

## OPERATIONAL QUALITY AND EXCELLENCE

### COURSE DETAILS

<b>Code</b>	36288
<b>Degree</b>	1313.-Business Administration and Management
<b>Mention</b>	Business creation and management
<b>Character</b>	Optional
<b>Year</b>	3º
<b>ECTS</b>	3.0

### Professor

<b>Name</b>	<b>Department</b>	<b>Tutorials</b>
Valentín Lago	Business Management	Mondays 16:00 - 18:00 (by appointment)

### SUMMARY

“Operational Quality and Excellence” is a compulsory subject scheduled during the second semester of the third year in “Business Administration and Management” Grade.

The objective of the course is to introduce the students into the concepts and tools of the Total Quality Management. This way of managing companies has undergone great changes in recent years, increasingly assuming a strategic perspective and enriched with new management tools. Throughout the development of the subject, the variety of quality traditional approaches and concepts formed in recent years will be presented, together with the analysis of the latest advances, both conceptual and application methods, providing the student with a global and innovative vision of quality management.

This subject starts introducing the history of Quality Management, its concepts and classic contributions. It continues with different models to take into account before implementing an effective Quality Management System in the firm: Process management and the management of stakeholders.

Following are the current quality systems and standards, in their main aspects and with practical examples, trying to identify the main common aspects of all of them.

Finally, the implementation of a Quality Management System in a company is carried out, in order to put into practice what has been learned.

## **PRIOR KNOWLEDGE**

Not specified, although the Quality Management is conceived as a basic part and introduction to the production systems, and therefore, it is related to the subject "Production and Operations Management".

## **COMPETENCES**

Within Business Administration and Management Grade, the subject Operational Quality and Excellence is especially adequate to develop the following competences:

### **BASIC COMPETENCES:**

- Students are able to communicate complex ideas and proposals both to a specialized and non-specialized audience.
- Analysis and synthesis ability.  
Organization and planning ability.
- Written and spoken communication in English.
- Ability to seek and use information from different sources.
- Effective time management ability.
- Self-learning ability.
- Leadership and third parties motivation.
- Problems solving capacity.
- Decision making ability.
- Ability to negotiate and effectively reconcile interests.
- Teamwork ability.
- To be able to criticize and be self-critical.
- Creativity.
- To foster initiative and entrepreneurship.
- To be able to adapt oneself to new situations.
- Self-motivation for Quality.

### **SPECIFIC COMPETENCES:**

- Ability to apply and introduce continuous improvement procedures in all areas of the organization.
- To develop the competence to define, solve and present in a systematic way complex problems.
- To broaden the competence to schedule, organize, control and evaluate the implementation of business strategies.

## LEARNING OUTCOMES

The practical part of the subject intends to train students in the real practice of the concepts and tools studied in the theoretical part, applied by companies. Therefore, as a result of the theoretical and practical lessons, the student should be able to:

- Practical knowledge on how companies apply the concepts and tools of quality management.
- Teamwork skills, by cooperating with peers in the development of practices.
- Critical and reflective capacities, when analyzing and comparing the actual cases studied.
- Define the key and critical processes of a company.
- Identify the different agents of the company quality system, and how they integrate in a transverse and global quality strategy.
- Know the best Quality System to be implemented in a company according to its business model.
- Analyze the adequacy of the Quality System already implemented in a company.
- Know how to implement a new quality system in a company.

## COURSE CONTENTS

### **UNIT 1. THE QUALITY AND ITS DIMENSIONS**

- 1.1. The concept of quality
- 1.2. Synthesis proposal of the different concepts of quality
- 1.3. Quality dimensions of products

### **UNIT 2. APPROACHES TO QUALITY MANAGEMENT**

- 2.1. Why is it important the quality management? Quality, productivity and competitiveness.
- 2.2. Concept of quality management
- 2.3. Control by inspection
- 2.4. Quality control
- 2.5. Limitations of these approaches
- 2.6. The economic dimension of quality: Quality and non-quality costs.

### **UNIT 3. QUALITY ASSURANCE: BASIC CONCEPTS**

- 3.1. Emergence and consolidation of quality assurance
- 3.2. Basic characteristics and quality assurance definition
- 3.3. Advantages and limitations of the approach

**UNIT 4. IMPLEMENTATION AND CERTIFICATION OF A QUALITY ASSURANCE SYSTEM**

- 4.1. ISO 9000
- 4.2. ISO 9001
- 4.3. Phases in the implementation of a quality assurance system
- 4.4. Certification of the quality assurance system
- 4.5. Environmental management systems: ISO 14001 and EMAS regulation

**UNIT 5. THE FIRM AS A SUM OF PROCESSES: CONTROL AND IMPROVEMENT**

- 5.1. Concept of process and integral elements
- 5.2. Statistical control of processes
  - 5.2.1. The 7 Classic Quality Tools
  - 5.2.2. The 7 new Quality Tools
- 5.3. 5S: A simple tool for process improvement
- 5.4. Continuous improvement: The PDCA cycle

**UNIT 6. DEFINITION AND CHARACTERISTICS OF TOTAL QUALITY MANAGEMENT (TQM)**

- 6.1. Emergence and consolidation of TQM
- 6.2. Principles and definition of this approach
- 6.3. Advantages and disadvantages of this approach

**UNIT 7. THE 5 COMPONENTS OF TQM WITHIN THE ORGANIZATION**

- 7.1. TQM: The Client
- 7.2. TQM: The Employee
- 7.3. TQM: The Supplier
- 7.4. TQM: The Society
- 7.5: TQM: The Firm

**UNIT 8. IMPLEMENTATION OF A TQM SYSTEM**

- 8.1. The models of the quality awards: the EFQM Excellence Model
- 8.2. Self-evaluation: Concept, process, approaches and types
- 8.3. Stages of the implementation of a TQM system

## WORKLOAD

ACTIVITIES	HOURS	ATTENDANCE REQUIRED
Lectures	15	Yes
Practical sessions	13	Yes
Exams	2	Yes
Group assignments preparation	13	No
Self-preparation and study for evaluation activities	5	No
Self-preparation and study for assignments and lectures	12	No
Self-preparation and study for practical sessions	15	No
<b>TOTAL</b>	<b>75</b>	

## TEACHING METHODOLOGY

In general, works will be done using the following methodology and didactic resources:

### Lectures

Presentation in the classroom of the essential theoretical contents will be held, using the master lesson with active and participative techniques. The teacher will highlight the main issues and those of a more difficult comprehension. She will solve examples and will guide the evolution of the students through the contents available in the virtual classroom and in the recommended bibliography. By the end of each class, the necessary contents for the next session will be remarked, so that the students can be prepared for the next class.

### Practical sessions

Practical sessions for personal development in regard to the resolution of cases, debates, oral presentations, etc.

### Individual and Teamwork

Lectures and practical sessions will be completed with individual and group assignments in which several exercises will be laid out.

Individual work based on the execution of exercises and/or projects, individually and/or in teamwork, with tutorial support.

## EVALUATION CRITERIA

Student evaluation will be conducted through continuous assessment and synthesis testing.

### Continuous assessment

It's based on the attendance, participation and involvement of the student during the teaching – learning process. It's also based on the practical activities carried out by the student during the semester and on the production of individual or group assignments with the subsequent presentation of results.

This part will have a **40% weigh** in the final mark.

It consists in:

- Involvement during the teaching: 5%
- Teamwork: 15%.
- Rest of practical activities: 20%

The attendance during the classes is compulsory for an optimal follow up of the subject. Thus, non-attendance to over a 15% of the sessions will involve that the student will not be assessed in the area of continuous assessment. Consequently, the maximum reachable mark will be the one obtained in the synthesis tests, with a weight of 60%.

### Synthesis tests

This evaluation part consists in 1 written test to check the understanding of the subject main contents by the student. The synthesis tests will take place in the dates established in the academic calendar.

This part will have a **60% weight** in the final mark.

It consists in:

- Attendance examination: 60%

### Retake of the subject

The synthesis tests can be retaken by the end of the semester in the scheduled dates. Synthesis tests are compulsory and, as mentioned, passing them is a must to pass the subject.

Continuous assessment requires attendance and can't be retaken. Thus, the mark obtained during the continuous assessment of the subject will be kept both for the first and for the second call.

### Students following the subject for a second year

Students who do not pass the course in the 1st or 2nd call and who do not repeat grade, will have to register again. They will have the right of a 3rd and 4th call. The evaluation will be:

Continuous assessment: This part will have a 20% weigh in the final mark. It consists in an individual practical activity.

Synthesis tests: This part will have 80% weight in the final mark. It consists in attendance examination.

Students must comply with the writing, spelling and grammar rules in the development of all their works and their assessment tests. These formal aspects will be taken into account in their global assessment.

## REFERENCES

### Basic references:

- Dale, B., Van der Wiele, T., Bamford, D. (2016): "Managing Quality. An Essential Guide and Resource Gateway". 6th edition, John, Wiley & Sons.
- Oakland, J.S. (2014): "Total Quality Management and Operational Excellence. Text with cases". 4th edition, Routledge, NY.
- Claver, E., Molina, J. F. y Tarí, J. J. (2011): "Gestión de la Calidad y gestión medioambiental. Fundamentos, herramientas, normas ISO y relaciones". Pirámide, Madrid.

### Extra references:

- Camisón, C., Cruz, S., González, T. (2006): "Gestión de la Calidad: Concepto, enfoques, modelos y sistemas". Prentice-Hall, Madrid.
- J. A. Gómez Martínez. GUÍA PARA LA APLICACIÓN DE UNE-EN ISO 9001:2015. AENOR EDICIONES. Madrid (2015)
- J.M. Valdés, M<sup>a</sup>. C. Alonso, N. Calso, M. Novo. GUÍA PARA LA APLICACIÓN DE UNE-EN ISO 14001:2015. Aenor. Madrid (2015).