The University of Oklahoma
College of Continuing Education
Advanced Programs – Course Syllabus

Course Title:
Total Quality Management

Course Number:
HR 5110-104

Course Description:
This course is designed as an introduction to the concepts and methods of Total Quality Management (TQM). TQM is a systematic process that focuses on meeting and exceeding customer requirements in the most efficient way, including process improvement for defined outcomes. The course covers the principles of TQM, the elements of quality leadership, and the various approaches and tools of the continuous improvement process and teams.

The main goal of the course is the analysis of the philosophy and implementation of Total Quality, World Class, and Productivity Management. Students will be exposed to “real world” problems through the development and use of cases as well as the application of techniques and processes.

Participants will be exposed to different tools for the analysis, evaluation and implementation of different areas of Total Quality management. The students will present cases where they will apply the lessons learned in each of the sessions.

Class Dates, Location and Hours:
Dates: October 28-30 & November 4-6, 2011
Location: 3281 Sheridan Road, Fort Sill, Oklahoma.
Hours: Fri 5:30-9:00 p.m., Sat 9:00 a.m.-5:00 p.m.; Sun 12:00-4:00 p.m.
Last day to enroll or drop without penalty: September 29, 2011

Site Director:
Tamara Sutteer. Assistant: Anita Bailey. Phone: 580-355-1974; Fax: 580-351-9674; E-mail: apftsill@ou.edu

Professor Contact Information:
Course Professor: Sherryl M. McGuire, Ph.D.
Mailing Address: 11412 Silverleaf Lane
Oklahoma City, OK 73131
Telephone Number: (405) 478-3337
E-mail Address: sherrylmcguire@sbcglobal.net
Professor availability: The professor will be available via e-mail to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.

Textbook(s) and Instructional Materials:
Student materials are available at the Follett/AP Bookstore located in the Oklahoma Memorial Union, 900 Asp Ave., Norman, OK. Orders can be placed online at www.oklahomaunion.bkstr.com or by telephone at 866-369-9713 (toll free in the U.S.) or 405-325-5960 (outside the U.S.). E-mail orders may be sent to oklahomaunion@bkstr.com. Representatives are available from 8 a.m. to 6 p.m. CST Monday through Thursday and 8 a.m. to 5 p.m. CST on Friday. Summer hours: 8 a.m. to 4 p.m. CST. Faxed orders may be placed 24 hours a day to 866-223-5607 (toll free in the U.S.) or 405-325-1557 (outside the U.S.).

2. Materials posted on the Electronic Reserve system: Select course information – Fall 2011, HR, Advanced Programs, HR 5110. Access the OU Electronic Reserves Page at [http://libraries.ou.edu/eresources/reserves/](http://libraries.ou.edu/eresources/reserves/); enter OU NetID (4x4) and password, and select course and access material. Please contact your local Site Director if you require assistance.

Note: The Follett/AP Bookstore is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through the Follett/AP Bookstore.

**Course Objectives:**

The objectives of this course are for students to:

- learn and practice the language, goals, and principles of TQM;
- analyze the similarities and differences as well as benefits/pitfalls of TQM;
- practice using TQM problem-solving techniques;
- practice and discuss teamwork and team facilitation; and
- analyze leadership approaches vital to TQM success, including human resource leadership.

**Assignments, Grading and Due Dates:**

Projected Course Schedule (subject to change at Instructors Discretion)

<table>
<thead>
<tr>
<th>Day</th>
<th>Topics</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Total Quality Management; Frameworks for Organizational</td>
<td>Chapters 1-2 and Cases</td>
</tr>
<tr>
<td></td>
<td>Quality</td>
<td></td>
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<tr>
<td>2 - morning</td>
<td>Total Quality, Competitive Advantage and Strategic Management;</td>
<td>Chapter 3-4 and Cases Group case</td>
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<tr>
<td></td>
<td></td>
<td>assignments</td>
</tr>
<tr>
<td>2 - afternoon</td>
<td>Quality in Customer-Supplier relationships</td>
<td>Chapter 3-4 and Cases Group case</td>
</tr>
<tr>
<td></td>
<td></td>
<td>assignments</td>
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<tr>
<td>3</td>
<td>Designing Organizations for Quality; Designing, Controlling, and</td>
<td>Chapter 5, 7, 8 and Cases</td>
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<tr>
<td></td>
<td>Improving Organizational Process</td>
<td>Individual presentations</td>
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<tr>
<td>4</td>
<td>Quality leadership; HR leadership for quality.</td>
<td>Chapter 6, 9 and Cases Individual</td>
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<tr>
<td>5 - morning</td>
<td>Total Quality and competitive advantage</td>
<td>Chapter 10-14, and Cases</td>
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<td>Group Case Presentations</td>
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<tr>
<td>5 – afternoon</td>
<td>Strategic management and Total quality management</td>
<td>Chapter 10-14, and Cases</td>
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<td>Group Case Presentations</td>
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<tr>
<td>6</td>
<td>Summary of TQM</td>
<td>Individual Case Presentations</td>
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<td></td>
<td></td>
<td>Group Case Presentations</td>
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<tr>
<td>2 weeks from last class date</td>
<td>Not Applicable</td>
<td>Final take-home Exam</td>
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NOTE: The course is designed to be interactive, engaging and use real-world cases. It is intended to be enjoyable while the learning takes place. We will be accomplishing quite a bit in the allotted time frame. A game approach as well as interaction will assist us to appreciate the subject. As we get closer to the class start date I may forward more class instructions and methods to the site coordinator. I look forward to working with you. As I am restricted to the amount I may bring with me, I request (not a requirement) that you seek out videos and/or guest speakers which relate to Total Quality Management. Appropriate videos or guest speaker will be given extra credit.

The final exam will be a take-home exam.

Grading: This is a letter-grades course: A, B, C, D, or F

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Percent of Grade</th>
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<tbody>
<tr>
<td>Presentations</td>
<td>25%</td>
</tr>
<tr>
<td>Paper(s)</td>
<td>30%</td>
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<tr>
<td>Practice</td>
<td>15%</td>
</tr>
<tr>
<td>Active Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Exams &amp; Quizzes (take home final)</td>
<td>20%</td>
</tr>
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A=90% or higher  Demonstrate application, analysis, synthesis, originality, substance, depth and breadth in work; communicate with extraordinary effectiveness in oral and written communications. Each requirement must be turned in on time to qualify for an A.

B=80-89%  Demonstrate detail and accuracy, originality, substance in content; practice effective oral and written skills. If any assignment is late, a “B” is the highest grade possible for that item; and if the material is a “B” quality and late, the item will receive a “C”.

C=70-79%  Demonstrate minimum competency; i.e., the ability to communicate in writing, some originality of thought, adequate substance and coverage of material with minimal errors.

D=60-69%  Significant deficiencies in fulfilling course requirements; inadequate coverage of material; limited in substance; numerous errors

F=59% or lower  Demonstrate significant errors in addition to inadequate coverage of material.
TQM FIELD ASSIGNMENT

To be discussed and turned in.

I. You are to identify and conduct a personal, face-to-face visit to an organization which has implemented quality service improvements, total quality management, reengineering, redesign, or streamlining for customer service improvements.

II. You are to prepare and type a summary paper (2 pages or less with a copy for each member of the course and the instructor) in response to the questions below, and present a brief (less than 10 minute) verbal summary of the interview observations and key outcomes for the organization.

III. The following questions you might ask about the organization. However, in an interview situation, other questions will naturally arise; these should also be included in your report.
   a. What are you doing in regards to quality improvement (or other improvement efforts)?
   b. How was this accomplished (Outline of the steps taken and tools used)?
   c. What is management’s role? (Provide documentation). What actions are being taken?
   d. What is the employee’s role? What behaviors/actions are different? Performance better? Worse? Change in perspective?
   e. Why did the organization decide to implement this effort? Who were the major “champions?” What were the desired benefits? Were these realized, and to what extent, or not?
   f. What has been the general response from employees? How have they changed?
   g. How do you measure the success of this effort?
   h. What are the major factors that have contributed to the success or failure of the effort?
   i. Has this effort contributed to the “bottom line?” (For a public organization, this may mean more success in services provided; for a private company this will mean the financial statement and perhaps other measurements.)
   j. What is the organization planning to do next in order to stay competitive (effective) in the future?

Grading: This is a letter-graded course: A, B, C, D, or F.

NOTICE: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.
POLICIES AND NOTICES

Attendance/Grade Policy
Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution’s policy regarding “I” (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy.

Students who receive Financial Aid must resolve/complete any “I” (Incomplete) grades by the end of the term or he/she may be placed on “financial aid probation.” If the “I” grade is not resolved/completed by the end of the following term, the student’s Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Honesty
Honesty is a fundamental precept in all academic activities and … [you] have a special obligation to observe the highest standards of honesty. Academic misconduct in any form is inimical to the purposes and functions of the University and is therefore unacceptable and is rigorously proscribed. Academic misconduct includes:

- cheating (using unauthorized materials, information, or study aids in any academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any and all other actions that may improperly affect the evaluation of a student’s academic performance or achievement; assisting others in any such act; or attempting to engage in such acts.

All acts of academic misconduct will be reported and adjudicated as prescribed by the student code of the University of Oklahoma. All students should review the “Student’s Guide to Academic Integrity” found at http://www.ou.edu/provost/integrity

Accommodation Statement
The College of Continuing Education [Advanced Programs] is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your OU Site Director.

Course Policies
Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course.

Copyright
Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: http://www.goou.ou.edu/
INSTRUCTOR VITA

Sherryl M. McGuire, Ph.D.

Education

- 1985 Ph.D. in Adult Education, University of Oklahoma, Norman, OK
- 1976 M.S. in Education (Special Education), Oklahoma State University, Stillwater, OK
- 1969 B.S. in Education (Special Education), Oklahoma State University, Stillwater, OK

Current Positions

- Advanced Programs Professor since 1982
- Owner, Organizational Resources, a consulting firm specializing in organization development, leadership and systems change
- Assistant Professor, Adjunct, Department of Human Relations, University of Oklahoma

Frequently Taught Advanced Programs Courses

- HR 5073 Creative Problem Solving
- HR 5113 Conflict Management in Human Relations
- HR 5113 Grant Writing & Development
- HR 5083 Group Dynamics
- HR 5110 Helping Relationships
- HR 5193 Intervention & Practice in Training
- HR 5093 Introduction to Graduate Studies in HR
- HR 5183 Issues in Human Relations Training
- HR 5033 Leadership in Organizations
- HR 5163 Nonverbal Behavior in HR
- HR 5043 Organizational Change & Development
- HR 5110 Process Consultation
- HR 5113 Stress Management
- HR 5003 Theoretical Foundations of HR
- HR 5110 Total Quality Management

Major Areas of Teaching and Research Interest

- Current interests include systems thinking for systems change, servant leadership development, management, and interpersonal effectiveness
- Organization Development and Change
- Health and Wellness
- Assessment and Coaching

Representative Publications and Presentations

- Developed and implemented National Executive Leadership Program
- Presented numerous workshops and classes for business, government, education, financial and health organizations over past twenty years
- Experienced facilitator of team building, conflict resolution and strategic planning

**MAJOR PROFESSIONAL AFFILIATIONS**

American Society for Training and Development: chapter president, vice-president, committee chair; national and regional conference speaker.