



FACULTY OF BUSINESS
BACHELOR OF ACCOUNTING
LEARNING MODULE OUTLINE

Academic Year	2024 / 2025	Semester	2
Module Code	MGMT3130-421		
Learning Module	Total Quality Management		
Pre-requisite(s)	None		
Medium of Instruction	English		
Credits	3	Contact Hours	45 hrs
Instructor	Ken Im	Email	t1019@mpu.edu.mo
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MODULE DESCRIPTION

This module examines the skills and knowledge necessary to implement a successful TQM program. Students will be provided with an understanding of the history, purpose and fundamentals of TQM, the tools and techniques that can improve operations, product quality, process quality, customer satisfaction and employee involvement, and the various methods to assess progress of the TQM program in an organization.

MODULE INTENDED LEARNING OUTCOMES (ILOS)

On completion of this learning module, students will be able to:

M1.	Appraise the principles of total quality management
M2.	Appraise and assess seven principles of ISO 9001:2015 quality management system
M3.	Combine quality control tools including statistical process control to solve practical problems
M4.	Justify how quality planning and management tools can be used to deal with qualitative data
M5.	
	(Add rows where necessary)

These ILOs aims to enable students to attain the following Programme Intended Learning Outcomes (PILOs):

PILOs	M1	M2	M3	M4	M5
P1. Integrate contemporary Management theories and business disciplines relevant to general business practices.	✓	✓	✓	✓	
P2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.	✓		✓	✓	



P3. Utilize appropriate written and spoken forms to communicate effectively and professionally with	✓	✓	✓	✓	
P4. Demonstrate leadership in a team and respecting the rights of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field		✓	✓	✓	
P5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports.	✓				
P6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.	✓			✓	
P7. Interpret and utilize Management information or business software for internal control, planning, performance evaluation, and coordination to improve efficiency and effectiveness in the business process				✓	
(Add rows where necessary)					

MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Week	Content Coverage	Contact Hours
1	The Total Quality Approach to Quality Management <ul style="list-style-type: none"> What is the Total Quality Approach? Different Views of Quality Deming's Seven Deadly Diseases and 14 Points of Management 	3
2	Partnering and Strategic Alliance Partnerships <ul style="list-style-type: none"> Defining Partnering Different Types of Internal and External Partnerships 	3
3	Customer Satisfaction, Retention and Loyalty <ul style="list-style-type: none"> Internal and External Customers/Consumers Customer Satisfaction Model SERVQUAL and Kano Model for Services/Products 	3
4	Employee Empowerment <ul style="list-style-type: none"> Difference between Involvement and Empowerment Rational for and Inhibitors of Empowerment Quality Circle and MBWA 	3
5	Leadership and Change <ul style="list-style-type: none"> Leadership Defined Leadership Theories Change Facilitation 	3
6	Mid-term Examination (chapter 1, 2, 3, 4, 5)	3
7	Team Building and Teamwork <ul style="list-style-type: none"> What is a Team? Rational for Training In-house Training 	3
8	Education and Training	3



	<ul style="list-style-type: none"> • Difference between Education and Training • Team Building • Inhibitors of Teamwork 	
9	ISO 9001 and Total Quality : The Relationship <ul style="list-style-type: none"> • Seven Quality Management Principles and Process Model • ISO 9001 Documents • Benefits of Implementing ISO 9001 	3
10	Overview of Total Quality Tools <ul style="list-style-type: none"> • Seven Basic Tools of Quality Control • Seven New Tools of Quality Planning and Management 	6
11	Problem Solving and Decision Making <ul style="list-style-type: none"> • Models for Solving and Preventing Problems • Decision-Making Process • Issues Relating to Problem Solving and Decision Making 	3
12	Benchmarking <ul style="list-style-type: none"> • Why Benchmarking? • Benchmarking Approach and Process 	3
13	Project Presentations	3
14	Final Examination	3
	(Add rows where necessary)	

TEACHING AND LEARNING ACTIVITIES

In this learning module, students will work towards attaining the ILOs through the following teaching and learning activities:

Teaching and Learning Activities	M1	M2	M3	M4	M5
T1. Interactive lectures: Lectures: total quality management theories, concepts, and approaches will be presented using multimedia instructional materials. Q&A: It allows interactions between teacher and students.	✓	✓	✓	✓	
T2. In-class exercises, quizzes, and midterm exam: Students must read teaching materials before coming to the class. They will be asked to work on problems or respond to key conceptual issues during the class hour. Short oral/written quizzes will be given to students in order to ensure that students can follow the progress of study. Midterm exam will be given to students in order to motivate them to review what they have learned.	✓	✓	✓	✓	
T3. Group project and presentation: Three to four students will be required to work as a group to complete a group project. This group project will be designed to promote students intellectual, social and presentation skills and help to prepare them for the real world in which teamwork and collaboration are important		✓		✓	
(Add rows where necessary)					



ATTENDANCE

Attendance requirements are governed by the Academic Regulations Governing Bachelor's Degree Programmes of the Macao Polytechnic University. Students who do not meet the attendance requirements for the learning module shall be awarded an 'F' grade.

ASSESSMENT

In this learning module, students are required to complete the following assessment activities:

Assessment Activities	Weighting (%)	ILOs to be Assessed
A1. In-class exercises/quizzes	10%	1、2、3、4
A2. Group project	25%	2、4
A3. Mid-term examination	25%	1、2
A4. Final Examination	40%	1、2、3、4
(Add rows where necessary)		

The assessment will be conducted following the University's Assessment Strategy (see www.mpu.edu.mo/teaching_learning/en/assessment_strategy.php). Passing this learning module indicates that students will have attained the ILOs of this learning module and thus acquired its credits.

MARKING SCHEME

Criterion	Assessment			
	Project	Presentation	Mid-term Exam	Final Exam
Excellent A, A- 88% - 100%	Strong evidence of original thinking; good organisation, capacity to analyse and systemise; superior grasps of subject matter; strong evidence of extensive knowledge base.			
Very Good, B+ 83% - 87%	Evidence of grasps of subject; strong evidence of critical capacity and analytical ability; good understanding of issues; evidence of familiarity with literature.			
Good B, B- 73% - 82%	Evidence of grasp of subject; some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with literature.			
Satisfactory C+, C, C- 58% - 72%	Profiting from the study experience; understanding of the subject; ability to develop solutions to simple problems in the material.			
Pass D+, D 50% - 57%	Sufficient familiarity with the subject matter to enable the student to progress without repeating the learning module			
Fail F 0% - 49%	Little evidence of familiarity with the subject matter; weak in critical and analytical skills; limited, or irrelevant use of literature.			

REQUIRED READINGS

Getsch, D.L. and Davis, S. (2020). Quality Management for Organizational Excellence: Introduction to Total Quality. 9th edition, Pearson. ISBN-978-0135577325.



REFERENCES

Besterfield, D.H., Besterfield-Michna, C., Besterfield, G. and Besterfield-Sacre, M. (2003). Total Quality Management. 3rd edition, Prentice Hall.

Evans, J.R. (2005). Total Quality: Management, Organization and Strategy. 4th edition, Thomson/South-Western.

Journal articles from <http://www.emeraldinsight.com/> (available at E-Resources of MPI Library)

Lee, P.K.C., To, W.M. and Yu, B.T.W. (2009). The implementation and performance outcomes of ISO 9000 in service organizations: An empirical taxonomy. *International Journal of Quality & Reliability Management*, 26(7), 646-662.

To, W.M., Lee, P.K.C. and Yu, B.T.W. (2011). ISO 9001:2000 implementation in the public sector: A survey in Macao SAR, the People's Republic of China. *TQM Journal*, 23(1), 59-72.

To, W.M., Lee, P.K.C. and Yu, B.T.W. (2012). Benefits of implementing management system standards – A case study of certified companies in the Pearl River Delta, China. *TQM Journal*, 24(1), 17-28.

Yu, B.T.W., To, W.M. and Lee, P.K.C. (2012). Quality management framework for public management decision making. *Management Decision*, 50(3), 420-438.

Journals

The TQM Journal (Emerald journal) available at:

<http://emeraldgroupublishing.com/products/journals/journals.htm?id=tqm>

International Journal of Reliability & Quality Management (Emerald journal) available at:

<http://emeraldgroupublishing.com/products/journals/journals.htm?id=IJQRM>

Quality Progress (ASQ journal) available at: <http://asq.org/qualityprogress/index.html>

Total Quality Management & Business Excellence (Taylor & Francis journal) available at:

<http://www.tandfonline.com/action/journalInformation?journalCode=ctqm20#.VzBJ6YR96M8>

STUDENT FEEDBACK

At the end of every semester, students are invited to provide feedback on the learning module and the teaching arrangement through questionnaires. Your feedback is valuable for instructors to enhance the module and its delivery for future students. The instructor and programme coordinators will consider all feedback and respond with actions formally in the annual programme review.

ACADEMIC INTEGRITY

The Macao Polytechnic University requires students to have full commitment to academic integrity when engaging in research and academic activities. Violations of academic integrity, which include but are not limited to plagiarism, collusion, fabrication or falsification, repeated use of assignments and cheating in examinations, are considered as serious academic offenses and may lead to disciplinary actions. Students should read the relevant regulations and guidelines in the Student Handbook which is distributed upon the admission into the University, a copy of which can also be found at www.mpu.edu.mo/student_handbook/.