



Subject card

Subject name and code	TOTAL QUALITY MANAGEMENT - TEAM PROJECT, PG_00061125							
Field of study	Management							
Date of commencement of studies	October 2023	Academic year of realisation of subject			2024/2025			
Education level	second-cycle studies	Subject group			Optional subject group Subject group related to scientific research in the field of study			
Mode of study	Full-time studies	Mode of delivery			at the university			
Year of study	2	Language of instruction			English			
Semester of study	3	ECTS credits			4.0			
Learning profile	general academic profile	Assessment form			assessment			
Conducting unit	Katedra Inżynierii Zarządzania i Jakości -> Faculty of Management and Economics							
Name and surname of lecturer (lecturers)	Subject supervisor		dr inż. Ewa Marjańska					
	Teachers		dr inż. Ewa Marjańska					
Lesson types and methods of instruction	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM	
	Number of study hours	15.0	0.0	0.0	30.0	0.0	45	
E-learning hours included: 0.0								
Learning activity and number of study hours	Learning activity	Participation in didactic classes included in study plan		Participation in consultation hours		Self-study	SUM	
	Number of study hours	45		6.0		49.0	100	
Subject objectives	Designs comprehensive quality assurance systems using in-depth modern methodologies for designing, supervising and improving processes							
Learning outcomes	Course outcome		Subject outcome			Method of verification		
	[K7_W06] identifies reliable sources of information relevant to the analyzed issues		identifies reliable sources of information about the factors shaping the quality of the organization's management processes and their mutual relations			[SW1] Assessment of factual knowledge		
[K7_U05] cooperates with other people in the implementation of teamwork, both as a leader and a team member, effectively achieving the assumed goals		designs innovative technical and organizational solutions related to quality assurance, implementing team activities			[SU3] Assessment of ability to use knowledge gained from the subject			

Subject contents	<p>Introduction: Globalization, Information Technology, Growing Customer Needs, Intercultural Competencies, Womack & MIT Research</p> <p>TQM as a holistic approach: Definition of TQM; TQM philosophy; Traditional thinking versus TQM; Deming's Chain of Reactions</p> <p>The Importance of Having Highly Motivated Employees: Manager vs. Leader - Deming's Game; Herzberg's research and its consequences; Future-proof pay structures; Employee and managerial models, e.g. BMW, Toyota, Deutsche Bank</p> <p>Quality weight: Classic definitions from Gurus; Quality redefined; First level of quality; Second level of quality; Fundamental changes in quality; Main activities affecting quality; Zero-Defect Philosophy; Six-Sigma program; Consequences of poor quality; Magic Triangle</p> <p>From customer satisfaction to customer loyalty: The importance of having satisfied customers; Client's attorney; ServQual method; customer life-time-value; THANKS-steps</p> <p>Proactive Complaints Management System: Responding to Complaints; Important parameters of the complaint management system; simulation of complaints; Contribution of complaints; Troubleshooting and responses; complaint analysis; Complaint controlling</p> <p>Supply Chain Management: Just-in-time; traffic light system</p> <p>Process management: Focus on processes and people; TQM-house; ArabellaSheraton Grand Hotel Munich: customer arrival; Process management at Siemens Moscow: survey</p> <p>From Creativity to Idea Management: Thinker Toys; Kaizen philosophy; 10 principles of Kaizen; Comparison between Denmark and Japan; Kaizen versus innovation; suggestion systems; Current situation; Management responsibility; Implementation steps; Idea management in the supply chain; suppliers; customers; Complaints and Suggestions; idea clubs; Public institutions; Universities; Chibo example</p> <p>Benchmarking: Definition of Benchmarking; Various forms of Benchmarking; Benchmarking process according to Rank Xerox</p> <p>TQM implementation: Barriers and resistance; From the board/managers; From the employees</p> <p>Four phases of the implementation process: Sensitization phase; Implementation phase; Stabilization phase; Perfection phase; local and regional awards; European Quality Award; ISO 14001</p> <p>TQM benefits: General data; Small company: Designa Ltd.; Local player: Siemens Corporation</p> <p>TQM and ISO 9000: The ISO family; Advantages and disadvantages of ISO 9000; Differences and similarities</p>											
Prerequisites and co-requisites												
Assessment methods and criteria	<table border="1"> <thead> <tr> <th data-bbox="456 862 794 891">Subject passing criteria</th> <th data-bbox="801 862 1139 891">Passing threshold</th> <th data-bbox="1145 862 1482 891">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 891 794 920">Test</td> <td data-bbox="801 891 1139 920">60.0%</td> <td data-bbox="1145 891 1482 920">20.0%</td> </tr> <tr> <td data-bbox="456 920 794 949">Team project</td> <td data-bbox="801 920 1139 949">60.0%</td> <td data-bbox="1145 920 1482 949">80.0%</td> </tr> </tbody> </table>			Subject passing criteria	Passing threshold	Percentage of the final grade	Test	60.0%	20.0%	Team project	60.0%	80.0%
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Test	60.0%	20.0%										
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Recommended reading	Basic literature	<p>J.Oakland, Total Quality Management, a Pictorial Guide for Managers, Taylor & Francis, 1997</p> <p>Goetsch, D.L., Davis, S.B., Quality Management, 5th ed., New YJersey, 2006</p> <p>Hoyle, D., Quality Management Essentials, Oxford, 2008</p> <p>Mohanty, R.P., Lakhe, R.R.: Handbook of Total Quality Management, Mumbai, 2008</p>										
	Supplementary literature	<p>Rothlauf J., Total Quality Management in Theorie und Praxis, 3. Aufl.,München/Wien, 2010</p>										
	eResources addresses	<p>Adresy na platformie eNauczanie:</p>										
Example issues/ example questions/ tasks being completed	<p>Total Quality Management</p> <p>KAIZEN</p> <p>Just in Time Benchmarking</p> <p>ISO 9000 Series</p> <p>Empowerment Timebased Competition</p> <p>Coaching and Criteria for International Assignments</p> <p>Chance Management</p> <p>International Management</p> <p>Environmental Management Systems - Case studies</p>											
Work placement	Not applicable											