and Quality Leadership</b>		
<b>11°</b> Oct 29 <sup>th</sup> – Nov 3 <sup>rd</sup>	<ul style="list-style-type: none"> <li>• Performance measurement</li> <li>• Performance management</li> </ul>	<b>Test 2</b> (topics LU 2 & 3) Class discussion and participation (Graded) In-Class Short cases and exercises <b>Reading:</b> Evans Ch. 8
<b>12°</b> Nov 5 <sup>th</sup> – 10 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Introduction to SAP</li> <li>• SAP Quality Management module</li> </ul>	<b>Laboratory SAP</b> Class discussion and participation (Graded)
<b>13°</b> Nov 12 <sup>th</sup> – 17 <sup>th</sup>	<ul style="list-style-type: none"> <li>• The Quality Workplace (Jikoda)               <ul style="list-style-type: none"> <li>○ 5S</li> <li>○ Respect for people</li> <li>○ Workforce engagement</li> </ul> </li> </ul>	Class discussion and participation (Graded) In-Class Short cases <b>Reading:</b> Evans Ch. 6
<b>14°</b> Nov 19 <sup>th</sup> – 24 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Leading Quality               <ul style="list-style-type: none"> <li>○ Leadership roles</li> <li>○ Team leadership</li> </ul> </li> </ul>	<b>Individual Project</b> due <b>Test 3</b> (LU 3 & 4) Class discussion and participation (Graded) In-Class Short cases <b>Reading:</b> Evans Ch. 9
<b>15°</b> Nov 26 <sup>th</sup> – Dec 1 <sup>st</sup>	<ul style="list-style-type: none"> <li>• Sustaining Quality               <ul style="list-style-type: none"> <li>○ The quality journey</li> <li>○ The culture of quality</li> </ul> </li> <li>• Course Review &amp; Exam briefing</li> </ul>	Class discussion and participation (Graded)
<b>16°</b> Dec 3 <sup>rd</sup> – 8 <sup>th</sup>	<b>FINAL EXAMS</b>	

## VIII. Bibliography

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### Mandatory Readings

Evans, J. R. and Lindsay, W. M. (2011) *Managing for Quality and Performance Excellence, 8th Edition*. Mason, OH: Cengage Learning. [TS156 Q3E93 2015]

Textbooks for other Quality Control courses:

- Sowers, V. E. (2011). *Essentials of Quality*. London: Wiley.
- Grant, E. L., and R. S. Leavenworth. (1996). *Statistical Quality Control. 7th edition*. New York: McGraw Hill, [TS156 G7 1996]
- Harrington, H. J. (1995). *Total Improvement Management*. New York: McGraw Hill, 1995. [HD31 H345]
- ISO 9000 : 2015 quality management system

Other relevant books in ESAN Library

- Lowenthal, Jeffrey N. (2002). *Six sigma project management: a pocket guide*. Milwaukee, WI: ASQ Quality Press. [TS156.8 L69e 2002]
- Melan, E., H., O. (1995) *Process management: a systems approach to total quality*. New York: Productivity Press. [HD62.15 M45]

## IX. Professors

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