



FACULTY OF BUSINESS
BACHELOR OF MANAGEMENT
LEARNING MODULE OUTLINE

Academic Year	2025/2026	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	wmto@mpu.edu.mo
Office	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 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.			✓	✓

MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Week	Content Coverage	Contact Hours
1	C1. Total quality approach to quality management - What is the total quality approach? - Different views of quality - Deming's seven deadly diseases and 14 points of management	3.0
2	C5. Partnering and strategic alliance partnerships - Defining partnering - Different types of internal and external partnerships	3.0
3	C7. Customer satisfaction, retention and loyalty - Internal and external customers/consumers - Customer satisfaction model - SERVQUAL and Kano model for services/products	3.0
4	C8. Employee empowerment - Difference between involvement and empowerment - Rational for and inhibitors of empowerment - Quality circle and MBWA	3.0
5	C9. Leadership and change - Leadership defined - Leadership theories - Change facilitation	3.0
6	C10. Team building and teamwork - What is a team? - Team building - Inhibitors of teamwork	3.0
7	Mid-term examination	3.0
8	C12. Education and training - Difference between education and training - Rational for training - In-house training	3.0
9	C14. ISO 9001 and total quality: the relationship - Seven quality management principles and process model - ISO 9001 documents - Benefits of implementing ISO 9001	3.0



10	C15. Overview of total quality tools - Seven basic tools of quality control - Statistical process control - Run charts and control charts	3.0
11	C15. Overview of total quality tools - Seven new tools for planning and management - Quality planning tools - Quality management tools	3.0
12	C16. Problem solving and decision making - Models for solving and preventing problems - Decision making process - Issues relating to problem solving and decision making	3.0
13	Project presentation	3.0
14	C20. Benchmarking - Benchmarking approach and process	3.0
15	Final examination	3.0
	Total	45.0

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
T1. Lectures: total quality management theories, concepts, and approaches will be presented using multimedia instructional materials. 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. - 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. 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, M4
A2. Group project	25	M2, M4
A3. Mid-term examination	25	M1, M2
A4. Final examination	40	M1-M4
A5. In-class exercises/quizzes (non-graded)	-	M1-M4

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.

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 (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: 9780135577349.



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.
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1. The TQM Journal (Emerald journal) available at: <https://www.emeraldgrouppublishing.com/journal/tqm>
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 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.

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