JINDAL GLOBAL BUSINESS SCHOOL
INDIA'S FIRST MULTI-DISCIPLINARY GLOBAL BUSINESS SCHOOL

O.P. Jindal Global University
A Private University Promoting Public Service
NAAC Accreditation - 'A' Grade

Jindal Global Business School
Course Outline

Course Title	Total Quality Management
Core or Elective	Elective
Program and Batch	BBA-3, BBA-4
Semester & Academic Year	Spring 2026
Credits	3
Discipline/Area	Operations Management & Supply Chain
Name of the Faculty Member/Course Instructor	Prof. Utkarsh Shivam
Contact Details of the Faculty Member	Utkarsh.shivam@jgu.edu.in
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Faculty Member's Open Office Day/s & Time	To be communicated

Introduction to the Course

Total Quality Management (TQM) is a comprehensive management approach focused on continuous improvement across all aspects of an organization to enhance quality and customer satisfaction. This course provides an in-depth understanding of TQM principles, methodologies, and tools used to achieve excellence in business processes. Topics include quality planning, control, and improvement, as well as the integration of customer-focused strategies, leadership, teamwork, and employee involvement in driving quality enhancements. Students will explore key frameworks such as Deming's 14 Points, Six Sigma, Lean principles, and ISO standards. Emphasis will be placed on the practical application of TQM techniques, including statistical process control (SPC), root cause analysis, and benchmarking, to solve real-world quality issues. By the end of the course, participants will be equipped to implement TQM initiatives that improve product quality, increase operational efficiency, and drive organizational success in competitive environments.

Course Learning Objectives

At the end of the course, students should be able to

1. CLO1- To understand core Total Quality Management (TQM) principles for continuous improvement.
2. CLO2- To understand how to apply quality tools and techniques for problem-solving and optimization.
3. CLO3- Understanding the issues and challenges in quality, its role in the business
4. CLO4- To understand process management for enhancing quality and operational efficiency.

5. CLO5- Understand various tools and techniques used in Quality management and six sigma

6. CLO6- To articulate the consequences of real decisions that impacts the quality in an organization

Programme Competency Goals

BBA Programme Competency Goals (PCGs)		**BBA Programme Learning Objectives (PLOs)**
		Students will be able to
1	**Responsible Global Citizenship:** Ability to understand the interplay between local and global issues and to act with sensitivity towards ethical and social issues	1. Understand local business issues
		2. Understand global business issues
		3. Demonstrate sensitivity towards ethical issues
		4. Demonstrate sensitivity towards social issues
2	**Effective communication:** Ability to effectively exchange ideas and information	5. Present their ideas with clarity
		6. Write in a coherent manner
		7. Use technology for communication
3	**Critical Thinking:** Ability to identify, analyze business problems and propose effective solutions	8. Identify main issues of business problems
		9. Examine information from different sources
		10. Draw inferences from analysis
4	**Teamwork:** Ability to work and contribute effectively in group -settings	11. Understand the factors to work effectively in groups
		12. Contribute effectively in groups

PLO-PCG Assessments Mapping Matrix

Program Learning Objectives (PLOs)	**Program Competency Goals (PCGs)**	**Course Assessment Item**
This course helps you to develop the following Program Learning Outcomes:	This course helps you to develop the following Program Competency Goals:	This learning outcome will be assessed in the following items
PLO1, PLO2	PCG1	A1, A2, A3, A4, A5
PLO5, PLO7	PCG2	A1 & A4

PLO8, PLO9, PLO 10	PCG3	A1, A2, A3, A4, A5
PLO11, PLO 12	PCG4	A4

Evaluation Schema

The course grade will be determined based on:

Assessment Task	Weightage (Percentage)	Nature (Individual/Group)	Week of Assessment	PLOs to be Assessed
A1: Class Participation	10%	Individual	Continuous	PLO1, PLO2, PLO5, PLO7, PLO8, PLO9 & PLO 10
A2: Quiz	20%	Individual	Week 4	PLO1, PLO2, PLO8, PLO9, PLO10
A3: Midterm	20%	Individual	In Mid-Term Week	PLO1, PLO2, PLO8, PLO9, PLO10
A4: Assignment	20%	Group	Last week	PLO1 PLO2, PLO5 & PLO7
A5: End term Examination	30%	Individual	In the JGU Examination period/week	PLO1, PLO2, PLO5, PLO7, PLO8, PLO9, PLO10

Description of Assessments:

A1: Class Participation (10%) - The participation of the students in class discussion, guest lectures, and experiential learning sessions shall be evaluated out of 10 marks.

A2: Quiz (20%) - During the semester, we will have **one quiz of 20 marks**. The quiz shall be announced one week in advance and no requests for re-quiz/ make-up quiz/ alternate assignments shall be entertained.

A3 Mid Term Examination (20%) - There will be a **pen-paper based mid-term examination** of 20 marks. The duration of the mid-term exam will be **90 minutes.**

A4: Assignment (20%)- The students will be required to submit an assignment on the topics related to digital supply chains. The assignment would be graded out of 20 marks.

A5: End term examination (30%) - The end term examination will be of 30 marks for 1.5 hours. This will be an invigilated exam held on the JGU campus according to the mode decided by CoE.

Teaching Method

The course will have a judicious mix of lectures, case analysis, simulation and experiential exercises. Here the onus of learning will be with the student, and the instructor will be a facilitator. Instead of learning 'only numerical and technical aspects', the cases will also be used as examples of supply chain phenomena where issues arise, and operational practices are seen.

Textbook / Other Readings

Textbook:

1. Besterfield, D. H. (2012). *Total Quality Management*, 4th Edition, Pearson
2. Evans, J. R. & Lindsay, W. M. (2016). *Managing for Quality and Performance Excellence*, 10th Edition, Cengage Learning
3. Oakland, J. S. (2014). *Total Quality Management and Operational Excellence*, 4th Edition, Routledge

Six Sigma Reference:

1. Pyzdek, T. & Keller, P. (2014). *The Six Sigma Handbook*, 4th Edition, McGraw-Hill (Selected Chapters)

Reference Books:

1. Suganthi, L. & Samuel, A. A. (2006). *Total Quality Management*, Prentice Hall India
2. Gopalakrishnan, P. N. (2011). *Simplified Six Sigma*, PHI Learning

Session Plan

Session Details	Topics	PLOs Covered
Session 1	Introduction to Quality Management	PLO8
Objective of the session	Establish comprehensive understanding of quality concepts	
Subtopics to be covered	• Evolution of quality: craftsmanship to TQM • Dimensions of quality for products and services • Quality as business strategy and competitive advantage • Quality pioneers: Deming, Juran, Crosby contributions	
Readings	Besterfield Ch. 1, Oakland Ch. 1	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	

Session 2	Total Quality Management Philosophy	PLO1, PLO2
Objective of the session	Deep understanding of TQM as management philosophy	
Subtopics to be covered	• Core TQM principles and concepts. • Customer focus as central theme • Total employee involvement philosophy • Continuous improvement mindset • Systems approach to quality	
Readings	Evans & Lindsay Ch. 1, Suganthi & Samuel Ch. 1	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	
Session 3	Quality Gurus and Their Contributions	PLO1, PLO2
Objective of the session	Understand foundational quality philosophies	
Subtopics to be covered	• W. Edwards Deming: 14 points and system of profound knowledge • Joseph Juran: Quality trilogy and Pareto principle • Philip Crosby: Zero defects and quality is free • Armand Feigenbaum: Total Quality Control concept	
Readings	Besterfield Ch. 2, Oakland Ch. 2	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	
Session 4	Customer Focus and Satisfaction	PLO8, PLO9, PLO10
Objective of the session	Establish customer-centricity as TQM foundation	
Subtopics to be covered	• Internal and external customer concepts • Customer expectations and perceptions • Voice of Customer (VOC) in TQM context • Customer satisfaction measurement methods • Customer retention and loyalty strategies	
Readings	Evans & Lindsay Ch. 4, Besterfield Ch. 4	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	
Session 5	Employee Involvement and Empowerment	PLO8, PLO9, PLO10
Objective of the session	Understand workforce engagement in TQM	
Subtopics to be covered	• Employee empowerment concepts and benefits • Quality teams and quality circles • Suggestion systems and employee recognition • Training and development for quality culture • Performance management aligned with quality	
Readings	Suganthi & Samuel Ch. 6, Oakland Ch. 13	
Case Title & Number	N/A	

Pedagogy	Lecture and class discussion	
Session 6	Quality Leadership and Management Commitment	PLO1, PLO2
Objective of the session	Explore leadership's critical role in TQM	
Subtopics to be covered	• Leadership styles for quality transformation • Top management commitment requirements • Vision and mission development for quality • Communication strategies for quality initiatives • Leading organizational change toward quality	
Readings	Evans & Lindsay Ch. 5, Besterfield Ch. 5	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	
Session 7	Quality Culture and Organizational Development	PLO1, PLO2, PLO8
Objective of the session	Understand culture transformation for TQM	
Subtopics to be covered	• Elements of quality culture • Culture assessment and measurement • Culture change strategies and obstacles • Organizational learning and knowledge management • Creating quality-focused organizational structure	
Readings	Oakland Ch. 13, Evans & Lindsay Ch. 12	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	
Session 8	Cost of Quality and Economic Justification	PLO1, PLO2, PLO8
Objective of the session	Financial understanding of quality management	
Subtopics to be covered	• Prevention, appraisal, internal and external failure costs • Cost of quality measurement and reporting • ROI calculations for quality initiatives • Quality economics and decision making • Hidden costs and opportunity costs of poor quality	
Readings	Besterfield Ch. 3, Suganthi & Samuel Ch. 4	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	
Session 9	Seven Basic Quality Tools - Part I	PLO7, PLO8, PLO9, PLO10
Objective of the session	Master fundamental quality improvement tools	

Subtopics to be covered	• Check sheets for data collection • Histograms and frequency distributions • Pareto charts and 80/20 analysis • Practical applications in TQM context	
Readings	Chapter 10- Mitra	
Case Title & Number	N/A	
Pedagogy	Besterfield Ch. 6, Evans & Lindsay Ch. 7	
Session 10	Guest Lecture: Mr. Paras Yadav	PLO8, PLO9
Objective of the session	NA	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	
Session 11	Seven Management and Planning Tools	PLO8, PLO9, PLO10
Objective of the session	Advanced planning and analysis techniques	
Subtopics to be covered	• Affinity diagrams for idea organization • Interrelationship diagraphs for system analysis • Tree diagrams for systematic planning • Matrix diagrams for relationship analysis • Prioritization matrices and decision tools	
Readings	Evans & Lindsay Ch. 7, Besterfield Ch. 6	
Case Title & Number	N/A	
Pedagogy	Group presentation & Class discussions	
Session 12	Quality Function Deployment (QFD)	PLO1, PLO2, PLO7, PLO8
Objective of the session	Customer needs translation methodology	
Subtopics to be covered	• House of Quality concept and structure • Customer requirements identification • Technical requirements development • QFD process phases and applications • QFD in product and service development	
Readings	Besterfield Ch. 11, Evans & Lindsay Ch. 6	
Case Title & Number	N/A	
Pedagogy	Group presentation & Class discussions	
Session 13	Process Management and Improvement	PLO8, PLO9
Objective of the session	Process-focused approach to quality	
Subtopics to be covered	• Process identification and mapping	

	• Process ownership and accountability • Process performance measurement • Process standardization and documentation • Continuous process improvement methodologies	
Readings	Oakland Ch. 10, Suganthi & Samuel Ch. 8	
Case Title & Number	N/A	
Pedagogy	Group presentation & Class discussions	
Session 14	Benchmarking and Best Practices	PLO8, PLO9, PLO10
Objective of the session	Learning from excellence in TQM context	
Subtopics to be covered	• Types of benchmarking: internal, competitive, functional • Benchmarking process methodology • Performance gap analysis techniques • Best practice identification and adaptation	
Readings	Evans & Lindsay Ch. 8, Oakland Ch. 11	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 15	TQM Implementation Planning	PLO1, PLO2
Objective of the session	Strategic approach to TQM deployment	
Subtopics to be covered	• TQM implementation roadmap and phases • Prerequisites for successful TQM implementation • Implementation team structure and roles • Communication and training strategies	
Readings	Besterfield Ch. 5, Oakland Ch. 14	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 16	Quality Management Systems and ISO 9000	PLO3, PLO4
Objective of the session	Formal quality system understanding	
Subtopics to be covered	• ISO 9000 family overview and principles • Quality management system requirements • Documentation hierarchy and control • Internal auditing and management review • Certification process and maintenance	
Readings	Evans & Lindsay Ch. 3, Suganthi & Samuel Ch. 12	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 17	Supplier Quality Management	PLO1, PLO2
Objective of the session	Extended enterprise quality approach	

Subtopics to be covered	• Supplier selection and evaluation criteria • Supplier development and partnership • Supplier quality agreements and monitoring • Supply chain quality management	
Readings	Besterfield Ch. 9, Oakland Ch. 12	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 18	Quality Circles and Team-Based Improvement	PLO8, PLO11, PLO12
Objective of the session	Structured team approach to quality improvement	
Subtopics to be covered	• Quality circle concepts and benefits • Circle formation and operation guidelines • Problem-solving methodologies for teams • Presentation and implementation of solutions	
Readings	Suganthi & Samuel Ch. 7, Evans & Lindsay Ch. 9	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 19	Statistical Process Control in TQM	PLO7, PLO8, PLO9, PLO10
Objective of the session	Statistical methods for process monitoring	
Subtopics to be covered	• SPC philosophy and principles • Control chart types and applications • Process capability studies • SPC implementation in TQM framework • Control chart interpretation and response	
Readings	Besterfield Ch. 7, Oakland Ch. 9	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 20	Total Productive Maintenance (TPM)	PLO8, PLO9, PLO10
Objective of the session	Equipment effectiveness in TQM	
Subtopics to be covered	• TPM philosophy and eight pillars • Overall Equipment Effectiveness (OEE) • Autonomous maintenance concepts • TPM implementation strategies	
Readings	Evans & Lindsay Ch. 11, Oakland Ch. 15	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 21	Introduction to Six Sigma	PLO1, PLO2
Objective of the session	Understanding Six Sigma as TQM enhancement	
Subtopics to be covered	• Six Sigma definition and statistical foundation	

	• Sigma levels and defect rates calculation • Six Sigma vs. traditional quality approaches • Integration with TQM philosophy • Six Sigma organization and belt system	
Readings	Pyzdek & Keller Ch. 1, Gopalakrishnan Ch. 1	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 22	DMAIC Methodology Overview	PLO1, PLO2
Objective of the session	Structured approach to process improvement	
Subtopics to be covered	• Define phase: project charter and problem definition • Measure phase: data collection and baseline • Analyze phase: root cause identification • Improve and Control phases overview	
Readings	Pyzdek & Keller Ch. 5, Gopalakrishnan Ch. 6	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 23	Guest Lecture: Mr. Vikas Bhardwaj	PLO8, PLO9
Objective of the session	NA	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	
Session 24	Measurement Systems and Data Collection	PLO9, PLO6
Objective of the session	Ensuring data quality for improvement	
Subtopics to be covered	• Measurement system analysis concepts • Data collection planning and execution • Sampling methods and techniques • Operational definitions development	
Readings	Pyzdek & Keller Ch. 15, Gopalakrishnan Ch. 7	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 25	Root Cause Analysis and Problem Solving	PLO5, PLO6, PLO8, PLO10
Objective of the session	Systematic approach to problem identification	
Subtopics to be covered	• Advanced root cause analysis techniques • Multi-vari studies and analysis • Design of Experiments introduction • Solution generation and selection	
Readings	Pyzdek & Keller Ch. 7-8	

Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 26	Six Sigma Project Management	PLO1, PLO2
Objective of the session	To evaluate students on the basis the presentation by groups on assignment given. Also, peer learning from different groups	
Subtopics to be covered	• Project selection criteria and prioritization • Project charter development and approval • Team formation and management • Project monitoring and control • Change management for Six Sigma projects	
Readings	Gopalakrishnan Ch. 11	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 27	Lean Integration with TQM and Six Sigma	PLO1, PLO2, PLO3, PLO4
Objective of the session	Combining improvement methodologies	
Subtopics to be covered	• Lean principles and waste elimination • Value stream mapping basics • Lean tools: 5S, Kaizen, Poka-yoke • Lean Six Sigma integration with TQM	
Readings	Lean supplement, Evans & Lindsay Ch. 11	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 28	Quality Awards and Excellence Models	PLO3, PLO4
Objective of the session	Benchmarking against excellence criteria	
Subtopics to be covered	• Malcolm Baldrige National Quality Award criteria • European Quality Award (EFQM) model • National quality awards worldwide • Self-assessment using excellence criteria	
Readings	Evans & Lindsay Ch. 2, Oakland Ch. 16	
Case Title & Number	N/A	
Pedagogy	Lecture and Class discussion	
Session 29	Reading & Revision Week/ Examination Week*	
Objective of the session	NA	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	

Session 30	Reading & Revision Week/ Examination Week*	
Objective of the session	NA	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	

*Elective Endterm Examinations may take place in the last week of classes.

Disability Support

JGU endeavours to make all its courses accessible to students. The Disability Support Committee (DSC) has identified conditions that could hinder a student's overall wellbeing. These include physical and mobility-related difficulties, visual impairment, hearing impairment, mental health conditions, and intellectual/learning difficulties, e.g., dyslexia and dyscalculia. Students with any known disability needing academic and other support are required to register with the Disability Support Committee (DSC) by following the procedure specified at **https://jgu.edu.in/disability-support-committee/**

Students who need support may register any time during the semester up until a month before the end semester exam begins. Those students who wish to continue receiving support from the previous semester, must re-register within the first month of a semester. Last-minute registrations and support might not be possible as sufficient time is required to make the arrangements for support.

The DSC maintains strict confidentiality about the identity of the student and the nature of their disability and the same is requested from faculty members and staff as well. The DSC takes a strong stance against in-class and out-of-class references made about a student's disability without their consent and disrespectful comments referring to a student's disability.

All general queries are to be addressed to **disabilitysupportcommittee@jgu.edu.in**