

THE CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT

COURSE UNIT DESCRIPTION

Course Unit Title	TOTAL QUALITY MANAGEMENT	
Course Unit Code	HR540	
Type of Unit	Elective	
Level of Course Unit	Second cycle	
Year of Study	First / Second year	
Number of ECTS Credits	4.5 ECTS	
Course Unit Objectives	The objective of this course is to familiarize and improve participants' knowledge of basic concepts relevant to quality management and discuss continuous quality improvement methods and tools currently in use in Business & Education. To introduce the Malcolm Baldrige National Quality Award, the European Quality Award, the Six Sigma method as well as the ISO 9000 Quality Standards Series and to discuss SERVQUAL, a Service Quality Model.	
Learning Outcomes	On completion of this course students are expected to:	
	CILO 1	Explain what Quality Management is and the several definitions of Quality Management
	CILO 2	Classify customers into internal and external and explain their importance
	CILO 3	Distinguish between goods and services and explain their quality attributes
	CILO 4	Analyse and evaluate quality costs
	CILO 5	Cite the Quality Management gurus and underline their contribution to Quality, such as Deming, Juran, Crosby, Ishikawa
	CILO 6	Explain Continuous Process improvement and tools
	CILO 7	Understand and explain the principles of Six Sigma
	CILO 8	Understand and explain statistical process control
	CILO 9	Describe and explain quality models and frameworks such as SERVQUAL, MBNQA, EFQM, Deming and

	ISO 9000	
Name of Lecturer(s)	Dr. Takis Stylianides	
Mode of delivery	Face to Face	
Prerequisites or corequisites	None	
Course Content	Introduction to Quality	CILO 1
	Defining Quality	
	Quality as a Management Framework	
	Focusing on Customers	CILO 2
	Creating satisfied customers	
	Understanding customer needs	
	Measuring customer satisfaction	
	What is a good and what is a service	CILO 3
	What are their quality attributes	
	The cost of Quality	CILO 4
Cost classifications		
	Quality costs in service organizations	
	Measuring the return of Quality	
	The quality gurus: Deming, Juran, Crosby, Ishikawa, Feigenbaum, others	CILO 5
	Process Improvement	CILO 6
	Kaizen	
	Breakthrough improvement	
	Tools for process improvement	
	Principles of Six Sigma	CILO 7
The DMAIC Methodology		
Tools and Techniques		
Six sigma in service and small organizations		
	Statistical Thinking and Applications	CILO 8
	Statistical Process Control	
	Control Charts	
	Designing control charts	

	<p>Capability and control</p> <hr/> <p>Philosophies and Frameworks</p> <p>Foundations of the Deming Philosophy</p> <p>The Juran Philosophy</p> <p>The Crosby Philosophy</p> <p>The Malcolm Baldrige National Quality Award</p> <p>The EFQM Model</p> <p>ISO 9000</p> <p>CILO 9</p>
<p>Recommended or required reading</p>	<p><u>Textbooks:</u></p> <p>Juran, J. M. & Gryna, M. F. (2001). <i>Quality Planning and Analysis</i> (4th ed.). McGraw-Hill</p> <p>Crosby, Ph. (1980). <i>Quality is Free</i>. New York: Penguin Books</p> <p>Evans, J.R. & Lindsay, W. (201). <i>The Management and Control of Quality</i> (8th ed.). Publisher, Thomson, South Western</p> <p>David L. Quetsch and Stanley Davis: “Quality Management for Organizational Excellence: Introduction to Total Quality”, 7th Edition, Prentice Hall</p> <p>W. Edwards Deming, (1986) “Out of the Crisis”, Cambridge University Press</p> <p>Malcolm Baldrige National Quality award cases:</p> <p>http://www.baldrige.nist.gov/Contacts_Profiles.htm</p> <p>http://www.eipa.eu/files/File/CAF/CAF_2013.pdf</p> <p>http://www.iso.org/iso/iso_9000</p>
<p>Planned learning activities and teaching methods</p>	<p>Lectures; in-class discussion and debates; in-class exercises; problem sets; teaching experiments; team work; video case studies.</p>
<p>Assessment methods and criteria</p>	<p>10% Participation</p> <p>20% In-class quiz</p> <p>70% Final assignment</p>
<p>Language of Instruction</p>	<p>English</p>
<p>Work Placement(s)</p>	<p>Not Applicable</p>