

Full Title	Quality Management Operational Excellence		
Status	Uploaded to Banner	Start Term	2017
NFQ Level	08	ECTS Credits	10
Module Code	MGMT08056	Duration	Semester - (13 Weeks)
Grading Mode		Department	Physical & Life Sciences
Module Author	Seamus Lennon		
Co Authors	Ita Kelly, Marilla Keating		

Module Description

The objective of this module is to integrate management, leadership and change theory with quality management from a business improvement viewpoint. The student will gain the ability to implement business, engineering and operations management techniques in developing strategies for change, improvement and operational excellence.

Learning Outcomes

On completion of this module the learner will/should be able to:

1. Explain the principles, practises, concepts and core business function of operations management and strategy
2. Evaluate management and leadership approaches and techniques to improvement, performance excellence and change
3. Assess business performance quality and improvement techniques and methodologies as they apply to various business situations
4. Apply a range of quality and operations techniques and tools to assess and analyse various case scenarios

Indicative Syllabus

- Operations management through the supply/value chain
 - Core business operations functions, operations in services and product based environments
 - The supply chain, key elements of OM: planning, purchasing, production, project management, HRM, Quality, MRP, ERP, global and contemporary challenges
- Operations Strategy, the quality and performance connection; strategic planning and deployment; (hoshin kanri)
- Management, Leadership and Change
 - Commitment and communication, organisational structure and culture
 - HRM, teamwork, involvement and engagement – keys to strategic business improvement
 - Management and Leadership theory from foundations to emerging and current theory focus on Transactional, Situational and transformational theories; establishing the leadership system
 - The management of change, change models, transforming the organisation, role of the change agent
- Quality and Improvement methodologies
 - TQM, six sigma, lean six sigma and operational excellence, philosophies and Body of Knowledge reviewed
 - Focus on teachings of key philosophers e.g. Deming, Crosby, Juran, Shingo etc
 - Lean principles, drivers and techniques, non value, theory of constraints. Lean optimisation and synchronisation including Cellular Manufacturing.
- Drivers of business excellence and performance
 - Improvement, business and customer focus, performance and metrics (Balanced Scorecard, KPI,), selecting performance measures
- Case study analysis
- Students are expected to read widely from industry sources, quality and business journals and publications

Teaching and Learning Strategy

Teaching will be lecture based with in class groupwork, discussion and workshop involving practical application and analysis of case studies, industry and problem based scenarios. Pre reading for practical work will be required.

Guest speakers from industry as available; industry-based and peer learning will be important in the delivery of this material.

Assessment Strategy

Learners will be assessed by a mixture of CA and Final Exam.

20% Case study analysis: For example: an assessment could require students to analyse an industry or business based operations scenario deriving core operations, structure, process, management and operational challenges.

40% Group project : For example: the group will be required to address a range of issues and recommend a strategy for change focussed on quality and operational excellence for an organisation, present recommendations in a presentation and produce a technical report.

40% Final examination

Repeat Assessment Strategies

Repeat examination available

Indicative Coursework and Continuous Assessment:		60 %		
Form	Title	Percent	Week (Indicative)	Learning Outcomes
Assignment	Case study - analysis of specific business and associated quality system	20 %	Week 8	1,4
Group Project	Group project - write strategy for change	40 %	Week 16	1,2,3,4

End of Semester / Year Formal Exam:		40 %		
Form	Title	Percent	Week (Indicative)	Learning Outcomes
Closed Book Exam	Final Exam	40 %	Week 26	1,2,3

Part Time Delivery Mode Average Weekly Workload:			2.00 Hours		
Type	Description	Location	Hours	Frequency	Weekly Avg
Lecture	Lecture	Not Specified	2	Weekly	2.00

Literary Resources

Relevant chapters from the following:

Management Principles and Practices – International Edition (12th Ed.) by Griffin, R. 2017. Cengage learning

Total Quality Management and Operational Excellence Text with Cases, 4th Edition By John S. Oakland. 2014. Routledge

Operations and Process Management, 4th edition by Slack N, Brandon-Jones A, & Johnston R, (2015). Pearson

Quality Management for Organizational Excellence: Introduction to Total Quality, David L. Goetsch, University of West Florida and Oskaloosa-Walton; Stanley Davis, Stan Davis Consulting ISBN-10: 0133791858 • ISBN-13: 9780133791853; ©2016 • Pearson •

Managing Quality: Integrating the Supply Chain, Global Edition, 6/E by S. Thomas Foster©2017 • Pearson ISBN-10: 1292154217 • ISBN-13: 9781292154213

Online Resources

Institute for Operational Excellence: www.instituteopex.org

The American Society for Quality: Asq.org

The Chartered Quality Institute (CQI) : www.thecqi.org

www.shingoprize.org

Other Resources

Lecture notes and slides, case studies

Students are expected to read widely from industry sources, quality and business journals and publications

Programme Membership

GA_SQUAG_H08 201700 Bachelor of Science (Honours) in Quality For Industry