



GUILDHALL COLLEGE

Programme

MSc IT Management

Module

G102531: Quality Management Strategies

(Assignment 2)

Semester

Re-sit July 2011

Module Lecturer

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14th June 2011

Submission Date

7th July 2011 (5:00PM)

Submission Location

Nelson Street (UOW Programme Administration Office)

PLAGIARISM/COLLUSION

ANY ACT OF PLAGIARISM OR COLLUSION WILL BE SERIOUSLY DEALT WITH ACCORDING TO THE COLLEGE REGULATIONS. IN THIS CONTEXT THE DEFINITION AND SCOPE OF PLAGIARISM ARE PRESENTED BELOW:

PLAGIARISM IS PRESENTING SOMEBODY ELSE'S WORK AS YOUR OWN. IT INCLUDES COPYING INFORMATION DIRECTLY FROM THE WEB OR BOOKS WITHOUT REFERENCING THE MATERIAL; SUBMITTING JOINT COURSEWORK AS AN INDIVIDUAL EFFORT; COPYING ANOTHER STUDENT'S COURSEWORK; STEALING COURSEWORK FROM ANOTHER STUDENT AND SUBMITTING IT AS YOUR OWN WORK.

COLLUSION IS WORKING COLLABORATIVELY WITH ANOTHER STUDENT TO PRODUCE WORK THAT IS SUBMITTED AS THE INDIVIDUAL STUDENT WORK.

SUSPECTED ACTS OF PLAGIARISM OR COLLUSION WILL BE INVESTIGATED AS BOTH CONSTITUTE CHEATING AND CAN RESULT IN EXPULSION FROM THE COURSE AND COLLEGE

FULL REFERENCE DETAILS SHOULD BE GIVEN IN THE BIBLIOGRAPHY

UNACKNOWLEDGED PARAPHRASING MAY ALSO BE PLAGIARISM, IF IN DOUBT SEEK ADVICE FOR FURTHER INFORMATION PLEASE SEE GUILDHALL COLLEGE'S GUIDELINES ON REFERENCING IN ACADEMIC WRITING.

Situation:**Short case: Ulster carpets using the EFQM Excellence Model**

Ulster Carpet Mills Limited, finalist for the European Quality Award, has doubled its share of the quality carpet sector in recent years and now holds over 10 per cent of the world market for its products. By encouraging continuous improvement through self-assessment against the EFQM Excellence Model, EQA has created the necessary drive for customer focus. The company's total quality process has graduated from 'total customer satisfaction' to 'total customer delight', to its present form – 'bridging the gap', which is effectively a 'where we are' and 'where we should be' yardstick for the company.

Developments in the warehouse are typical. The role of the manager/supervisor has been replaced by the nomination of a group leader who acts in a 'leading role', working within the team. The picture opposite shows a group leader with her team, each of whom is trained to carry out his/her main job plus five others on a rotating work rota. Fixed hours are a thing of the past, as is overtime. At peak times, such as the run-up to Christmas, the team works the required hours (be it until 10 pm at night) to dispatch orders, and at off peak times, when work is completed to the satisfaction of the group leader, the team can leave. New technology now means that dispatch labels and address labels are computer generated and the carpets are bar-coded which reduces the possibility of human error.

Each process within the warehouse has been analysed and re-engineered to answer the question, 'Do the processes meet the needs?' The company sees the use of the EFQM Excellence Model as a means of evaluation, as well as raising internal awareness of the measures necessary to meet external needs.

Activity:

Ulster Carpet Mills limited decides to adopt another quality methodology in a foreign branch (like the United States) for one of its company. Write a formal report of **2,000 words** on the following:

1. Suggest other quality measures Ulster Carpet Mills could adopt
2. Identify and evaluate how these measures could be used to diagnose contemporary problems

3. Develop a quality management plan (from any of the suggestions above) for Ulster Carpet Mills

Tips:

- References – it is essential that you use the “Harvard” referencing as this is the University of Wales, Newport and Newport Business School adopted standard. Training and awareness will be given during the module.

Learning Outcome:

This coursework will be assessed based on the following learning outcomes:

- Develop students’ ability to for independent studies and research in the field of quality
- Develop students’ understanding of quality and its application within management related issues and strategies in an organisation either manufacturing or service.

Assessment Criteria

Please note that the University of Wales, Newport Grading System will apply (see attached). The grade for the assignment will be a combination of:

1. Relevant course concepts being used.
2. The problem definitions and solutions to the case study.
3. The structure and content of the final report submitted.

Assessment scale to be employed for grading the course-works (1, 2 and 3) and examination is shown below:

Grade	Comment
A	Excellent: demonstrates intelligent understanding of the material with an insightful interpretation of its relevance in context, provides a thorough discussion of the implications with some original observations or recommendations.
B	Very Good: demonstrates an appreciation of the material with an informed interpretation of its relevance in context, provides an appropriately critical discussion of the implications covering the expected observations or recommendations.
C	Good: demonstrates a correct but limited grasp of the material with adequate

	interpretation of its relevance in context, attempts some critical discussion of the implications covering many of the obvious observations or recommendations.
D	Satisfactory: demonstrates a correct but superficial grasp of the material with a superficial or incomplete interpretation of its relevance in context, attempts a little critical discussion of the implications covering some of the obvious observations or recommendations.
E	Marginal Fail: demonstrates limited of understanding of the material with minimal interpretation of its relevance in context, provides limited or slightly coherent discussion of the implications covering very little in the way of observations or recommendations
F	Fail: demonstrates a lack of understanding of the material with minimal interpretation of its relevance in context, provides minimal or incoherent discussion of the implications covering very little in the way of observations or recommendations.

The coursework will form 40% of the module assessment

Submission

- a. All coursework must be submitted to the programme administrator and a receipt must be obtained. Under no circumstances should other College staff/lecturer accept them.
- b. Without a receipt we will not be held responsible for any loss of assignments.
- c. The copy of the coursework submitted will not be returned to you after marking, though you will have access to feedback.
- d. You must also submit your Final One Page Turnitin Report with this assignment.

Good practice

- a. Make backup of your work in different media (hard disk, floppy disk, and memory stick, CD etc) to avoid distress for loss or damage of your original copy.

NOTE: Retrieval of failure in this assignment will be through an entirely different case study that will cover the same learning outcomes.