

## Work programme of the course:

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|--|---|
| <b>Course title</b>                        | <b>QUALITY MANAGEMENT</b>   |
| <b>Level of higher education (degree)</b>  | FIRST (BACHELOR)  |
| <b>Field of study</b>                      | 07 MANAGEMENT AND ADMINISTRATION  |
| <b>Major</b>                               | 073 MANAGEMENT  |
| <b>Program subject area</b>                | MANAGEMENT (ENGLISH)  |
| <b>Status of the discipline</b>            | ELECTIVE  |
| <b>Mode of studies</b>                     | FULL-TIME, PART-TIME, E-LEARNING  |
| <b>Total number of hours/ ECTS credits</b> | 150 HOURS /5 ECTS CREDITS   |
| <b>Language of instruction</b>             | ENGLISH   |
| <b>Lecturer</b>                            | NAUMOVA OLENA OLEKSANDRIVNA<br>ASSOC. PROF., PH.D.  |
| <b>Lecturer's profile</b>                  | <a href="https://www.krok.edu.ua/ua/pro-krok/spivrobitniki/naumova-olena-oleksandrivna">https://www.krok.edu.ua/ua/pro-krok/spivrobitniki/naumova-olena-oleksandrivna</a> |
| <b>Tel. number</b>                         | +380676571835   |
| <b>E-mail</b>                              | Olenan@krok.edu.ua  |
| <b>Consultations</b>                       | CONSULTATIONS IN MS TEAMS:<br>FRIDAY, 11:00 A.M.-11.30 A.M.<br><a href="http://surl.li/mqjxm%22%7d">http://surl.li/mqjxm %22%7d</a>                                       |

### 1. Brief summary of the course

The objective of teaching the course "Quality Management" is to develop professional competencies based on a system of knowledge regarding the theory and methodology of quality management; the principles of constructing and functioning quality management systems; the study of regulatory, organizational, and economic issues related to quality management; and the improvement of quality management systems in accordance with contemporary quality standards.

The tasks of the course "Quality Management" involve both theoretical and practical training for students concerning the organization of work related to ensuring and managing product quality.

As a result of studying the course "Change Management," students should acquire knowledge in modern economic thinking techniques, as well as methods based on quantitative assessments, including comparison, benchmarking, index-based assessments, and factor analysis.

Upon completing the course "Quality Management," students are expected to understand: the terminology related to key concepts and categories in the field of quality management; the specifics of quality management at the enterprise level; domestic and international experiences in quality management; classifications of costs related to quality; and the legal framework supporting quality management.

### 2. Learning outcomes

#### General Competencies (GS):

GS 2. Ability to abstract thinking, analysis, synthesis.

GS 4. Ability to apply knowledge in practical situations.

#### Professional Competencies (PC):

PC 12. Ability to analyze and structure the problems of the organization, to form justified decisions.

#### Program learning outcomes (PLO):

PLO 8. Apply management methods to ensure the effectiveness of the organization activity.

### 3. Course scope

| Type of class                             | Total number of hours/ ECTS credits |           |            |
|---|-------------------------------------|-----------|------------|
|   | full-time                           | part-time | e-learning |
| lectures                                  | 28                                  | 14        | 14         |
| seminars / practical / laboratory classes | 22                                  | 7         | 7          |
| Individual work                           | 100                                 | 129       | 129        |

#### 4. Prerequisites

Introduction to Management

#### 5. Hardware and software

PC / laptop, Internet access, camera, microphone

#### 6. Course policies – students must adhere to a code of academic integrity:

<https://int.krok.edu.ua/images/download/code-of-academic-integrity-2025.pdf>

Academic integrity is the presentation of one's own work and the proper recognition of the contribution of others.

Any violation of this principle constitutes academic dishonesty and may result in poor evaluation and disciplinary action.

##### Forms of academic dishonesty include:

- Plagiarism - presenting all or part of someone else's work as one's own in an academic exercise, such as an exam, a computer program, or a written assignment.
- Fraud - Using or attempting to use unauthorized materials during an exam or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) a copy of an examination or exam answers.
- Promoting academic dishonesty - helping others commit an act of dishonesty, such as replacing an exam or completing a task for someone else.
- Fabrication - modification or transfer, without permission, academic information, or records.

## 7. PROGRAMME OF THE COURSE

### Module # 1

#### Topic 1. Total Quality Management: An Overview

Introduction to the course. Quality Definitions. Quotes on Quality. The Scale of Quality. The Paradigm of TQM. How Can Effective TQM Change the Situation? Quality of Design Versus Quality of Conformance. Changing Criteria of Quality. The Five Approaches to Quality.

#### Topic 2. Evolution of Total Quality Management

The Historical Development of TQM. Operative Quality Control. Foreman Quality Control. Inspection Quality Control. Statistical Quality Control. Total Quality Control. Quality Management in the Japanese Scenario. Post-Deming/Juran Quality Scenario.

#### Topic 3. Leadership and TQM

Characteristics of Quality Leaders. Principles of Great Teams. The Seven Habits of Highly Effective Leaders. The Ten Commandments of cGMPs (Current Good Manufacturing Practices). Fifty Insights for CEOs. Leadership Responsibilities. Moral Leadership. Contributors for Moral Leadership. Role of Top Management in Quality Management.

**Module #2**

**Topic 4. Cost of Quality**

The Categories of Quality Costs. Hidden Quality Costs. Cost of Lost Opportunities. Service Costs. Tangible and Intangible Costs. Visible Costs and Invisible Costs. Quality Cost Data. Model for Quality Costing. Sources for Collecting Quality Cost Data. Uses of Quality Cost Analysis. Pareto Principle. Quality Conformance Level. Top Management Role in Containing Quality Costs. Quality and Safety. Responsibility of Top Management for Product Safety.

**Topic 5. Quality System in ISO 9000 Series Standards**

Quality System in ISO 9000 Series Standards. Features of ISO 9000 Series Standards. Key Standards by Product Categories in ISO 9000 Series. Standards for Quality System Verification. Standards and Projects for Elements of the Quality System. Statistical quality control methods.

**Topic 6. Certification of Enterprise Quality Systems**

Certification of Enterprise Quality Systems. General Information on Quality System Certification. Objectives of Quality System Certification. Bodies Responsible for Quality System Certification. Quality System Certification Procedures.

**Topic 7. Quality Audit and Quality Awards**

Quality Audit and Quality Awards. Purpose and Types of Quality Audit. Objects of Quality Audit. Quality System Audit. Product Quality Audit. Key Concepts of Quality Awards. Models of American and European Quality Awards.

**8. Course scheme**

| Topic  | Number of hours |                     |                 |           |                     |                 |             |                     |                 | Control form       |
|--|-----------------|---------------------|-----------------|-----------|---------------------|-----------------|-------------|---------------------|-----------------|--------------------|
|  | Full-time       |                     |                 | Part-time |                     |                 | E -learning |                     |                 |                    |
|  | Lectures        | Seminars /practical | Individual work | Lectures  | Seminars /practical | Individual work | Lectures    | Seminars /practical | Individual work |                    |
| <b>Module # 1</b>                                    |                 |                     |                 |           |                     |                 |             |                     |                 |                    |
| Topic 1. Total Quality Management: An Overview       | 4               | 2                   | 10              | 2         | 1                   | 14              | 2           | 1                   | 14              | IA, S, T, CS, P, C |
| Topic 2. Evolution of Total Quality Management       | 4               | 2                   | 10              | 2         | 1                   | 15              | 2           | 1                   | 15              | IA, S, T, CS, P, C |
| Topic 3. Leadership and TQM                          | 4               | 4                   | 10              | 2         | 1                   | 14              | 2           | 1                   | 14              | IA, S, T, CS, P, C |
| <b>Module #2</b>                                     |                 |                     |                 |           |                     |                 |             |                     |                 |                    |
| Topic 4. Cost of Quality                             | 4               | 4                   | 10              | 2         | 1                   | 14              | 2           | 1                   | 14              | IA, S, T, CS, P, C |
| Topic 5. Quality System in ISO 9000 Series Standards | 4               | 4                   | 10              | 2         | 1                   | 14              | 2           | 1                   | 14              | IA, S, T, CS, P, C |
| Topic 6. Certification of Enterprise Quality Systems | 4               | 2                   | 10              | 2         | 1                   | 14              | 2           | 1                   | 14              | IA, S, T, CS, P, C |
| Topic 7. Quality Audit and Quality Awards            | 4               | 4                   | 10              | 2         | 1                   | 14              | 2           | 1                   | 14              | IA, S, T, CS, P, C |
| <b>Individual tasks</b>                              |                 |                     | <b>30</b>       |           |                     | <b>30</b>       |             |                     | <b>30</b>       |                    |

|                    |            |           |            |           |          |            |           |          |            |          |
|--------------------|------------|-----------|------------|-----------|----------|------------|-----------|----------|------------|----------|
| <b>Total hours</b> | <b>28</b>  | <b>22</b> | <b>100</b> | <b>14</b> | <b>7</b> | <b>129</b> | <b>14</b> | <b>7</b> | <b>129</b> | <b>-</b> |
| <b>TOTAL</b>       | <b>150</b> |           | <b>150</b> |           |          | <b>150</b> |           |          | <b>-</b>   |          |

**Control form**

- IA – individual assignments
- S – survey
- T – test, mid-term tests
- CS – solving case-studies
- P – oral presentation
- C – credit

**9. Individual tasks**

Individual tasks are an integral part of the educational process, as they contribute to the development of analytical skills, creative thinking and independence of students.

| <b>Content of an individual educational and research task (educational project)</b>  |
|--|
| <p>The individual task consists of three types of questions, task options posted on the moodle platform:</p> <ol style="list-style-type: none"> <li>1. Open question: <ul style="list-style-type: none"> <li>o Requires a detailed, detailed answer based on theoretical knowledge and analysis of additional information.</li> <li>o Tests your understanding of the topic, ability to formulate your own opinions and argue your position.</li> </ul> </li> <li>2. Calculation task: <ul style="list-style-type: none"> <li>o Involves performing certain calculations using formulas or economic models.</li> <li>o Tests knowledge of economic methods and the ability to apply them in practice.</li> </ul> </li> <li>3. Situational task: <ul style="list-style-type: none"> <li>o Presents a real economic problem or case that needs to be analyzed and a solution proposed.</li> <li>o Tests your ability to apply theoretical knowledge to solve practical problems and make informed decisions.</li> </ul> </li> </ol> <p>Requirements for completing the task:</p> <ul style="list-style-type: none"> <li>• Clear structure: Answers should be logically structured, contain an introduction, main body and conclusions.</li> <li>• Argumentation: Each statement must be supported by arguments and references to sources.</li> <li>• Accuracy of calculations: When performing calculations, it is necessary to observe accuracy and use appropriate units of measurement.</li> <li>• Originality: Answers must be your own and contain no plagiarism.</li> <li>• Design: The work must be designed in accordance with the requirements specified on the moodle platform.</li> </ul> |

**10. Teaching methods**

In the process of studying the discipline "Quality management", various types of educational activities, teaching methods and technologies are used.

Types of educational activities:

1. Lectures: classes where the teacher presents theoretical and practical guidance material, analyzing the main concepts of Quality management.
2. Seminars: interactive sessions in which students discuss topics, analyze case studies, and participate in group discussions that contribute to a deeper understanding of the material.
3. Practical classes: focus on the application of Quality management concepts.

Teaching methods and technologies:

1. Presentations and multimedia materials: the use of slides, videos and graphs, which facilitate the perception of information and make the educational process more visual.
2. Active learning methods: include group projects, discussions, role-playing games, and brainstorming sessions that promote active student involvement in the process.
3. Case method: analysis of real business situations, which allows students to practically apply theoretical knowledge, develop critical thinking and decision-making skills.

Use of information technologies: interactive platforms for learning

### 11. Control methods

Control measures are used to determine the success of training. Control measures include current and final control.

Current control is carried out during practical (seminar) classes and is aimed at checking the level of preparedness of the student to perform a specific task.

The final control is carried out to evaluate the learning results after the end of the study of the discipline (semester control) or modules separated according to the working curriculum.

During the study of this course, the following forms of current control are used: a mid-term tests.

When studying this course, the following form of semester control is used: a credit.

### 12. Distribution of points received by students

Evaluation of student learning results is carried out according to the University scale (0-100, taking into account optional tasks - 120 points) and the national scale.

General course evaluation system: Participation in the work during the semester / credit – 70%/30%

All tasks must be written independently, plagiarism is prohibited, no references or citations are required. The quality and originality of your arguments are evaluated. The task should be presented in Moodle

#### 13.1. Scoring scheme for the course

| Type of educational activity         | Max score | Max total score |
|--------------------------------------|-----------|-----------------|
| Modules #1 & #2                      |           |                 |
| Solving case-studies (3 x 5 points)  | 15        |                 |
| Surveys / Test (2 x 5 points)        | 10        |                 |
| Oral presentation (2 x 5 points)     | 10        |                 |
| Individual work (1 x 20 points)      | 20        |                 |
| Mid-term test (2 x 7,5 points)       | 15        |                 |
| <b>Total for modules #1 &amp; #2</b> | <b>70</b> |                 |
| <b>Semester-module control work</b>  | <b>30</b> |                 |
| <b>Total for the course</b>          |           | <b>100</b>      |

#### 13.2. Conditions for awarding points

##### 1. Solving case-studies (Maximum Score – 5 Points)

- Completeness of the Solution (2 Points): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.

- Accuracy of Answers (2 Points): All numerical data and calculation results must be accurate.

- Clarity of Presentation (1 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.

##### 2. Tests (Maximum Score – 5 Points)

- Number of Correct Answers (5 Points): Students receive 0,25 points for each correct answer (total number of tests per session is 20).

##### 3. Survey (Maximum Score – 5 Points)

- Correctness of Answers (3 Points): Answers to questions must be accurate and correct.

- Coverage of the Topic (2 Points): Answers should demonstrate knowledge of all key aspects of the topic.

##### 4. Oral presentation (Maximum Score – 5 Points)

- Substance (2 Points): Completeness and depth of topic coverage, inclusion of relevant data and examples.

- Visual Presentation (2 Points): Quality of slides, use of graphics, clarity, and aesthetics.

- Communication Skills (1 Point): Ability to convey information to the audience, respond to questions, and engage listeners.

##### 5. Individual Work (Maximum Score – 20 Points)

- Depth of Research (6 Points): Quality of topic analysis, use of various sources of information and literature.

- Structure and Formatting (4 Points): Adherence to formatting requirements, logical structure of the work, correctness of citations.

- Originality and Creativity (4 Points): Presence of personal conclusions, recommendations, and interesting ideas.
  - Responses to Questions (6 Points): Engagement in presenting work results, participation in discussions, and feedback.
6. Mid-term tests (Maximum Score – 7,5 Points)
- Number of Correct Answers (5 Points): Students receive 0,25 points for each correct answer (total number of tests per session is 30).

### 13.3. Final assessment criteria

| University scale | Ukrainian Grade |
|------------------|-----------------|
| 90 and higher    | excellent       |
| 70–89            | good            |
| 50–69            | satisfactory    |
| 1–49             | unsatisfactory  |

### 14. Methodological provision

Attention students: all educational and methodological materials (lecture plans and videos, presentations/seminar assignments/case-studies, etc.) are submitted in Moodle Course: Quality management (Olena Oleksandrivna Naumova). <https://dist.krok.edu.ua/course/view.php?id=1542>

### 15. Recommended literature

#### Basic

1. Kiran, D. R. (2016). *Total quality management: Key concepts and case studies*. Butterworth-Heinemann.

#### Additional

2. Goetsch, D. L., & Davis, S. B. (2016). *Quality management for organizational excellence: Introduction to total quality*. Pearson.

### 16. Additional information on the discipline (educational component)

Certificates of completion for distance or online courses on the relevant topics may be credited provided that the requirements outlined in the corresponding regulation are met.

#### Work programme of the discipline:

Compiled by: Associate Professor of the Department of International Business, PhD in economics, Associate Professor Olena Oleksandrivna Naumova.

Approved: at the meeting of the Department of International Business (Protocol No. 2 dated September 17, 2024).