



# MGMT19105 Quality Management

## Term 2 - 2024

Profile information current as at 29/07/2024 05:50 pm

All details in this unit profile for MGMT19105 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

### General Information

#### Overview

This unit provides an overview of all quality dimensions and elements in regard to the production of goods and services. It focuses on the theories of quality management and principles of total quality management in a practical, real-world setting. This unit discusses the importance of global perspectives of competition, customer satisfaction, ethics and corporate social responsibility, organisational culture, employee empowerment and teams in relation to quality management and total quality systems. Selected quality tools and techniques for planning, controlling and improving quality, such as statistical process control, are addressed. Quality standards and ISO9000, as well as the implementation of total quality systems and continual improvement approaches, are discussed. This unit allows students to focus on an organisation, industry, or sector of their choice from a selected list of options for all assessments.

#### Details

Career Level: *Undergraduate*

Unit Level: *Level 2*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

#### Pre-requisites or Co-requisites

Prerequisite: Minimum of 24 credit points.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

#### Offerings For Term 2 - 2024

- Brisbane
- Melbourne
- Online
- Rockhampton
- Sydney

#### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

#### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Learning logs / diaries / Journal / log books**

Weighting: 20%

#### 2. **Report**

Weighting: 30%

#### 3. **Report**

Weighting: 50%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Unit Coordinator.

**Feedback**

Assessment update.

**Recommendation**

Assessment items will be revised and updated where necessary.

#### Feedback from Students and Moodle data.

**Feedback**

Comprehensive and timely marking feedback has been consistently provided. However, in the latest unit delivery, only between 18% (A3) and 35% (A2) of students found and read the comprehensive and constructive marking feedback provided. Thus, students need to find and read it.

**Recommendation**

The unit website will provide a video about the importance of finding and reading assessment marking feedback.

## Unit Learning Outcomes

**On successful completion of this unit, you will be able to:**

1. Explain the importance of quality management to organisations in a global context.
2. Discuss the principles and philosophy of quality management and total quality management.
3. Apply quality management tools and techniques.
4. Analyse the need for technical quality deployment (tools and techniques) and quality competence development (people) within organisations.
5. Critically assess quality attributes of goods, services and processes.
6. Design and appraise quality management programs.

Not applicable.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes					
	1	2	3	4	5	6
1 - Learning logs / diaries / Journal / log books - 20%	•	•	•		•	
2 - Report - 30%	•		•	•	•	•
3 - Report - 50%	•	•		•		•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
1 - Communication	•	•	•	•	•	•
2 - Problem Solving		•	•	•	•	•
3 - Critical Thinking				•	•	•
4 - Information Literacy	•	•	•	•	•	•
5 - Team Work						
6 - Information Technology Competence			•	•	•	•
7 - Cross Cultural Competence						
8 - Ethical practice		•				•
9 - Social Innovation						
10 - Aboriginal and Torres Strait Islander Cultures						

## Textbooks and Resources

### Textbooks

MGMT19105

#### Prescribed

#### **Quality Management for Organizational Excellence: Introduction to Total Quality**

Edition: 9th (2021)

Authors: Goetsch, D.L. & Davis, S.

Pearson

Hoboken , New Jersey , USA

ISBN: 978-0-13-557732-5

Binding: eBook

### IT Resources

#### You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Tage Andersson** Unit Coordinator

[t.andersson@cqu.edu.au](mailto:t.andersson@cqu.edu.au)

## Schedule

### **Week 1: Introduction to Total Quality Management - 08 Jul 2024**

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Total Quality Management	Chapter 1: The Total Quality Approach to Quality Management	

### **Week 2: Quality - Competitiveness, Values, and Ethics - 15 Jul 2024**

Module/Topic	Chapter	Events and Submissions/Topic
Quality - Competitiveness, Values, and Ethics	Chapter 2 - Quality and Global Competitiveness Chapter 4 - Quality Management, Ethics and Corporate Social Responsibility	

### **Week 3: Quality - Culture and the Customer - 22 Jul 2024**

Module/Topic	Chapter	Events and Submissions/Topic
Quality - Culture and the Customer	Chapter 6: Quality Culture Chapter 7: Customer Satisfaction, Retention and Loyalty	

### **Week 4: Quality - Empowerment and Team Building - 29 Jul 2024**

Module/Topic	Chapter	Events and Submissions/Topic
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Quality - Empowerment and Team Building

Chapters 8: Employee Empowerment  
Chapter 10: Team Building and Teamwork

**Learning Log 1** - Submit your first learning log before Sunday, 4th August 2024 at 11.45 PM AEST

#### Week 5: Tools for Total Quality Management - 05 Aug 2024

Module/Topic	Chapter	Events and Submissions/Topic
Tools for Total Quality Management	Chapter 15: Overview of Total Quality Tools	

#### Vacation Week - 12 Aug 2024

Module/Topic	Chapter	Events and Submissions/Topic
There are no scheduled activities for this week	There are no scheduled readings for this week	

#### Week 6: Quality - Problem Solving and Decision Making - 19 Aug 2024

Module/Topic	Chapter	Events and Submissions/Topic
Quality - Problem Solving and Decision Making	Chapter 16: Problem Solving and Decision Making	<b>Learning Log 2</b> - Submit your second learning log before Sunday, 25th August 2024 at 11.45 PM AEST

#### Week 7: Quality Function Deployment - 26 Aug 2024

Module/Topic	Chapter	Events and Submissions/Topic
Quality Function Deployment	Chapter 17: Quality Function Deployment	

#### Week 8: Statistical Process Control - 02 Sep 2024

Module/Topic	Chapter	Events and Submissions/Topic
Statistical Process Control	Chapter 18: Optimising and Controlling Processes through Statistical Process Control	<b>Application of Quality Management Tools</b> Due: Week 8 Friday (6 Sept 2024) 11:45 pm AEST

#### Week 9: Implementing Total Quality Management - 09 Sep 2024

Module/Topic	Chapter	Events and Submissions/Topic
Implementing Total Quality Management	Chapter 22: Implementing Total Quality Management	

#### Week 10: ISO 9000 and Total Quality - 16 Sep 2024

Module/Topic	Chapter	Events and Submissions/Topic
ISO 9000 and Total Quality	Chapter 14: ISO 9000 and Total Quality	

#### Week 11: Continuous Quality Improvement - 23 Sep 2024

Module/Topic	Chapter	Events and Submissions/Topic
Continuous Quality Improvement	Chapter 19: Continual Improvement Methods with Six Sigma, Lean, and more.	

#### Week 12: Student self-reflection, Just-in-time, and Lean Manufacturing - 30 Sep 2024

Module/Topic	Chapter	Events and Submissions/Topic
Student self-reflection, Just-in-Time, and Lean Manufacturing	Moodle resources on Student Self-reflection Chapter 21: Just-in-Time / Lean Manufacturing (JIT/Lean)	<b>Implementation of Total Quality Management</b> Due: Week 12 Friday (4 Oct 2024) 11:45 pm AEST

## Assessment Tasks

# 1 Learning Logs

## Assessment Type

Learning logs / diaries / Journal / log books

## Task Description

### Total Quality Management Definition

Total Quality Management (TQM) is an approach to doing business that attempts to maximise the competitiveness of an organisation through the continual improvement of the quality of its products, services, people, processes, and environments. In a TQM effort, all members of an organisation participate in improving processes, products, services, and the culture in which they work. Adapted from Goetsch and Davis (2021, p. 4) and ASQ (2024).

ASQ. (2024). What is Total Quality Management (TQM)? American Society for Quality.

Goetsch, D. L., & Davis, S. (2021). Quality Management for Organisational Excellence: Introduction to Total Quality (Ninth International ed.). Hoboken, New Jersey: Pearson.

### Select an Australian organisation for all assessment tasks

You must select the same Australian organisation for all your assessment tasks this term. For example, it cannot be an organisation in a case study provided in your unit textbook by Goetsch and Davis (2021). Your selection will be approved/rejected as part of Learning Log 1.

You must select an Australian organisation from an Australian industry/sector from the following industries/sectors or one you have worked at and know well.

- **Agriculture.** Australia has a strong agricultural sector that produces a variety of crops and livestock. Wheat, beef, wool, and dairy are significant contributors to the country's agricultural output.
- **Construction.** The construction industry is a significant part of the Australian economy.
- **Education.** Australia is a popular destination for international students, contributing significantly to the education sector.
- **Energy.** Besides being a significant exporter of coal and natural gas, Australia has been increasing its focus on renewable energy sources, such as solar and wind power.
- **Financial services.** The financial services industry, including banking and insurance, is an important sector in Australia.
- **Healthcare.** The healthcare sector, including medical services, pharmaceuticals, and biotechnology, is a growing industry in Australia.
- **Hospitality and tourism.** Tourism is also a crucial industry, with attractions such as the Great Barrier Reef and the Sydney Opera House drawing visitors.
- **Manufacturing.** While not as dominant as in the past, manufacturing still plays a role in the Australian economy, particularly in areas like automotive manufacturing, food processing, and advanced manufacturing.
- **Mining and resources.** Australia is a major exporter of minerals and resources, including coal, iron ore, gold, and natural gas. The mining sector plays a crucial role in the country's economy.
- **Technology and innovation.** The technology sector has been expanding, with a focus on software development, telecommunications, and innovation.
- **Transport.** Australia has a well-developed transport sector that plays a vital role in the country's economy.

### Learning Log 1 must be submitted in week 4

This week, you must select an organisation that will provide you with the context for the Assessment 1 Learning Logs and Assessment 2 and 3 Business Reports. You will be provided with feedback regarding your organisation selection in response to your log. Once you have selected your organisation, Learning Log 1 is about assessing the importance of TQM philosophy and practices in the context of your selected Australian organisations in the year 2024. You are also required to provide self-reflection about your learning experience. Follow the assessment task instructions and student guidance provided on the unit website in Moodle.

### Learning Log 2 must be submitted in week 6

Learning Log 2 is about critically assessing the quality attributes of a current product or service delivered by your Australian organisation (Garvin, 1987; Van Velden, 2020). You are also required to provide self-reflection about your learning experience. Follow the assessment task instructions and student guidance provided on the unit website in Moodle.

Garvin, D. A. (1987). Competing on the eight dimensions of quality. (in the U.S.). Harvard Business Review, 65(6), 101-109.

Van Velden, E. (2020). Eight Dimensions of Quality (Garvin). Toolshero.

## Assessment Due Date

Learning Log 1 must be submitted in Week 4 (before Sunday, August 4th at 11.45PM AEST). Learning Log 2 must be submitted in Week 6 (before Sunday, August 25th at 11.45PM AEST).

## Return Date to Students

Marking feedback on the Learning Logs submitted in Weeks 4 and 6 will be provided in written format as a COMMENT to the relevant Learning Log entry in Moodle ahead of the next compulsory Learning Log. Please check your Learning Log through the Moodle blogging tool regularly.

## Weighting

20%

## Assessment Criteria

Each of your Learning Logs will be assessed according to your ability to:

1. Respond to the specific Learning Log task instructions and guidance (50%)
2. Write a candid and critical self-reflection about the assessment task. Include a reflection on the development of personal Quality Management capabilities and practices and identification of one's own strengths and weaknesses. Support this with improvement suggestions for the following assessments (30%)
3. Include at least one academic and one professional literature reference supporting your assessment learning log (10%)
4. Use correct APA in-text referencing and for the referenced literature (10%)

Each of the Learning Logs is worth 10% of the overall marks. That means the two Learning Logs part of Assessment 1 are worth 20% of the unit marks.

## Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

## Submission

Online

## Submission Instructions

The Learning Log entries must be submitted using the Moodle blogging tool.

## Learning Outcomes Assessed

- Explain the importance of quality management to organisations in a global context.
- Discuss the principles and philosophy of quality management and total quality management.
- Apply quality management tools and techniques.
- Critically assess quality attributes of goods, services and processes.

# 2 Application of Quality Management Tools

## Assessment Type

Report

## Task Description

The assessment is designed for students to apply fundamental quality management tools and techniques. The assessment involves writing a 1000-word short business report that describes 'why', 'what', and 'how' the business will implement the use of two (2) Quality Management tools or techniques. The tools or techniques you select must address a quality challenge within the business. The assessment task, study guide, and marking rubric will be provided on the unit website in Moodle.

## Assessment Due Date

Week 8 Friday (6 Sept 2024) 11:45 pm AEST

## Return Date to Students

Results and feedback will be made available on the unit website within 2 weeks.

## Weighting

30%

## Assessment Criteria

Your report will be assessed according to the following criteria.

### Your report must demonstrate the following:

- Clear identification of the quality-related issue in the selected organisation and discussion of two quality



- management tools and their relevance to the identified quality issues. 30%
- Clear discussion about the implementation of two quality management tools. 25%
- Clear flow of thought throughout the report with a convincing executive summary; clear and succinct purpose described in the introduction; relevant structure and content within the body of the report; and a clear and succinct conclusion. 15%
- Critical review skills and integration of relevant literature. A minimum of five (5) academic and professional references must be used 10%
- Appropriate in-text referencing and reference list. Adherence to CQUniversity APA Reference Style.
- Correct paraphrasing. 10% Clarity of expression, grammar and spelling. Appropriate format within the word limit: 1000 words ( $\pm 10\%$ ). 10%

Late submissions will be penalised at the rate of five percent of the total marks available for the assessment each calendar day (full or part) it is overdue as per the CQUniversity Policy: Assessment of Coursework.

### Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

### Submission

Online

### Learning Outcomes Assessed

- Explain the importance of quality management to organisations in a global context.
- Apply quality management tools and techniques.
- Analyse the need for technical quality deployment (tools and techniques) and quality competence development (people) within organisations.
- Critically assess quality attributes of goods, services and processes.
- Design and appraise quality management programs.

## 3 Implementation of Total Quality Management

### Assessment Type

Report

### Task Description

The assessment is designed to build your skills and knowledge of applying total quality management practice in an organisation of your choice. The assessment involves writing a 2000-word Total Quality Management improvement proposal in the form of a business report. Assessment tasks, student guide, and marking rubric will be provided on the unit website in Moodle.

### Assessment Due Date

Week 12 Friday (4 Oct 2024) 11:45 pm AEST

### Return Date to Students

Final grades will be released on Certification of Grades day 1 November 2024.

### Weighting

50%

### Assessment Criteria

Your report will be assessed according to the following criteria.

#### Your report must demonstrate the following:

- Identification of Total Quality Management related issues in the selected organisation. Description of the concept of Total Quality Management and its relevance to the identified quality issues. 30%
- Appropriate and well-structured description of the implementation of Total Quality Management improvements within the selected organization. 25%
- Clear flow of thought throughout the report with a convincing executive summary; clear and succinct purpose described in the introduction; relevant structure and content within the body of the report; and a clear and succinct conclusion. 15%
- Critical review skills and integration of relevant literature. A minimum of eight (8) academic and professional references must be used. 10%
- Appropriate in-text referencing and reference list. Adherence to CQUniversity APA Reference Style. Correct paraphrasing. 10%
- Clarity of expression, grammar and spelling. Appropriate format within the word limit: 2000 words ( $\pm 10\%$ ). 10%

Late submissions will be penalised at the rate of five percent of the total marks available for the assessment each calendar day (full or part) it is overdue as per the CQUniversity Policy: Assessment of Coursework.

### Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

### Submission

Online

### Learning Outcomes Assessed

- Explain the importance of quality management to organisations in a global context.
- Discuss the principles and philosophy of quality management and total quality management.
- Analyse the need for technical quality deployment (tools and techniques) and quality competence development (people) within organisations.
- Design and appraise quality management programs.

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?



**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem