



**FACULTY OF BUSINESS**  
**BACHELOR OF MANAGEMENT**  
**LEARNING MODULE OUTLINE**

|                       |                              |               |                                                      |
|-----------------------|------------------------------|---------------|------------------------------------------------------|
| Academic Year         | 2023/2024                    | Semester      | 1                                                    |
| Module Code           | MGMT3130-311                 |               |                                                      |
| Learning Module       | Total Quality Management     |               |                                                      |
| Pre-requisite(s)      | Nil                          |               |                                                      |
| Medium of Instruction | English                      |               |                                                      |
| Credits               | 3                            | Contact Hours | 45 hours                                             |
| Instructor            | Professor Wai Ming To        | Email         | <a href="mailto:wmto@mpu.edu.mo">wmto@mpu.edu.mo</a> |
| Office                | Room M547, Meng Tak Building | Office Phone  | 8599 3319                                            |

**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     |



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

| PILOs                                                                                                                                                                                                           | M1 | M2 | M3 | M4 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----|----|----|
| 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 stakeholders in various cultural environments.                                                              |    |    |    |    |
| 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 module 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. |    |    | ✓  | ✓  |

#### MODULE SCHEDULE, COVERAGE AND STUDY LOAD

| Week | Content Coverage                                                                                                                                                                          | Contact Hours |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 1    | C1. Total quality approach to quality management<br>- What is the total quality approach?<br>- Different views of quality<br>- Deming's seven deadly diseases and 14 points of management | 3 hours       |
| 2    | C5. Partnering and strategic alliance partnerships<br>- Defining partnering<br>- Different types of internal and external partnerships                                                    | 3 hours       |
| 3    | C7. Customer satisfaction, retention and loyalty<br>- Internal and external customers/consumers<br>- Customer satisfaction model<br>- SERVQUAL and Kano model for services/products       | 3 hours       |
| 4    | C8. Employee empowerment<br>- Difference between involvement and empowerment<br>- Rational for and inhibitors of empowerment<br>- Quality circle and MBWA                                 | 3 hours       |
| 5    | C9. Leadership and change<br>- Leadership defined<br>- Leadership theories<br>- Change facilitation                                                                                       | 3 hours       |
| 6    | C10. Team building and teamwork<br>- What is a team?<br>- Team building                                                                                                                   | 3 hours       |



|    |                                                                                                                                                                                   |         |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|    | - Inhibitors of teamwork                                                                                                                                                          |         |
| 7  | Mid-term examination<br>Case                                                                                                                                                      | 3 hours |
| 8  | C12. Education and training<br>- Difference between education and training<br>- Rational for training<br>- In-house training                                                      | 3 hours |
| 9  | C14. ISO 9001 and total quality : the relationship<br>- Seven quality management principles and process model<br>- ISO 9001 documents<br>- Benefits of implementing ISO 9001      | 3 hours |
| 10 | C15. Overview of total quality tools<br>- Seven basic tools of quality control<br>- Statistical process control<br>- Run charts and control charts                                | 3 hours |
| 11 | C15. Overview of total quality tools<br>- Seven new tools for planning and management<br>- Quality planning tools<br>- Quality management tools                                   | 3 hours |
| 12 | C16. Problem solving and decision making<br>- Models for solving and preventing problems<br>- Decision making process<br>- Issues relating to problem solving and decision making | 3 hours |
| 13 | Project presentation                                                                                                                                                              | 3 hours |
| 14 | C20. Benchmarking<br>- Why benchmarking?<br>- Benchmarking approach and process                                                                                                   | 3 hours |
| 15 | Final examination                                                                                                                                                                 | 3 hours |

## 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. Lectures: total quality management theories, concepts, and approaches will be presented using multimedia instructional materials.<br>Q&A: It allows interactions between instructor and students.                                                                                                                                                                                                        | ✓  | ✓  | ✓  | ✓  | ✓  |
| T2. 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.<br>- Short oral/written quizzes will be given to students in order to ensure that students can follow the progress of study.<br>- Midterm exam will be given to students in order to motivate them to review what they have learned. | ✓  | ✓  | ✓  | ✓  | ✓  |
| T3. 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. |  |  |  |  |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|

## 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 (AA)                  | Weighting (%) | ILOs to be Assessed |
|---------------------------------------------|---------------|---------------------|
| A1. Individual assignment                   | 10            | M1, M5              |
| A2. Group project                           | 25            | M2, M5              |
| A3. Mid-term examination                    | 25            | M1, M2              |
| A4. Final examination                       | 40            | M1-M5               |
| A5. In-class exercises/quizzes (non-graded) | -             | M1-M5               |

The assessment will be conducted following the University's Assessment Strategy (see [www.mpu.edu.mo/teaching\\_learning/en/assessment\\_strategy.php](http://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.

## PLAGIARISM POLICY

It is student's responsibility to ensure that his/her assignment has been checked by Turnitin software, and the similarity score given by Turnitin software cannot be higher than 30%. However, a special case can be determined by the instructor.

## MARKING SCHEME

Assessment rubrics:

| AA | Criteria                                                                                          | Level of comprehensiveness |                       |                     |                    |                        | Full Mark<br>(only for 4) |
|----|---------------------------------------------------------------------------------------------------|----------------------------|-----------------------|---------------------|--------------------|------------------------|---------------------------|
|    |                                                                                                   | 0                          | 1                     | 2                   | 3                  | 4                      |                           |
| A1 | Demonstrating a student's understanding on the seven principles of ISO 9001 QMS.                  | No understanding           | Limited understanding | Basic understanding | Good understanding | Complete understanding | 10                        |
| A2 | Demonstrating students' understanding on total quality management in an organization/association. | No understanding           | Limited understanding | Basic understanding | Good understanding | Complete understanding | 25                        |
| A3 | Demonstrating a student's understanding on the first five topics covered in this module.          | No understanding           | Limited understanding | Basic understanding | Good understanding | Complete understanding | 25                        |



|    |                                                                                                                                       |                  |                       |                     |                    |                        |    |
|----|---------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------|---------------------|--------------------|------------------------|----|
| A4 | Demonstrating a student's understanding on total quality management and how to apply the related principles and quantitative methods. | No understanding | Limited understanding | Basic understanding | Good understanding | Complete understanding | 40 |
|----|---------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------|---------------------|--------------------|------------------------|----|

## REQUIRED READINGS

### Textbook:

Getsch, D.L. & Davis, S. (2022). Quality Management for Organizational Excellence: Introduction to Total Quality, 9th edition. Pearson. ISBN-13: 9780137848249.

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

1. Lee, P.K.C., To, W.M., & 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.
2. To, W.M., Lee, P.K.C., & 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.
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## REFERENCES

### Reference books:

- Besterfield, D.H., Besterfield-Michna, C., Besterfield, G., & Besterfield-Sacre, M. (2003). *Total Quality Management*, 3rd edition. Prentice Hall.
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### Journals:

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2. International Journal of Quality & Reliability Management (Emerald journal) available at: <https://www.emeraldgrouppublishing.com/journal/ijqrm>
3. Quality Progress (ASQ journal) available at: <http://asq.org/qualityprogress/>
4. Total Quality Management & Business Excellence (Taylor & Francis journal) available at: <https://www.tandfonline.com/action/journalInformation?show=aimsScope&journalCode=ctqm20>

### Websites:

1. The American Society for Quality <https://asq.org/>
2. International Organization for Standardization <https://www.iso.org/home.html>
3. The W. Edwards Deming Institute <https://www.deming.org/>

## 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



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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/](http://www.mpu.edu.mo/student_handbook/).



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| Module Code           | MGMT3130-312             |               |                                                      |
| Learning Module       | Total Quality Management |               |                                                      |
| Pre-requisite(s)      | Nil                      |               |                                                      |
| Medium of Instruction | Chinese                  |               |                                                      |
| Credits               | 3                        | Contact Hours | 45 hours                                             |
| Instructor            | Professor Wai Ming To    | Email         | <a href="mailto:wmto@mpu.edu.mo">wmto@mpu.edu.mo</a> |
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These ILOs aims to enable students to attain the following Programme Intended Learning Outcomes (PILOs):



| PILOs                                                                                                                                                                                                           | M1 | M2 | M3 | M4 |
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| 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 stakeholders in various cultural environments.                                                              |    |    |    |    |
| 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 module of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.                                            |    |    |    |    |
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| 6    | C10. Team building and teamwork<br>- What is a team?<br>- Team building<br>- Inhibitors of teamwork                                                                                       | 3 hours       |
| 7    | Mid-term examination                                                                                                                                                                      | 3 hours       |



|    |                                                                                                                                                                                   |         |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|    | Case                                                                                                                                                                              |         |
| 8  | C12. Education and training<br>- Difference between education and training<br>- Rational for training<br>- In-house training                                                      | 3 hours |
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| 15 | Final examination                                                                                                                                                                 | 3 hours |

### TEACHING AND LEARNING ACTIVITIES

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| Teaching and Learning Activities                                                                                                                                                                                                                                                                                                                                                                             | M1 | M2 | M3 | M4 | M5 |
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| T3. Three to four students will be required to work as a group to complete a group project. This group project will be                                                                                                                                                                                                                                                                                       |    | ✓  |    | ✓  |    |



|                                                                                                                                                                          |  |  |  |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
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## MARKING SCHEME

Assessment rubrics:

|    |                                                                                                   | Level of comprehensiveness |                       |                     |                    |                        | Full Mark<br>(only for 4) |
|----|---------------------------------------------------------------------------------------------------|----------------------------|-----------------------|---------------------|--------------------|------------------------|---------------------------|
| AA | Criteria                                                                                          | 0                          | 1                     | 2                   | 3                  | 4                      |                           |
| A1 | Demonstrating a student's understanding on the seven principles of ISO 9001 QMS.                  | No understanding           | Limited understanding | Basic understanding | Good understanding | Complete understanding | 10                        |
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3. Quality Progress (ASQ journal) available at: <http://asq.org/qualityprogress/>
4. Total Quality Management & Business Excellence (Taylor & Francis journal) available at: <https://www.tandfonline.com/action/journalInformation?show=aimsScope&journalCode=ctqm20>

### Websites:

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2. International Organization for Standardization <https://www.iso.org/home.html>
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