

Module Title Quality Management and Excellence Models	Reference BSM522 SCQF SCQF Level 11 SCQF Points 15 ECTS Points 7.5 Created May 2002 Approved August 2013 Amended August 2013 Version No. 5
Keywords Quality, Continuous Improvement, Improvement, Total Quality Management, Business Excellence Model, Assessment.	

This Version is No Longer Current

The latest version of this module is available [here](#)

Prerequisites for Module

None in addition to SCQF 11 entry qualifications or equivalent.

Indicative Student Workload

	Full Time	Distance Learning
<i>Contact Hours</i>		
Lectures/Seminars	36	6
Assessment	3	3

Corequisite Modules

None.

Directed Study

Directed Study	61	91
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Precluded Modules

None.

Private Study

Private Study	50	50
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Mode of Delivery

Aims of Module

To discuss and debate the key principles and concepts of continuous improvement. To evaluate the contribution of theorists in the field of quality management. To critically assess the impact of self-assessment and

Taught Mode (T)

The module is delivered in Taught Mode by lectures, interactive group work, case study tutorials and directed self-study.

Distance Learning Mode (DL)

The module is delivered in Distance Learning Mode by self directed learning from paper-based or web-based learning materials,

measurement models in the drive for continuous improvement. To compare and contrast recent developments in quality and their impact on improvement. To identify and learn to use some quality improvement tools and techniques.

Learning Outcomes for Module

On completion of this module, students are expected to be able to:

1. Critically evaluate and assess the key principles and concepts of quality improvement.
2. Analyse and evaluate the use of the business excellence model in effecting quality improvement.
3. Assess and analyse the impact of a range of advanced and specialised management models on the achievement of quality improvement.
4. Critically evaluate the role of assessment and measurement in the improvement process.
5. Synthesise the current strategic issues in relation to total quality management.

supported by seminars and/or on-line support.

Assessment Plan

	Learning Outcomes Assessed
Component 1	1,2
Component 2	3,4,5

Students will be required to assess a range of management models on the achievement of quality improvement. This will include evaluating the role of assessment and measurement in improvement and synthesising current issues in relation to TQM.

Students will be required to submit a coursework which evaluates the key principles and concepts of quality improvement. This work will analyse the use of the business excellence model in effecting quality improvement.

Indicative Bibliography

1. OAKLAND, J.S., OAKLAND, R.J. and TURNER, M.A., 2020. Total Quality Management and operational excellence: text with cases. 5th ed. UK: Routledge.
2. KIRAN, D.R., 2016. Total Quality Management: key concepts and case studies. Oxford: Elsevier.
3. EVANS, J.R. and LINDSAY, W.M., 2017. Managing for quality and

Indicative Module Content

2017. Managing for quality and performance excellence. 10th ed. Australia: Cengage Learning.

The principles and concepts of total quality management will be examined with emphasis on methodologies for implementing continuous improvement. A particular focus is placed on the influence of the theorists. The more recent contribution of the business excellence model will be examined and evaluated. The cultural issues of commitment, communication and leadership will be examined as key aspects of quality improvement. To these will be added process and system improvement tools required in achieving total quality management. Throughout the teamwork approach to the implementation of quality improvement is emphasised.