



Dillard College of Business Administration  
COURSE SYLLABUS: Special Graduate Topics in Management  
MGMT 6663 Section X40  
Summer 2021

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### Contact Information

Instructor: Dr. Kathryn Zuckweiler  
Office: Hardin 104  
Office hours: I'm here most days from 8AM to 5PM. Please email for an appointment. We can connect via telephone, Skype, Zoom, or email.  
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### Course Materials

Harvard Business School Publishing course pack. The course pack may be purchased (the approximate cost is \$45) and downloaded using a link provided in our D2L course site.

Additional readings and materials will be posted in D2L.

### Course Description

Overview of the concepts and techniques of quality management, including statistical tools, people element of quality management, and philosophies and practices of six sigma.

### Course Prerequisite(s)

Enrollment in MBA/graduate program.

### Learning Goals

After completing this course, students should be able to understand and apply the:

- tools (including analytical and statistical tools) that can be used in any business to define, monitor, and control quality
- concepts and frameworks that are useful for analyzing business' quality management practices
- DMAIC Six Sigma model which helps develop management definitions of quality and value, trace the effects of product and process design on quality, estimate the cost of quality, and prepare cause-and-effect diagrams for quality problems.

### Course Policies

**Attendance Policy:** There are no required in-class sessions for this course. You are expected to log into D2L several times each week to check for announcements and updates via postings and email. See the university catalog for the University Class Attendance Policy.

**Contact Procedures:** I check email daily so email is the easiest asynchronous method of contacting me. I will respond to your emails within 24 hours (usually much faster). You are also

welcome to call my office (it would be best to email for an appointment if you want to be sure I'm available) and/or set up a web conference meeting.

**Course Time:** Deadlines indicated in the syllabus/D2L are for Central Daylight Time. If you are completing coursework in another time zone, please note the time difference and plan accordingly.

### **Grading and Evaluation**

Student performance will be assessed using the following assignments:

**Case Analysis:** Each student will write a case analysis for the Academic Medical Hospital case, part A, and a brief note for part B of the AMH case. More detail for the case analysis and note is available on D2L.

**Simulation:** Each student will participate in the Quality Analytics simulation and write a reflection paper on the sim. More detail on the sim and paper is available in D2L.

**Discussion Lead:** Students will work individually or in pairs to lead the discussion on the readings and/or videos for each module. As discussion leads, students are expected to prepare questions to guide discussion and at least one example drawn from work experience, current events, news media, etc. to illustrate the key concept(s) in the module. Students will sign up for the discussion they want to lead during the first few days of the course. More detail is available on D2L.

**Discussion Participation:** Students are expected to actively engage in course discussions by contributing new or useful information to the topic, respectfully debating points, sharing experiences, and generally advancing the discussion.

Points are allocated to each assignment as follows:

<b>Assignment</b>	<b>Points</b>
Case Analysis, part A	150
Case Analysis, part B	100
Simulation performance	50
Simulation paper	100
Discussion lead	100
Discussion participation	100
Total Points	600

Grades will be assigned based on percentage of total points earned, as follows:

<b>Letter grade</b>	<b>Percentage of total points earned</b>
A	Greater than 90.0%
B	80.0-89.9%
C	70.0-79.9%
D	60.0-69.9%
F	Less than 60%

Course grades are reported through normal University channels with no exceptions.

**Academic Integrity:**

With regard to academic honesty, students are referred to the “Student Honor Creed” in the graduate catalog. Academic dishonesty (cheating, collusion, and plagiarism) is taken seriously and will be investigated. *Please understand that integrity is very important to me.* If you have any question about what constitutes a violation of academic honesty, please let me know and I’ll be happy to discuss it with you.

**Americans with Disabilities Act:**

If a student has a documented disability as defined by the Americans with Disabilities Act (ADAAA) and would like to request accommodation, that student should please notify me as soon as possible. Any student requesting accommodations should first contact Disability Support Services at 940-397-4140 or in room 168 of the Clark Student Center to document and coordinate reasonable accommodations if you have not already done so.

**Syllabus Change Policy:**

This syllabus is a guide for the course—not a “contract”—and is subject to change. Syllabus changes will be communicated via D2L. I’ll provide a minimum of 48 hours’ notice before the relevant change takes place if at all possible.

**Additional Information:**

**Written Assignments:** ALL assignments are to be typed, single-spaced, with one-inch margins, and use an 11 or 12-point font (specific font must present a business appearance and be similar in size to Times New Roman or Arial). Please proofread carefully! Grammatical and spelling errors make papers look sloppy and detract from the effectiveness of the analysis (and grades!). Be clear and concise. Writing style has an important impact on how well ideas are communicated. Please upload your assignments to D2L in MS Word or PDF file format (not Pages!).

**Assignments:** Assignments are due at the specified due date/time. By definition, late assignments are unsatisfactory and shall be graded accordingly.

**Words of Wisdom / General Policies:** Perhaps the most important thing you can understand about me is that I am deeply interested in your success, both in the course and beyond. I am convinced this course can set the stage for your future success. Therefore, I significantly invest in this course and hope you’ll do the same. Just as in the “real world,” I try to run my course in a supportive yet professional and business-like manner. Here are some key points for professional behavior:

- The assignments you hand in should reflect your professionalism
- I can be very flexible and cooperative when you raise an issue with me before the due date. Notifications after the fact are usually (not always) indicative of unprofessionalism
- All communications must reflect respect for all parties.
- Integrity is the bedrock for successful business relationships. True in the course too!

**Schedule and Course Overview:** Please keep this syllabus as a reference. Students are responsible for this information and for any changes to the syllabus, which will be announced via D2L.

Course content is divided into four modules. Each module has assigned readings, supplemental videos, discussions, and a written assignment. As this is a five-week course, each module is scheduled for roughly one week, with assignments due during the following module (for example,

Module 1 assignments will be due during Module 2). For each module, the discussion should be completed by the end of the module so that we can move forward in the course. I anticipate that we will refer back to prior discussions, but for grading purposes only contributions made by the end of the module will be counted toward your participation grade.

### Course Schedule

The table below lists the theme for each module, the associated readings and videos, and the assignments.

Module Themes	Readings	Videos	Assignments
Quality management introduction; schools of thought; process control	Managing Quality (HBSP); Managing Quality with Process Control (HBSP); A Note on Quality: The Views of Deming, Juran, and Crosby (HBSP)	Juran on Quality Leadership; Deming's 14 Points; Deming's 5 Deadly Diseases	Introductions discussion board; Readings/videos discussion board; Control chart practice problems; Quality Analytics sim & reflection paper <b>Module ends: 11:59 pm Sunday, July 11</b>
Variation; tools and methods	CAPT reading; Amsden reading	Deming's Red Beads; Lessons of the Red Beads	Readings/videos discussion board; Academic Medical Hospital Case A <b>Module ends: 11:59 pm Sunday, July 18</b>
Six Sigma	Six Sigma Handbook; Explanation of DMAIC Methodology; Six Sigma Tools & Templates	Differences between Lean, Six Sigma, and Lean Six Sigma; Example of a complete Six Sigma project; Jack Welch on being a Six Sigma organization	Readings/videos discussion board; Academic Medical Hospital Case B <b>Module ends: 11:59 pm Tuesday, July 27</b>
Organizational roles; history of quality	History of Quality reading; Summers reading Gitlow reading	History of Quality Management videos; If Japan Can, Why Can't We	Readings/videos discussion board; <b>Module ends: 11:59 pm Wednesday, August 4</b>