

**MANAGEMENT 345.01G**  
**QUALITY AND COMPETITIVENESS: AN INTERNATIONAL PERSPECTIVE**  
**T, Th 11:45 am – 1:00 pm, BC 106**  
**SPRING 2007**

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Office: BC 219  
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**COURSE MATERIALS**

- Foster, S. Thomas (2004), *Managing Quality: An Integrative Approach*, Prentice Hall, New Jersey
- Other class readings will also be on reserve in the BC Computer Lab.

**MISSION OF THE COURSE:** The mission of this course is to foster inquiry on current developments in quality management and competitiveness from an international perspective. In the process of taking this course students will be challenged to analyze and critically evaluate the role of quality management in the global marketplace. Issues ranging from the emergence of multinational companies and international quality standards will be examined as well as the quality management philosophy, tools and production control.

**Objectives**

1. Developing critical thinking skills through challenging material and assignments.
2. Foster intelligent inquiry through assignments, participative lectures, team projects.
3. Develop an integration and synthesis of knowledge through applications to case studies and individual assignments.
4. Promote a breadth of knowledge on international developments in quality and competitiveness with a holistic view of quality and its impact on businesses, organizations, nations and individuals.

**WHAT IS GENERAL EDUCATION CORE CURRICULUM (GECC)?** This course has been certified as one in NMSU's GECC. The GECC attempts to foster intelligent inquiry, abstract logical thinking, critical analysis & the integration & synthesis of knowledge; it strives for literacy in writing, reading, speaking & listening; it teaches mathematical structures; acquainting students with precise abstract thought about numbers & space; it encourages an understanding of science & scientific inquiry, it provides a historical consciousness, including an understanding of one's own heritage as well as respect for other peoples & cultures; it includes an examination of values & stresses the importance of a carefully considered values system; it fosters an appreciation of the arts; & general education provides the breadth necessary to have a familiarity with the various branches of human understanding.

Business students may not use this course to fulfill one of the GE Viewing the Wider World requirements. Business students may use this as a business elective or they may use this course to fulfill their specific major requirements.

**STUDENT RESPONSIBILITIES**

1. To prepare assigned materials prior to class including: assigned reading, exercises, and homework problems.
2. To attend classes and actively participate, excessive absences can be expected to lead to an unsatisfactory grade.
3. To be aware of class schedule changes and key dates.

## UNIVERSITY POLICIES

**STUDENTS WITH DISABILITIES:** If you have (or believe you have) a disability & would benefit from classroom accommodation(s), contact the Services for Students with Disabilities (SSD) at Corbett Center, Room 244 (Phone 646-6840; TTY 646-1918). All medical info is treated confidentially. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered. Information, instructions & forms from the Services for Students with Disabilities Office are online at <http://www.nmsu.edu/~ssd/index.html>. **Accommodations:** SSD Office, 646-6840 (Corbett Center, room 244); Discrimination: Office for Institutional Equity, 646-3635, O'Loughlin House.

### **Student Responsibilities**

1. Within a few days of the start of the semester, register with SSD & obtain forms.
2. Within the first 2 weeks of beginning of classes (or within 1 week of the date services are to commence), deliver the completed forms to the instructor(s).
3. Within 5 days of giving the forms to faculty & at least 1 week before any scheduled exam, retrieve the signed forms from faculty & return them to SSD.
4. Contact the SSD Office if services/accommodations requested are not being provided, not meeting your needs, or additional accommodations are needed.

### **Faculty Responsibilities**

1. Within five 5 working days after student gives you the forms, sign them, retain a copy, & return originals to the student.
2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc.
3. Refer the student to SSD for any additional accommodations.

**DROP DATE:** The last day to drop with a "W" is Monday, March 12, 2007. By that time you will have received at least one exam score. If class announcements and posted grades leave you uncertain as to your standing in the class prior to the drop date, see me prior to March 12th. The **STUDENT** is **RESPONSIBLE** for dropping the course, not the instructor. Choosing to drop the course but failing to actually withdraw prior to the deadline will result in an "F" grade.

**UNIVERSITY EXCUSED ABSENCE:** The following describes university policy regarding university excused absences: "Students making satisfactory progress in their classes will be excused from classes when they are representing New Mexico State University on a university sponsored event (e.g., ASNMSU President represents NMSU at legislative session, student-athletes competing in NMSU scheduled athletic events or education field trips and conferences). Authorized absences do not relieve the student of class responsibilities. A **week's prior written notice** of the authorized absence will be provided to the instructor by the sponsoring department."

## COURSE POLICIES

**WEB CT:** Please make sure you are properly enrolled at the web ct homepage <https://salsa.nmsu.edu/>. This course will use web ct for the posting of certain homework assignments and power point slides. However, web ct is just a supplemental tool for this course. This is not an online class. There will be homework assignments given in class not posted on web ct. In addition, numerous participation and in class exercises will occur in the classroom for which students must attend.

**CHEATING:** Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct.

**HOMEWORK ASSIGNMENTS:** Late homework assignments are not accepted. If a student has sufficient cause (i.e., documented illness, university excused absence- **see above**) to delay completion of the assignment then the instructor must be notified early or at the very least within 1 day of the due date of the assignment for illness (1 week prior for university excused absence). If the instructor is notified within the stated time period and deems the excuse acceptable, then a new due date will be given to the student based on the particular situation.

In addition, it will be considered **cheating** to turn in any **identical, individual homework** assignments. For example, two individuals' homework contains the exact same typo in the exact same place ("the environmental model is incorrect" and "the environmental model is incorrect"). The instructor has no problem with students working together and sharing information however the actual write up of the

homework assignment needs to be done individually; unless students have received instruction to do the homework as a group assignment. The instructor is aware that some students in the past have attempted to hand in another individual's photocopied work or simply printed another copy of another individual's work. This will not be tolerated and will be considered cheating for both individuals involved.

**In class homework assignments:** On certain days students will be required to complete a homework assignment in class. If you miss class on the day of the in class assignment you will lose credit for the assignment. If a student has sufficient cause (i.e., documented illness, university excused absence) to miss class on the day of the in class assignment, then they may see the instructor about completing the assignment. Students must notify the instructor a week in advance (except for abrupt illness in which case the instructor should be notified within 1 day of the class period) that they will be absent on the in class homework day.

**Videos:** This course will provide several in-class videos/DVD homework assignments. These videos are not available for viewing outside of class. If you miss class on the day the video is shown you will lose credit for the assignment. If a student has sufficient cause (i.e., documented illness, university excused absence) to miss class on the day of the video, then they may see the instructor about viewing the video and completing the assignment.

**Library Article Review:** There will be one Article Review Homework Assignment worth **50pts**. The students will search the Library Article Databases for two substantive, journal articles on topics pertaining to material covered in the course. Students will provide a minimum four page, word-processed, double-spaced, review and critique of the articles, using a formal writing style with appropriate grammar and English usage. Students will also be required to properly cite the article in the text of their written review and end the review with a proper reference sheet according to the American Psychological Association (APA) reference style. Further information on details regarding the Article Review Assignment will be given during the semester.

**POP QUIZZES:** A total of 12 pop quizzes will be given in the semester, 6 individual pop quizzes and 6 group pop quizzes. Each pop quiz will be worth 10 points. Two of your lowest quiz scores will be automatically dropped at the end of the semester. The total pop quiz points will then be 100 points. Pop quizzes are **UNANNOUNCED QUIZZES**. In order to take either an individual quiz or a group quiz students must attend the entire class period on the day of the quiz. If a student comes in more than 10 minutes late on the day of a group quiz they may not take either quiz. Students missing a quiz during the semester due to sufficient cause (i.e., illness, university excused absence – see above) must notify the instructor a week in advance (except for abrupt illness in which case the instructor should be notified within 1 day of the quiz time) that they will be absent on the quiz day. The instructor will determine on an individual basis the makeup requirements for quizzes missed due to sufficient cause.

**EXAMS:** There will be three exams given during the semester each worth approximately 20% of your grade. There will also be an OPTIONAL Comprehensive Final given during final's week. The final may be used to substitute for a lower test grade or a missed exam. If a student has sufficient cause (i.e., documented illness, university excused absence- **see above**) to take a makeup exam then the instructor must be notified early or at the very least within 1 day after the exam for abrupt illness or 1 week prior for university excused absence. If you have taken all three exams during the course of the semester, taking the final can in no way jeopardize your grade. If the final exam grade is higher than any of your three previous exam scores then I will replace the lowest exam score otherwise, the final exam score will be discarded.

### GRADE BREAKDOWN

Grade Breakdown	Pts	%	Letter Grade Breakdown		
			Pts	%	Grade
Exam 1	100	18.18	495-550	90-100%	A
Exam 2	100	18.18	440-494	80-89%	B
Exam 3	100	18.18	385-439	70-79%	C
Quizzes	100	18.18	330-384	60-69%	D
Homework	150	27.27%	below 330	below 60%	F
OPTIONAL FINAL REPLACES 1 EXAM					
Total	550	100%			

### COURSE SCHEDULE

The following is a general outline of material to be covered during the course of the semester. Note: the schedule is subject to changes in response to progress and opportunities that may arise in a given semester. Therefore, it is imperative for you to attend class and be aware of new developments in the course which may affect the due dates of homework or scheduling of tests.

<b>MANAGEMENT 345G.01 Quality And Competitiveness: An International Perspective Spring 2007 Course Schedule</b>	
<b>DATE</b>	<b>TOPIC &amp; CHAPTER</b>
1/18	Introduction
1/23	Perspectives on Quality and Theory, Ch 1, 2
1/25	Deming Video – <b>Hwk 1 assigned</b> , Ch 2
1/30	Global Quality Ch 3, Strategic Quality Ch 4
2/1	Strategic Quality and Leadership Exercises, Ch 4 – <b>In class Hwk 2</b>
2/6	Global Quality Ch 3, Strategic Quality Ch 4
2/8	Strategic/Global Quality and the Derdain Exercise, Ch 3, 4 – <b>In class Hwk 3</b>
2/13	Intercultural Communicating Video – <b>Hwk 4 assigned</b>
2/15	Review Exam 1, Ch 1,2,3,4
2/20	<b>EXAM 1</b>
2/22	Voice of the Customer & Market, Ch 5, 6
2/27	What's Your Gripe Video – <b>Hwk 5 assigned</b>
3/1	Voice Customer & Market, Ch 5, 6, QFD CH 7
3/6	QFD, Ch 7
3/8	Team Exercises – <b>In class Hwk 6</b>
3/12	<b>LAST DAY TO DROP WITH "W"</b>
3/13	Tom Peters Video – <b>Hwk 7 assigned</b>
3/15	Teamwork Ch 11
3/19-3/23	<b>SPRING BREAK</b>
3/27	Teamwork Ch 11
3/29	Review Exam 2, Ch 5, 6,7,11 <b>LIBRARY ARTICLE REVIEW DUE</b>
4/3	<b>EXAM 2</b>
4/5	Supply Chain, Ch 9 & JIT Handout
4/10	Just in Time Manufacturing – <b>In class Hwk 8</b>
4/12	JIT and Tools of Quality, Ch 10,12,14
4/17	Quality Tools, Ch 10 Intergalactic – <b>In class Hwk 9</b>
4/19	Quality Tools, Ch 10 Intergalactic – <b>In class Hwk 10</b>
4/24	Ch 14 Six Sigma
4/26	Ch 14 Six Sigma & Review Exam 3,
5/1	<b>EXAM 3</b>
5/3	Review Optional Final
5/8	<b>OPTIONAL FINAL 10:30am-12:30pm– BC 106</b>

