



Course Syllabus Quality Management and Customer Service

March – July 2019

Term IX

Choy Pun, Augusto Carlos

I. General Course Information

Subject:	Quality Management and Customer Service		
Pre-requisite:	Applied Statistics (Estadística Aplicada)	Código:	10310
Precedente:	No tiene	Semester:	2019-1
Credits:	4	Term:	IX
Weekly Hours:	5 horas	Course type:	In-class
Type de curso y Career(s)	Obligatory Industrial and Comercial Engineering	Course Coordinator:	Augusto Choy P. achoy@esan.edu.pe

II. Summary

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 (6σ) 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 Objectives

The objective of the course is to 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

At the end of the course, the students:

- 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

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

The evaluation system is comprehensive and continuous with the objective of promoting learning in the student. The final grade is composed of Continuous Evaluation (PEP) (60%), Mid-Term exam – (EP) (20%) and Final exam – (EF) (20%).

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

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

Where:

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

The Average Permanent Evaluation is calculated based on the student's learning process follow-up: Reading Controls / Quizzes / Cases / Presentations / research work / Class contribution. The weighted average of these marks results in the corresponding score.

The Continuous Evaluation portion is calculated as follows:

AVERAGE PERMANENT EVALUATION (PEP) 60%		
Type of Evaluation	Description	Weight %
Class contribution	Involvement in discussions and attendance	10
Moodle Quizzes	Five quizzes (2% each)	10
Theory Quizzes	Three Theory Quizzes from Indexed Articles (5 marks each)	15
Tests	Three tests (10 marks each)	30
Learning Team Case Study	Presented case report (before EP)	15
Individual project	A written individual project using quality tools with presentation (before EF)	20

VII. Programmed Content

WEEK	CONTENTS	ACTIVITIES / EVALUATION
LEARNING UNIT I: INTRODUCTION TO QUALITY AND CUSTOMER SERVICE LEARNING OUTCOME: Describe and contextualize quality in given situations.		
1° March 21 - 27	1. INTRODUCTION <ol style="list-style-type: none"> 1. Course Introduction 2. Introduction to Quality 3. Quality Control, Quality Assurance and Quality Improvement 4. Total Quality Management (TQM) 	Presentation: Course Methodology Guideline - review for Final Research Work Guideline - Review for UESAN written work presentation (APA Standards)
	Evans, J. R. and Lindsay, W. M. (2011) Managing for Quality and Performance Excellence, 8 th Edition. Madison OH: Cengage Learning [TS156 Q3E93 2015] Ch. 1 & 2	Guideline - Effective Presentations MiniCases: <ul style="list-style-type: none"> - Skilled Care Pharmacy - Eurocamp Travel
2° March 28 - April 03	2. HISTORY OF QUALITY <ol style="list-style-type: none"> 1. Quality Gurus and their Philosophies 2. Cost of Quality 3. Quality and Customers <ol style="list-style-type: none"> i. Customer Service ii. Customer driven design 	Presentations: <ul style="list-style-type: none"> - Quality Gurus - Cost of Quality MiniCases: <ul style="list-style-type: none"> - Ritz Carlton - Lean in St James Class Exercises: <ul style="list-style-type: none"> - Cost of Quality - QFD
	Evans, J. R. and Lindsay, W. M. (2011) Managing for Quality and Performance Excellence, 8 th Edition. Madison OH: Cengage Learning [TS156 Q3E93 2015] Ch. 3 & 5	Assignment: Team Project due on week 7 AUTOEVALUATION N°1 Evans/Lindsay. Managing for Quality.. , 8 th Ed. Pages. 003 -138 and 189 - 227 online test time: 30/03/2019 6:00 p.m.

WEEK	CONTENTS	ACTIVITIES / EVALUATION
LEARNING UNIT II: APPLYING QUALITY LEARNING OUTCOME: <ul style="list-style-type: none"> Describe and contextualize quality in given situations. Identify quality frameworks, their components and techniques for the measurement and implementation of quality. 		
3° April 04 - 10	3. QUALITY FRAMEWORKS <ol style="list-style-type: none"> Introduction to the Quality Frameworks Baldrige criteria ISO 9001 standards Lean / JIT Six Sigma 	Presentations: <ul style="list-style-type: none"> Quality Frameworks MiniCases: <ul style="list-style-type: none"> ISO 9000 in Sears Lean in St James Quality at Xerox Test 1: LU I AUTOEVALUATION N°2 Evans/Lindsay. Managing for Quality... , 8 th Ed. Pages. 089 - 138, 153 – 178 and 189 - 227 online test time: 10/04/2019 6:00 p.m.
	Evans, J. R. and Lindsay, W. M. (2011) Managing for Quality and Performance Excellence, 8 th Edition. Madison OH: Cengage Learning [TS156 Q3E93 2015] Ch. 4	
4° April 11 – 17 (Holidays April 18,19 and 20)	4. QUALITY IN ACTION <ol style="list-style-type: none"> Process management Quality in manufacturing: <ol style="list-style-type: none"> SMED Poka Yoke Applying JIT / Lean 	Presentations: <ul style="list-style-type: none"> Process management Quality in manufacturing MiniCases: <ul style="list-style-type: none"> JIT in LÓreal Lexus North America Boys and Boden Santa Cruz Guitar Co Theory Quiz 1: <ul style="list-style-type: none"> Research Article 1
	Evans, J. R. and Lindsay, W. M. (2011) Managing for Quality and Performance Excellence, 8 th Edition. Madison OH: Cengage Learning [TS156 Q3E93 2015] Ch. 7	
5° April 22 - 27	5. THE SEVEN QUALITY TOOLS	Presentations: <ul style="list-style-type: none"> The 7 Quality Tools MiniCases: <ul style="list-style-type: none"> PDCA and applying Quality Tools AUTOEVALUATION N°2 Evans/Lindsay. Managing for Quality.. , 8 th Ed. Pages. 153 -178 and 305 - 342 online test time: 27/04/2019 6:00 p.m.

WEEK	CONTENTS	ACTIVITIES / EVALUATION
6° April 29 – May 04	6. QUALITY METHODS <ol style="list-style-type: none"> 1. Lean Thinking <ol style="list-style-type: none"> i. PDCA and A3 problem solving 2. Six Sigma <ol style="list-style-type: none"> i. DMAIC 	Presentations: <ul style="list-style-type: none"> - Lean Thinking - Six Sigma MiniCases: <ul style="list-style-type: none"> -
7° May 06 - - 11	7. QUALITY IN SERVICES 8. Mid-term Exam Briefing	Presentations: <ul style="list-style-type: none"> - Quality in Services MiniCases: <ul style="list-style-type: none"> - JIT in restaurants - The State Univ Admission
	Evans, J. R. and Lindsay, W. M. (2011) Managing for Quality and Performance Excellence, 8 th Edition. Madison OH: Cengage Learning [TS156 Q3E93 2015] Ch. 02	
8° May 13 - 18	MID-TERM EXAMS	
LEARNING UNIT III: PROOCES CONTROL AND IMPROVEMENT LEARNING OUTCOME: <ul style="list-style-type: none"> • Identify quality frameworks, their components and techniques for the measurement and implementation of quality; • Use and interpret methods and tools for process control and improvement 		
9° May 20 - 25	9. PROCESS CONTROL I <ol style="list-style-type: none"> 1. Statistical Thinking, Accuracy and Precision 2. Process monitoring & data 3. Statistical Process Control (SPC) 	Presentations: Lab Sessions <ul style="list-style-type: none"> - Process Control I MiniCases: <ul style="list-style-type: none"> - JIT in restaurants - The State Univ Admission AUTOEVALUATION N°3 Evans/Lindsay. Managing for Quality... , 8 th Ed. Pages. 047 – 76 online test time: 25/05/2019 6:00 p.m.
	Evans, J. R. and Lindsay, W. M. (2011) Managing for Quality and Performance Excellence, 8 th Edition. Madison OH: Cengage Learning [TS156 Q3E93 2015] Ch. 10 & 13	
10° May 27 – June 01	10. PROCESS CONTROL II <ol style="list-style-type: none"> 1. Statistical Process Control (SPC) 2. Process Capability 	Presentations: Lab Sessions <ul style="list-style-type: none"> - Process Control II - Process Capability Exercises: <ul style="list-style-type: none"> - X-R Charts - p Charts - Process Capability MiniCases: <ul style="list-style-type: none"> - Proces Design and Quality Planning Test 2: LU III

WEEK	CONTENTS	ACTIVITIES / EVALUATION
LEARNING UNIT IV: HIGH PERFORMANCE AND QUALITY LEADERSHIP		
LEARNING OUTCOME:		
<ul style="list-style-type: none"> • Describe and contextualize quality in given situations • Identify and describe the management and leadership skills required for quality programs. 		
11° June 03 - 08	11. PERFORMANCE <ol style="list-style-type: none"> 1. Failure 2. Performance measurement 3. Performance management 	Presentations: <ul style="list-style-type: none"> - Failure - Performance Measurement - Performance Management MiniCases: <ul style="list-style-type: none"> - Monfort College - Service Recovery - Raydale Conference Centre - Wainwright vs Baptist Theory Quiz 2: <ul style="list-style-type: none"> - Research Article 2 AUTOEVALUATION N°4 Evans/Lindsay. Managing for Quality.. , 8 th Ed. Pages. 479 -521 and 659 - 709 online test time: 08/06/2019 6:00 p.m.
	Evans, J. R. and Lindsay, W. M. (2011) Managing for Quality and Performance Excellence, 8 th Edition. Madison OH: Cengage Learning [TS156 Q3E93 2015] Ch. 08	
12° June 10 - 15	12. THE QUALITY WORKPLACE (JIKODA) <ol style="list-style-type: none"> 1. 5S 2. Respect for people 3. Workforce engagement 	Presentations: <ul style="list-style-type: none"> - Quality Workplace MiniCases: <ul style="list-style-type: none"> - You want us to... - Golden Plaza - Landmark - The MBA Candidate Final Project Advance
	Evans, J. R. and Lindsay, W. M. (2011) Managing for Quality and Performance Excellence, 8 th Edition. Madison OH: Cengage Learning [TS156 Q3E93 2015] Ch. 08	
13° Del 17 al 22 de junio	13. LEADING QUALITY <ol style="list-style-type: none"> 1. Leadership roles 2. Team leadership 	Presentations: <ul style="list-style-type: none"> - Leading Quality MiniCases: <ul style="list-style-type: none"> - The Power of Leadership - David Kearns Test 3: LU IV
	Evans, J. R. and Lindsay, W. M. (2011) Managing for Quality and Performance Excellence, 8 th Edition. Madison OH: Cengage Learning [TS156 Q3E93 2015] Ch. 06	
14° June 24 - 29	14. SUSTAINING QUALITY <ol style="list-style-type: none"> 1. The quality journey 2. The culture of quality 	Presentations: <ul style="list-style-type: none"> - Sustaining Quality MiniCases: <ul style="list-style-type: none"> - St Lukes Theory Quiz 3: <ul style="list-style-type: none"> - Research Article 3 AUTOEVALUATION N°5 Evans/Lindsay. Managing for Quality.. , 8 th Ed. Pages. 245 -289 and 363 - 461 online test time: 29/06/2019 6:00 p.m.
	Evans, J. R. and Lindsay, W. M. (2011) Managing for Quality and Performance Excellence, 8 th Edition. Madison OH: Cengage Learning [TS156 Q3E93 2015] Ch. 09	

WEEK	CONTENTS	ACTIVITIES / EVALUATION
15° July 01 - 06	15. COURSE REVIEW 16. EXAM BRIEFING	Final Project Presentation
16° July 08 - 13	FINAL EXAMS	

VIII. Bibliography

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]

Other Reading:

- 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. Lab Support

Lab sessions on weeks 9 and 10 for Statistical Process Control

X. Professors

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