

Educational Establishment «Belarus State Economic University»

APPROVED

Rector of the educational establishment  
«Belarus State Economic University»

V.N.Shimov

“ 30 ” 06. 2017

Registration No. УД 3294-17/уч.

## QUALITY MANAGEMENT

Study program of higher education institution  
Major: 1-26 81 01 Business Administration  
Master's program: «Business Administration»

**COMPILED BY:**

*O.A. Morozevich*, associate professor of the Department of Marketing of the Educational establishment “Belarus State Economic University”, candidate of economic sciences, associate professor.

*A.S. Halamazava*, assistant of the Department of Marketing of the Educational establishment “Belarus State Economic University”, master of economical science.

**REVIEWERS:**

*T.N. Belyatskaya*, head of the Department of Management of the Educational establishment “Belarusian State University of Informatics and Radioelectronics”, candidate of economic sciences, associate professor.

*I.I. Akulich*, head of the Department of Marketing of the Educational establishment “Belarus State Economic University”, doctor of economic science, professor.

**RECOMMENDED FOR APPROVAL:**

Department of Economics and Management of the Educational establishment “Belarus State Economic University”

(Protocol No. 14 from “08” 06 2017)

Scientific-methodical Council of the Educational establishment “Belarus State Economic University”

(Protocol No. 5 from “21” 06. 2017)

## EXPLANATORY NOTE

The purpose of the academic discipline “Quality management” is to develop the theoretical knowledge and practical skills of future specialists in the field of marketing research.

The main tasks of the academic discipline are:

1. To reveal the essence of quality management of goods and services;
2. To master methods and tools of quality management;
3. To characterize the quality management system;
4. To study the process of development, analysis and improvement of quality management system;
5. To master statistical methods of quality control.

The content of the academic discipline can be the basis for the theoretical and methodological support of master's theses and scientific works.

Mastering the academic discipline “Quality management” should ensure the development of academic and professional competencies, provided by the educational standard of the specialty.

As a result of studying the academic discipline, students should

### KNOW

- Evolution of approaches to quality management;
- Methods and tools of quality management;
- Elements of quality management system;
- International and national standardization system in the field of quality.

### BE ABLE TO

- Build a quality management system;
- Conduct an analysis of quality management system;
- Give recommendations on the development of the quality management system.

### HAVE SKILLS OF

- Description of business processes;
- Compilation of the necessary documentation in the field of quality;
- Auditing of quality management system;
- Usage of statistical quality control tools.

The academic discipline “Quality management” is based on knowledge of students in the field of marketing management and business statistics.

The curriculum for the academic discipline provides 204 hours (total), including 72 auditory study hours, lectures - 42 hours, and workshops – 30 hours.

The recommended form of control – exam (5,5 credit units).

## CONTENTS OF EDUCATIONAL MATERIAL

### ***Topic 1. Quality of goods and services as an object of management***

Essence of quality. Quality management. Quality characteristics. Dimensions of quality. Features of quality management of goods. Features of quality management services.

The evolution of quality management. Methods and theories of Walter A. Shewhart, W. Edwards Deming, Joseph M. Juran, Armand V. Feigenbaum, Philip B. Crosby, Kaoru Ishikawa, Genichi Taguchi.

International Organization for Standardization (ISO). Principles and content of standards. ISO 9000 standards series. State Committee for Standardization of the Republic of Belarus. Competitions in the field of quality worldwide and in the Republic of Belarus.

Quality management principles. Customer focus. Leadership. Engagement of people. Process approach. Improvement. Evidence-based decision making. Relationship management. Business Excellence Model. Alignment of quality management principles with the Business Excellence Model

### ***Tema 2. Techniques of quality management***

Quality Function Deployment (QFD). Continuous improvement. Zero Defect Program. Six Sigma. Deming Cycle. Taguchi methods. Toyota Production System. Total quality management. Business process reengineering.

Quality management tools. Pareto chart. Cause-and-effect diagrams. Control chart. Bar chart. Flowchart.

### ***Tema 3. Quality management system***

Definition of quality management system. Advantages of establishment of quality management system. Elements of quality management system. Quality policy of the organization. The objectives of quality system. Quality guide. Organizational structure and responsibilities. Data management. Business processes. Product quality and customer satisfaction. Continuous improvement, corrective and preventive actions. Quality assurance tools. Control of documents.

### ***Tema 4. Establishing a quality management system***

Identifying business processes. Ways of business processes identifying: top down approach and bottom up approach. Sequence and interaction of processes. Criteria and methods for effective operation and control. Documenting a quality management system. Ways to identifying of necessary management system documentation: documentation analysis, applying the control model, applying Kipling's Law, applying the process approach. Approaches to development of quality management system documentation. Documented procedures. Documents that ensure effective planning, operation and control of processes. Maintaining a quality management system. Continual improvement in the quality management system. Preparing the quality manual. Control of documents. Control of records.

### ***Tema 5. Analysis and improvement of a quality management system***

Monitoring, measurement, analysis and improvement processes of a quality management system. Study of customer satisfaction. Approaches to study of customer satisfaction. Internal audit: auditing for conformance with planned arrangements, auditing for compliance, auditing for effective implementation and maintenance. Planning audits. Defining audit criteria, scope, frequency and methods. Selection of auditors. Audit procedures. Follow-up audits. Monitoring and measurement of processes. Monitoring and measurement of products. Control of nonconforming product. Collecting and analysing appropriate data about product, clients, suppliers. Continual improvement and corrective actions.

### ***Tema 6. Statistical quality control***

Essence of statistical quality control. Statistical quality control and Deming's 14 Points. Causes of quality variation. Statistical basis of the control chart. Purpose and types of quality control charts. Control charts. Control charts for variables. Control charts for attributes. Control charts for nonconformities. Bar charts. Sampling definitions for quality control.

**METHODICAL CARD OF A SUBJECT «MARKETING RESEARCH»**  
 (Full-time Course, Master's program: «Business Administration (English)»)

Number of section, topic	Name of section, topic	Quantity of classroom hours					Other	Form of Knowledge Control
		Lectures	Practice	Seminars	Laboratory classes	Controlled Self-Education		
1	2	3	4	5	6	7	8	9
1.	Quality of goods and services as an object of management	8	4	0	0	0	[1-3,6]	Debate
2.	Techniques of quality management	6	4	0	0	0	[1-3]	Debate, project
3.	Quality management system	6	4	0	0	0	[1-3]	Debate, project
4.	Establishing a quality management system	8	6	0	0	0	[1-3]	Debate, project
5.	Analysis and improvement of a quality management system	8	6	0	0	0	[1-3]	Debate, project
6.	Statistical quality control	6	6	0	0	0	[4]	Debate, project
TOTAL.:		42	30	0	0	0	0	Exam

## INFORMATION AND METHODOLOGICAL PART

### *Methodological recommendations of the organization of independent work of students for the academic discipline "Quality management"*

The main stage by the mastering of academic discipline is the independent work of students. It is recommended that the time for independent work is on average 3-3,5 hours for a two-hour auditory study.

The main directions of the student's independent work are:

- initially detailed acquaintance with the curriculum;
- acquaintance with the list of recommended literature for the discipline in general and for the topics, its availability in the library and from other sources, study of the necessary literature by the topics, selection of additional literature;
- studying and expanding the lecture material through special literature and consultations;
- preparation for the workshops with specially developed plans through the study of main and additional literature;
- preparation for the implementation of diagnostic forms of control (quizzes, colloquiums, tests, etc.);
- preparation for the exam.



## LITERATURE

### *Main:*

1. Hoyle, D. ISO 9000 Quality Systems : Handbook / D. Hoyle. – 4th ed. – Oxford : Butterworth-Heinemann, 2001. – 686 p.
2. Aized, T. Total Quality Management and Six Sigma / T. Aized. – Rijeka : InTech, 2012. – 306 p.
3. Ohno, T. Toyota Production System: Beyond Large-Scale Production / T. Ohno. – Productivity Press, 1988. – 143 p.
4. Montgomery, D.C. Introduction to Statistical Quality Control / D.C. Montgomery. – 6 ed. – Hoboken : Wiley & Sons, 2009. – 754 p.
5. Dzhordzh. S. Vseobshcheye upravleniye kachestvom: Strategii i tekhnologii. primenyayemye segodnya v samykh uspeshnykh kompaniyakh: TQM / S. Dzhordzh. A. Vaymerskirkh. – SPb.: Viktoriya plyus: Staun-kantri. 2002. – 253. [3] s.


### *Additional:*

6. Garvin, D. A. A Note on Quality: The Views of Deming, Juran, and Crosby / D.A. Garvin // Harvard Business School Background. – Note 687-011. – 1986. – Pp. 1-14.
7. Agarkov. A.P. Upravleniye kachestvom : uchebnoye posobiye dlya vuzov po spets. «Menedzhment organizatsii» / A.P. Agarkov. – 3-e izd., pererab. i dop. – M. : Dashkov i K. 2009. – 226. |1| s.
8. Basovskiy. L.E. Upravleniye kachestvom : Uchebnik dlya vuzov / L.E. Basovskiy. – M. : Infra-M. 2010. – 211 s.
9. Gerasimov. B.N. Upravleniye kachestvom : uchebnoye posobiye po spets. «Menedzhment organizatsii» / B.N. Gerasimova. – M. : Vuzovskiy uchebnik : INFRA-M. 2011. – 302 s.
10. Zenkov. V.S. Upravleniye kachestvom : Praktikum / V.S. Zenkov. – Minsk : BGIEU. 2001. – 59 s.
11. Koreshkov. V.N. Upravleniye kachestvom i sertifikatsiya produktsii : Spravochnoye posobiye / BelGISS. Polotskiy gos. un-t. – Minsk : BelGISS ; Polotsk : PGU. 2000. – 62 s.
12. Mikheyeva. E.N. Upravleniye kachestvom : uchebnik dlya studentov vuzov. obuchayushchikhsya po gruppe spetsialnostey «Ekonomika i upravleniye» / E.N. Mikheyeva. – 2-e izd., ispr. i dop. – M. : Dashkov i K. 2012. – 530 s.
13. Ogvozdin. V.Yu. Upravleniye kachestvom : osnovy teorii i praktiki : uchebnoye posobiye / V.Yu. Ogvozdin. – 6-e izd., perarb. i dop. – M. : Delo i Servis. 2009. – 297 s.
14. Rozhkov. V.N. Upravleniye kachestvom : uchebnik dlya studentov vysshikh uchebnykh zavedeniy. obuchayushchikhsya po napravleniyu 080200 «Menedzhment». distsipline «Upravleniye kachestvom» / V.N. Rozhkov. – M. : Forum. 2012. – 335 s.
15. Salimova. T.A. Upravleniye kachestvom : uchebnik dlya magistrrov : uchebnik po spetsialnosti «Menedzhment organizatsii» / T.A. Salimova. – 6-e izd., pererab. – M. : Omega-L. 2013. – 376 s.



16. Salimova. T.A. Upravleniye kachestvom : uchebnik po spets. «Menedzhment organizatsii» / T.A. Salimova. – 2-e izd., ster. – M. : Omega-L, 2008. – 414 s.

## 17. NEGOTIATION PROTOCOL OF STUDY PROGRAM OF HEI

Name of the discipline with which to negotiate	Name of the Department	Proposals for changes in the content of the curriculum studied academic discipline	Action taken by the Department that developed the curriculum (with date and No. of Protocol)
Marketing management	Marketing	No remarks 	Protocol No. <i>14</i> from «DP» <i>06.2017</i>

## ADDITIONS AND CHANGES TO THE STUDY PROGRAM OF HEI

on \_\_\_\_/\_\_\_\_ academic year

No	Additions and changes	Based on

The study program was reviewed and approved at the meeting of the Department of Economics and Management (Protocol No. \_\_\_\_ from \_\_\_\_\_ 20\_\_)

Head of the Department of Economics and Management  
doctor economic science, professor \_\_\_\_\_

A.A. Bykov

APPROVED

Director of IMP

candidate of economic science, associate professor \_\_\_\_\_ M.V. Samoilov