

## OM 771 Managing for Quality and High Performance – Spring 2009

### Instructor:

Dr. James R. Evans

526 Lindner

513 556-7152 (office)/ /513 375-8770 (cell)

Email: [james.evans@uc.edu](mailto:james.evans@uc.edu)

**Objective** The objective of this course is to develop your knowledge and expertise about world-class quality management practices, focusing primarily on the Malcolm Baldrige National Quality Award *Criteria for Performance Excellence*, and to develop your ability to assess the strengths and weaknesses of any organization's management approaches and develop approaches and strategies for improving excellence in organizational performance. The course relates to the content of many of the core courses in your MBA program, particularly Leadership and Organizations, Corporate Strategy, Marketing for Managers, Information and Technology Management, Management of Operations, and Corporate Responsibility and Business Ethics. As such, this course may be used to fulfill the MBA capstone requirements. For those of you doing this, a special term project is assigned.

**Text:** Evans (yeah, that's me) and Lindsay, *Managing for Quality and Performance Excellence, Seventh Edition*, South-Western, 2008 (with CD-ROM). ISBN: 0324382278. Do not purchase the international edition as differences exist and it is not the correct version.

**Blackboard Site:** All course information can be found at the Blackboard Web site. Please download any notes I post. *Please check Blackboard regularly for any important announcements pertaining to the class.*

### Responsibilities and Grading

Your grade will be based on four factors:

- **Individual work.** You are responsible for submitting short weekly assignments. These are accessible from the Blackboard site. These should be emailed to me in a Word document by Sunday evening before the next class. Keep a copy for yourself and bring it to class!! We will use these as a basis for some class discussion.

Important: name your document as follows: LastnameFirstInitialAssignment#.

Example: EvansJ1

- **Class participation.** This is where the real learning from this class will occur. We'll be doing more discussion than lecture. I won't be regurgitating the book in class. I expect you to read the material prior to class, digest it, and use it to share

your personal and work-related experiences as they pertain to the topic of the week. We will also be doing various team exercises in class

- **Term project.** There will be a term project that will be your major assignment. We will discuss particulars in class once I know the size and makeup of the class.

**Incomplete Policy:** The university policy is: The I grade will be given only if a student, through no fault of his/her own, is unable to complete the course and has an excused absence from the instructor. Students receiving an I grade must contact the instructor during the first week of the immediately following quarter to arrange a procedure for completing the course.

**Withdrawal policy:** The college policy is followed.

**Course Honor Policy and Code of Conduct:** The submittal of an assignment, quiz, or exam is an implicit statement that the work is that of the student or team submitting the material. Any violations of this policy will result in a zero grade for that assignment or exam.

**My expectations:**

1. Thoughtfully complete all assigned work
2. Participate reasonably in class discussions
3. Work diligently on the team projects
4. Be present and on-time for all classes
5. Maintain an uninterrupted focus for the duration of class (e.g. turn off cell phones)
6. Maintain a professional atmosphere and respect for the instructor and fellow students, and refrain from distracting side conversations while others are talking

**Grading (plus/minus will be used as appropriate):**

A	fully met or exceeded the above expectations
B	generally met expectations with some marginal performance
C	did not meet expectations
F	We don't want to go there....

## OM 771 Spring 2009 Course Schedule

<b>Class Date</b>	<b>Topic to be Discussed</b>	<b>Text Readings (to do during the week following this class)</b>	<b>Assignments</b> (What is listed here is due the <u>following</u> week)
Class 1 March 31	Introduction; principles of quality and high performance management	Catch up: Read Chapters 1, 2, and 3, paying particular attention to the section in Chapter 3 on Baldrige for next week.	Submit Individual Assignment 1 by next Sunday evening  Download <u>and read</u> the 2009-10 Baldrige <i>Criteria for Performance Excellence</i> (Business Criteria) from Blackboard Course Documents  <b><u>Bring this to class each week!</u></b>
Class 2 April 7	Overview of the National Quality Program and Baldrige Criteria	Read Chapter 4 for next week	Submit Individual Assignment 2 by next Sunday evening.
Class 3 April 14	Customer focus	Read Chapter 5 for next week	Submit Individual Assignment 3 by next Sunday evening.
Class 4 April 21	Leadership and Strategic planning	Read Chapter 6 for next week	Submit Individual Assignment 4 by next Sunday evening.
Class 5 April 28	Human resource practices	Read Chapter 7 for next week; skim Chapters 10, 12, and 13 to gain a basic overview of the material	Submit Individual Assignment 5 by next Sunday evening.
Class 6 May 5	Process Management	Read Chapter 8 for next class	Submit Individual Assignment 6 by next Sunday evening.
Class 7 May 12	Measurement and Information Management	Read Chapter 9 for next week	Submit Individual Assignment 7 by next Sunday evening.
Class 8 May 19	Implementing Quality Initiatives		Finalize your term projects

May 26	NO CLASS – USE THIS TIME TO POLISH UP YOUR PROJECTS AND PREPARE A SHORT PRESENTATION		
June 2	Presentations and wrap up	Projects and Capstone Experience papers due	
	THERE IS NO FINAL EXAM		