



<b>Program</b>	Master of Business Administration (MBA)	<b>Semester - 4</b>
<b>Type of Course</b>	Major	
<b>Prerequisite</b>		
<b>Rationale</b>	-	
<b>Effective From A.Y.</b>	2024-25	

Teaching Scheme (Contact Hours)				Examination Scheme				
Lecture	Tutorial	Lab	Credit	Theory Marks		Practical Marks		Total Marks
				T	T	P	P	
4	-	-	4	50	30	-	-	150

*SEE - Semester End Examination, T - Internal Theory, P - Internal Practical*

Course Content		T - Teaching Hours   W - Weightage	
Sr.	Topics	T	W
<b>1</b>	<b>Module-I</b> <ul style="list-style-type: none"> <li>☐ Defining and Understanding Quality:</li> <li>☐ Perspectives of defining quality</li> <li>☐ Product, User, Value, Manufacturing, Customer, Transcendental</li> <li>☐ Quality of design, performance and conformance</li> <li>☐ Costs of quality</li> <li>☐ Prevention, appraisal, internal and external failure, hidden failure costs</li> <li>☐ Customer Driven Quality</li> <li>☐ Meeting Customer needs and Expectations</li> <li>☐ Kano Model</li> <li>☐ Quality and Productivity</li> <li>☐ Quality Philosophies</li> <li>☐ W. Edward Deming's philosophy</li> <li>☐ Deming Cycle (PDCA)</li> <li>☐ 14 – point philosophy</li> <li>☐ Seven deadly diseases of management</li> <li>☐ Philip B. Crosby's Philosophy</li> <li>☐ Four absolutes of quality management</li> <li>☐ 14 points for quality improvement</li> <li>☐ Joseph M. Juran's philosophy</li> </ul>	<b>15</b>	<b>25</b>
<b>2</b>	<b>Module-II</b>	<b>15</b>	<b>25</b>



<b>Course Content</b>		<b>T - Teaching Hours   W - Weightage</b>	
<b>Sr.</b>	<b>Topics</b>	<b>T</b>	<b>W</b>
	<ul style="list-style-type: none"><li>☐ Quality Improvement Tools:</li><li>☐ Kaizen and Gemba Kaizen, 5S</li><li>☐ Quality Function Deployment</li><li>☐ Introduction, reasons to implement QFD</li><li>☐ QFD implementation (four phases)</li><li>☐ Product Definition</li><li>☐ Product Development</li><li>☐ Process Development</li><li>☐ Process Quality Control</li><li>☐ House of Quality</li><li>☐ Total Productive Maintenance</li><li>☐ Overall Equipment Effectiveness</li><li>☐ Six losses</li><li>☐ Underlying components – Availability, Performance, Quality</li><li>☐ Calculating OEE, OEE benchmarks</li><li>☐ Failure Mode and Effect Analysis</li><li>☐ Design FMEA and Process FMEA</li><li>☐ Why, When and How to perform FMEA</li><li>☐ Stages of FMEA</li><li>☐ Risk Priority Number (RPN)</li><li>☐ Taguchi Loss Function</li><li>☐ Concept</li><li>☐ Nominal, smaller-the-better, larger-the-better</li><li>☐ Formula</li><li>☐ Benchmarking</li><li>☐ Concept, reasons to benchmark, benchmarking process</li><li>☐ Pareto diagrams, flowcharts, scatter plots</li></ul>		
<b>3</b>	<b>Module-III</b>	<b>15</b>	<b>25</b>



<b>Course Content</b>		T - Teaching Hours   W - Weightage	
Sr.	Topics	T	W
	<ul style="list-style-type: none"> <li>☐ Statistical Quality Control (theory only):</li> <li>☐ Statistical Process Control</li> <li>☐ Variations and causes, patterns in control charts</li> <li>☐ Basis for sampling, sampling size and frequency</li> <li>☐ Location of control limits</li> <li>☐ Control charts for Variables</li> <li>☐ Variation between samples (X- bar chart)</li> <li>☐ Variation within samples (R – chart)</li> <li>☐ Control charts for Attributes</li> <li>☐ Yes/No data</li> <li>☐ p, np charts</li> <li>☐ Counting data</li> <li>☐ c, u charts</li> <li>☐ Quality Management Systems:</li> <li>☐ Concept, obstacles to QMS and overcoming them</li> <li>☐ Standardized systems (in brief – most important ☐ feature)</li> <li>☐ ISO certifications, such as ISO 9000/9001, ISO 13485, ISO 14000/14001, ISO 14971, ISO 17025, ISO 22000, HACCP, TS 16949; TL 9000; AS9100; cGxP, 21 CFR Part 11, QSR</li> <li>☐ Title 21 Part 820, A2LA, or OHSAS 18001</li> <li>☐ Capability Maturity Model (CMM).</li> <li>☐ Six Sigma (in brief)</li> <li>☐ Principles of six sigma, meaning of DMAIC</li> <li>☐ Quality Circles</li> <li>☐ TQM</li> <li>☐ International Quality Excellence Programs:</li> <li>☐ Balridge Excellence Framework and Award</li> <li>☐ Deming Award (for TQM)</li> <li>☐ Rajiv Gandhi National Quality Award</li> <li>☐ China Quality Award</li> <li>☐ Kitemarks</li> </ul>		
<b>4</b>	<b>Module-IV</b>	<b>15</b>	<b>25</b>



Course Content		T - Teaching Hours   W - Weightage	
Sr.	Topics	T	W
	<ul style="list-style-type: none"> <li>☐ Total Quality Management:</li> <li>☐ History, Concept, Benefits</li> <li>☐ Eight Principles of TQM</li> <li>☐ Quality training and education</li> <li>☐ Quality engineering &amp; quality control</li> <li>☐ Quality culture</li> <li>☐ Quality in design</li> <li>☐ Quality in procurement</li> <li>☐ safety aspect in Quality ( specially petroleum industries )</li> <li>☐ Quality in service</li> <li>☐ Quality in manufacturing</li> <li>☐ Quality in marketing</li> <li>☐ Quality in after sales service</li> <li>☐ Generic strategy model for implementing TQM</li> <li>☐ TQM strategies</li> <li>☐ TQM element approach</li> <li>☐ Guru approach</li> <li>☐ Organization model approach</li> <li>☐ Japanese total quality approach</li> <li>☐ Award criteria approach</li> <li>Business Process Reengineering (BPR)</li> </ul>		
<b>Total</b>		<b>60</b>	<b>100</b>

Suggested Distribution Of Theory Marks Using Bloom's Taxonomy				
Level	Remembrance	Understanding	Application	Create
<b>Weightage</b>	25	25	25	25

*NOTE : This specification table shall be treated as a general guideline for the students and the teachers. The actual distribution of marks in the question paper may vary slightly from above table.*

Course Outcomes	
<b>At the end of this course, students will be able to:</b>	
CO1	Comprehensive Understanding of the various definitions and perspectives of RBT Level U quality.
CO2	Analyze and differentiate the costs associated with quality,
CO3	Learning to implement quality tools.
CO4	Strategic and Ethical Leadership in Organizational Transformation.

CO PO Mapping				
CO	CO - 1	CO - 2	CO - 3	CO - 4
<b>PO - 1</b>	3	3	2	3
<b>PO - 2</b>	2	3	3	3
<b>PO - 3</b>	1	1	1	2
<b>PO - 4</b>	2	2	2	2
<b>PO - 5</b>	2	2	2	3



**Reference Books**

1.	<b>Quality Management (TextBook)</b> By R. Paneerselvam, P. Sivasankaran   PHI   Latest Edition
2.	<b>Managing for Quality and Performance Excellence</b> By James R. Evans, William M.Lindsay   South Western   Latest Edition
3.	<b>Quality and Performance Excellence</b> By James R. Evans   Cengage   Latest Edition