

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD  
(COL MBA/MPA PROGRAMME)**

**QUALITY MANAGEMENT (5575)**

**CHECKLIST**

**SEMESTER: AUTUMN, 2012**

This packet comprises the following material:

1. Text Books
2. Course Outlines
3. Assignment No. 1,2
4. Assignment Forms ( 2 sets )

In this packet, if you find anything missing out of the above mentioned material, please contact at the address given below:

Mailing officer  
Services Block No. 28  
Allama Iqbal Open University  
H-8, Islamabad

**Salman A. Qureshi**  
(Course Coordinator)

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD**  
**(Commonwealth MBA / MPA Programme)**

**WARNING**

- 1. PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
- 2. SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY"**

**Course: Quality Management (5575)**

**Semester: Autumn, 2012**

**Level: Executive MBA/MPA**

**Total Marks: 100**

**Instructions:**

- (a) All written assignment must be well organized, presented in an easy-to-read format and neat. Moreover, pay particularly close attention to grammar, spelling, punctuation, and understandability. Communication is extremely important in this course.
- (b) Documentation is likewise very important. Un-supported statements or opinions are worth less to the reader, who desires to verify your finding. Complete and specific documentation is mandatory. Also, your references should be to primary sources, except in rare unusual situation.
- (c) Quoting should be kept to an absolute minimum.

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**Guidelines for Doing Assignments**

We expect you to answer each question as per instructions in the assignment. You will find it useful to keep the following points in mind:

- 1) **Planning:** Read the assignments carefully, go through the Units on which they are based. Make some points regarding each question and then rearrange them in a logical order.
- 2) **Organization:** Be a little selective and analytical before drawing up a rough outline of your answer. Give adequate attention to question's introduction and conclusion.  
Make sure that:
  - a) The answer is logical and coherent,
  - b) It has clear connections between sentences and paragraphs,
  - c) The presentation is correct in your own expression and style.
- 3) **Presentation:** Once you are satisfied with your answer, you can write down the final version for submission. It is mandatory to write all assignments neatly. If you so desire, you may underlining the points you wish to emphasize. Make sure that the answer is within the stipulated word limit.

Wishing you all the best

## **ASSIGNMENT No. 1**

- Q. 1 a) Discuss the concept of quality and quality management. (10)  
b) Described two methods of quality control with examples. (10)
- Q. 2 Describe how to incorporate quality goals into strategic and operational plans? (20)
- Q. 3 a) Define and interpret concepts of Customer Relationship Marketing. (10)  
b) Describe the roles of suppliers in QM and approaches to managing the relationships between organizations and their suppliers. (10)
- Q. 4 Explain the two conflicting roles that the human resources department (HR) has within the organization. Explain the type of national culture that exists within Pakistan in terms of power dominance, uncertainty avoidance, individualism/collectivism, and masculinity/femininity. (20)
- Q. 5 a) Describe three categories of tools and techniques for QM.  
b) Recount the Six Sigma approach and the DMAIC and DMADV approaches. (20)

## **ASSIGNMENT No. 2**

**Marks: 100**

### ***Instructions:***

1. This assignment is a research-oriented activity. You are required to develop a term paper and submit to the tutor for evaluation prior to the final examination. The last date of this assignment will be notified separately by our directorate of regional services and the same will be communicated to you directly as well as through approved study centers assigned to you.
2. You will have to participate in the activity fully, actively, and practically to be able to pass the final examination of the course. Please send one copy of this assignment to COL MBA/MPA Programme office, Block No. 11, Allama Iqbal Open University, Sector H-8, Islamabad.
3. For the preparation of this assignment, you should first thoroughly review the conceptual framework of the topic and develop a scholarly material of the same giving references, quotations, and extracts of various scholars and experts. Then visit any business/commercial organization and study the relevant practical aspects there. Combining the theoretical and practical aspects, develop a comprehensive paper consisting of at least 20 to 25 typed pages to be submitted to your tutor.
  - a) Introduction to the topic
  - b) Important sub-topics

- c) Practical study of the organization with respect to the topic
  - d) Review of theoretical and practical situations, merits, de-merits deficiencies or strengths of the organization with respect to the topic under study.
  - e) Conclusion and recommendation
  - f) Annex, if any
4. Prepare a copy of this assignment and submit to your tutor for your evaluation.
5. You should add any illustrative material/data/tables/analysis for effective submission.
6. A number of topics given below are the general aspects of the course and you are required to select one of the topics according to the last digit of your roll number. For example, if the roll number is N-9337241, you will select topic number 1, and if the roll number is O-3427185 then you will select topic number 5 (the last digit).
- 1. Impact of Total Quality Management on Strategy of a company
  - 2. Customer Retention
  - 3. Challenges for Quality Professionals
  - 4. Measurements in Quality Management
  - 5. Relationship Between ISO 9000 and QS 9000
  - 6. Quality is in the Eyes of a Customer
  - 7. Process Improvement Cycle
  - 8. Leadership Quality ingredient
  - 9. Mission of Quality Management
  - 0. (WTO) World Trade Organization and challenges to quality management

# QUALITY MANAGEMENT (5575)

## COURSE OUTLINES

### **Block 01: Introduction to Quality Management**

Introduction

Objectives

History of the 'Quality Revolution'

What is Quality and Quality Management?

Quality is in the Eyes of the Consumer

Fitness-to-Standard (conformance) and Fitness-to-Use

Assessing Customer Expectations and Satisfaction

Why is Quality Important?

Philosophy of Quality Management

- The Religion
- The Imperative
- The New Ways
- The Customer

Implementation and Evaluation

Principles of Total Quality – Integration

Types of Quality Efforts

The Baldrige Awards

The Terminology of Quality Management

### **Block 02: Leadership and Strategic Management**

Introduction

Objectives

Demonstrating Quality Values Throughout the Organisation

Exercising Leadership

Leaders Vs. Managers

Mintzberg's Research

Bass & Associates

Interactive and Servant Leaders

Symbolic leaders

Leaders in the Language of Innovation

The Role of Quality Professionals

The Work of Professionals

Supplier quality assurance

Internal Auditing

Customer Quality

Consulting and Training

Making the Connections

Incorporating Quality Goals into Strategic and Operational Plans

Organizational Change

An Example of Tools for a Strategic Planning Activity  
Determining Most Feasible Alternative Using Strategic Tools  
Stages in Determining Strategy  
The Strategic Tools – The Initial SWOT Analysis  
The Strategic Tools -- External Environment Analysis (STIPLE)  
The Strategic Tools – The Internal Analysis  
The Strategic Tools – A More Definitive SWOT Analysis

**Block 03: Customer and Market Focus**

Objectives and Introduction  
Internal and External Customers  
Defining and Identifying the Customer  
Understanding Customer Needs and Expectations  
Collecting and Interpreting Customer Information  
Customer Relationship Management  
Customers as Partners  
Types of Partnerships and Alliances  
Benefits of Customer-Supplier Partnerships and Alliances  
Managing Supplier Relationships  
Selecting Suppliers  
Supplier Certification and Rating  
Supply Base and Customer Base Reduction

**Block 04: Quality in Human Resources**

Introduction and Objectives  
Nature and Role of HRM  
History  
The House of Quality  
A House of Quality for Human Resources  
Cornerstones  
Vision and Mission  
Organisational Culture  
The Culture of the Nation  
Servant Leadership  
Foundation  
Satisfaction  
Pillars  
Pillar One: Continuous Improvement  
Pillar Two: Product/ Process Quality  
Definitions, Importance, and Other Matters  
The Process Improvement Cycle  
The Critical Success Factors  
Special Problems and Concerns  
Pillar Three: People Development

Psychological Contract  
Change of Attitude  
Problem-solving Skills  
Employee Involvement and Team Building  
Pillar Four: Facts and Measurements  
Speaking With Facts  
Measurement  
Roof  
Short and Long-term Strategy  
Rules and Procedures  
Systems, Processes and Structure  
Environmental Constraints  
Respect for Individual Differences  
Ethical and Moral Decision Making and Behavior  
Respect for Authority

**Block 05: Tools and Techniques for Quality Management**

Objectives and Introduction  
Tools for Data Collection and Interpretation  
Customer Records  
Data on Complaints  
Survey Data  
Benchmarking  
Transaction Data  
Tools for Planning  
Quality Function Deployment  
Simultaneous (Concurrent) Engineering  
Seven 'New' Management Tools  
Tools for Continuous Improvement  
The P-D-C/S-A Cycle  
Six Sigma  
The Differences between DMAIC and DMADV

**Block 06: International Standards Organisation**

Introduction and Objectives  
An Overview of ISO  
The History of ISO  
What is ISO and ISO Certification?  
Relationship Between ISO 9000 and QS 9000  
Sections in ISO 9001  
Basic Requirements for Certification  
Why are the Standards Important?  
Benefits and Drawbacks

## **Block 07: Change in the Context of Quality Management**

Objectives and Introduction

The Goal of Quality Change

The Progression of Change

Just-in-time

Paradigm Shift

Training in Quality and Interpersonal Skills

Roles

Assertiveness

Interaction and Process Skills

Responsibility Charting

The System and Structural Changes

Steps Toward Change

Compensation Restructuring

Behaviour Modification (OB Mod, Operant Conditioning, Positive Reinforcement)

Advanced Quality Methods

Team and Team Building in the Context of QM

Benefits and Drawbacks

Types of Teams

Characteristics of Teams

Size

Stages of development

Team Norms and Cohesiveness

Conflict Resolution

Culture and Cultural Change

Should Consultants Be Used To Define and Implement Change?

Implementing Change

Communication

The Aftermath: The Carry-Over From Past Experiences

Structural Issues

### ***Recommended books:***

1. Total Quality Management  
By: Dale H. Bester field  
Edition: Third
2. Quality Management  
By: Donna C.S. Summers
3. Total Quality Management  
By: Joel E. Ross  
Edition: Third