

BA624: QUALITY MANAGEMENT- Spring 2004
College of Business - San Francisco State University

Course at a Glance

Professor	Vijay Mehrotra
Office / Office Hours	SCI 349 / M 4:00 pm – 6:00 pm W 4:00 pm – 6:00 pm Other times by individual arrangement
Phone / Email / Home Page	Tel: (415) 338-2743 drvijay@sfsu.edu online.sfsu.edu/~drvijay [UNDER CONSTRUCTION]
Class Time / Room	M 7:00 -9:45 pm BUS113
Required Materials	<ul style="list-style-type: none"> • <i>Total Quality Management: A Cross-Functional Perspective (1st Edition)</i>, by Ashok Rao et al, Wiley, © 1996. • 2-variable calculator (look for “a, b, r” keys). See recommended list • PC with <i>Excel 97</i> or <i>2000</i>, including Data Analysis Toolpak add-in (NOTE: PCs with Excel are also available in COB Computer Labs)
Additional Reading Materials	<p>CLOSED RESERVE IN LIBRARY</p> <ul style="list-style-type: none"> • <i>Quality is Personal</i>, by Roberts and Sergesketter • <i>Principles of Quality Management</i>, by Swift et al • <i>The Death and Life of the American Quality Movement</i>, Edited by Cole <p>WEB SITES</p> <ul style="list-style-type: none"> • http://www.asq.org • http://www.quality.nist.gov <p>PERIODICALS</p> <p>American Society for Quality Control, Quality, Quality Progress, Journal of Quality Technology, Annual Quality Congress Transactions, Interfaces, Quality Engineering, Industrial Quality Control, Central Japan Quality Control Association and Harvard Business Review</p>
Lecture Notes	<p>Powerpoint Files Available Via Blackboard</p> <p>Additional Handouts in Class, Additional Readings TBD</p>
Course Grades	<p>Your grade will be based on the following components:</p> <ul style="list-style-type: none"> • Process Improvement Project = 25% • Midterm Exam = 25% • Final Exam = 25% • Assignments = 15% • Attendance and Class Participation = 10%

Course Description

Our objectives of this course are (a) to understand what “Quality Management” is and is not, and (b) learn how to enable both individuals and organizations to deliver it.

We will study the history of the Quality Movement, learn about different definitions of Quality, and master several statistical techniques for measuring Quality. In the process, we will also discuss both the primary and secondary benefits of focusing on Quality.

Quality **Management**, however, is much more than just statistics and analysis. In order to be successful, Quality initiatives must be successfully embedded into the way in which an individual or an organization functions. Processes for data collection, information exchange, and decision-making must also be organized in support of Quality – and this happens only when Quality initiatives are connected to the “customer” and to the “bottom line.” To understand this, we will study the criteria for the Malcolm Baldrige National Quality Award and examine cases in which Quality has made a big difference in a company’s success.

To complement our theoretical work and our homework problems, we will also have a number of guest speakers visit our course to share their experience with how Quality Management is actually implemented in “the real world” today. Each of you will also engage in an actual Quality project and deliver an oral presentation and a written paper on what you have done and its impact.

Guest Speaker Biographies

Jonathan Murray (“The Nuts and Bolts of Process Improvement”) is an experienced operational analyst and process consultant. During six years with GE, Jon received extensive training in the company's Six Sigma methodologies, including Process Improvement, Process Design, and Process Management. Jon also contributed to data-driven process improvement initiatives across several different lines of business, leading or mentoring over 25 projects while achieving the "Green Belt," "Black Belt," and "Master Black Belt" certifications. Jon holds undergraduate degrees in Mechanical Engineering and Liberal Arts from Bucknell University, and is a second-year MBA student at Stanford University.

Peter Harrison (“Getting Organizations and Individuals to Buy into Change”) is Senior Director of Systems Adoption at Travelocity, where he and his team focus on helping corporate customers to effectively deploy travel management systems. Peter’s career has been focused on information technology deployment, including stints with Andersen Consulting [now Accenture] and several successful technology start-ups. He is a graduate of Bucknell University.

Steve Barkin (“Using Data Analysis to Analyze Marketing Performance and Drive Investment Decisions”) is in the database marketing group at Charles Schwab. An accomplished statistical and operational analyst, software developer, and project manager, Steve was previously a consultant with Decision Focus Inc., where he played a key role in the development of systems to price and value different routes and products for airlines. Steve holds an M.S. from Stanford University in Operations Research.

Roger Dickerson (“When TQM Meets the USWA, IBEW, AFGE, and the Teamsters”) is a management consultants specializing in workforce optimization and operations excellence. He works with all levels of an organization from corporate leadership to floor employees to affect profitability improvements. He has worked directly with several unions including various locals of the United Steelworkers of America (USWA), the International Brotherhood of Electrical Workers (IBEW) and the American Federation of Government Employees (AFGE). Prior to management consulting, he was a senior financial analyst and a CPA at a Fortune 500 manufacturer. Roger holds a MBA from the University of Chicago.

Jennifer Conley is a clinical health professional whose counseling practice focuses on behavior change in the areas of diet, exercise, and wellness. In addition to directing a wide range of counseling and education programs at Sequoia Hospital in Redwood City, Jennifer works extensively with businesses (including Siebel, Oracle, Nectar, Genesys, and Tyco) and governmental organizations (Palo Alto, Redwood City,

San Mateo, and San Carlos). She is a familiar face to Bay Area baseball fans, known for her Health Tips on the Giants' Astrovision screen at Pacific Bell Park. Jennifer holds a BS in Nutrition and Clinical Dietetics from UC-Berkeley and an MS in Kinesiology and Wellness Management from Cal Poly-San Luis Obispo.

Louis Ponticas ("Using Metrics to Make Smart – and Difficult – Management Decisions") is an experienced Operations Management Consultant who works with corporate leadership (CEO, CFO, Board of Directors, Executive Staff) to implement effective operational processes. Prior to launching his own practice several years ago, he served as a Senior Consultant with CSC Index and Director of Quality for Corning. Lou holds an MBA from Northwestern University.

Sy Fahimi ("Using Six Sigma to Run the Business") is Senior Director of Process Excellence and Business Operations at Intuit Inc., the world's leading provider of personal finance software and associated products and services. Prior to joining Intuit, Sy has served in executive positions with Sun and GE, with a focus on driving operational improvement and cost savings through the successful implementation of Six Sigma initiatives across many different types of business.

Other Guest Speakers will be announced (and included in the syllabus) over the course of this semester.

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Course Outline

Date	Topics	Source
2/2/04	Course Overview Introduction to QM, Definitions, & History Understanding Data and Randomness	Lecture Notes, Rao, Chapters 1-2 Deming Exercise
2/9/04	Malcolm Baldrige Award: History & Criteria Cost of Quality, Quality Processes Personal Quality: Introduction	Lecture Notes Rao, Chapters 3-5 Roberts and Sergesketter, Chapter 1
2/16/04	Basic Tools of Quality and Statistical Process Control Personal Quality: Quality Checklists	Lecture Notes Case Study Handouts Rao, Chapters 6-7 Roberts and Sergesketter, Chapter 2 - 3
2/23/04	Basic Tools of Quality and Statistical Process Control Guest Speaker: Jonathon Murray "The Nuts and Bolts of Process Improvement"	Lecture Notes Case Study Handouts Rao, Chapters 6-7
3/1/04	Basic Tools of Quality and Statistical Process Control Case Studies	Lecture Notes Case Study Handouts Rao, Chapters 6-7
3/8/04	Hypothesis Testing Review Exam Preparation	Black, Chapter 9
3/15/04	MIDTERM EXAM	
3/22/04	Spring Break	

Date	Topics	Source
3/29/04	<p>Deploying TQM Within Organizations</p> <p>Guest Speaker: Roger Dickerson “When TQM Meets the USWA, IBEW, AFGE, and the Teamsters”</p> <p>Comparing Two Populations Based on Sample Data: Hypotheses and Associated t-Tests</p>	Black, Chapter 10
4/12/04	<p>TQM and BPR</p> <p>Guest Speaker: Jennifer Conley “Continuous Improvement in Health and Wellness: Challenges and Successes”</p> <p>Using DOE to Compare Multiple Populations: One-Way ANOVA</p> <p>Group Project Status</p>	Black, Chapter 11.2
4/19/04	<p>TQM and BPR</p> <p>Guest Speaker: Louis Ponticas “Using Metrics to Make Smart – and Difficult – Management Decisions”</p> <p>Using DOE to Compare Multiple Populations: Two-Way ANOVA With and Without Interaction Effects</p>	Black, Chapter 11.4 – 11.5
4/26/04	<p>TQM and BPR</p> <p>Guest Speaker: Sy Fahimi “Using Six Sigma to Drive the Business”</p> <p>Additional Topics TBD</p> <p>Group Project Status</p>	
5/3/04	<p>TQM and BPR</p> <p>Guest Speaker: Peter Harrison “Getting Organizations and Individuals to Buy Into Change”</p> <p>Additional Topics TBD</p>	

	Group Project Status	
5/10/04	Project Presentations	
5/17/04	Project Presentations Project Reports Due Course Review	
05/24/04	FINAL EXAM	