

UNIVERSITY OF MASSACHUSETTS LOWELL
Manning School of Business

POMS.4040.201/001 Managerial Quality Control
Spring 2025

CREDITS:	3
WEBSITE:	https://canvas.uml.edu
CLASS LOCATION:	PTB-180
CLASS TIME:	Mon & Wed 2:00pm – 3:15pm
INSTRUCTOR:	Dr. Nichalin S. Summerfield Email: nichalin_summerfield@uml.edu Office hours: Mon & Wed 12:30pm-2pm at PTB-432
PRE-REQUISITES:	POMS.3010 Operations Management.

COURSE DESCRIPTION:

Views quality control from the total or company-wide perspectives. It contains traditional material on statistical process control (SPC), quality cost, quality assurance, quality information systems, as well as the recent management theories and ideas of Deming, Juran, Ishikawa, and Taguchi.

COURSE OBJECTIVES:

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

1. Understand the concept of quality, its history, and its impact on competitive advantage and financial returns.
2. Analyze principles from Deming, Juran, and Crosby, and learn about variation, quality systems, and ISO 9000.
3. Apply key concepts of customer focus and process management in quality frameworks.
4. Understand statistical process control (SPC), Six Sigma DMAIC, and lean methodologies for quality improvement.
5. Develop strategies to implement quality program through changing organization culture.

Relationship of the course to the program

The Bachelor of Science in Business Administration program competency goals include:

- Communication skills
- Analytical skills
- Team management
- Information technology skills

- Global awareness
- Ethical reasoning
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POMS.4040 contributes to these program competency goals, especially Analytical skills, through its specific learning outcomes that all students are expected to achieve by the conclusion of the semester.

COURSE MATERIAL:

Core Materials

Everything will be posted on Canvas.

URL: <https://canvas.uml.edu>

Textbooks

Evans, James. 2024. *Managing for Quality and Performance Excellence*, 12th edition. Cengage Learning. (No software)

Calculator:

A calculator is required. You may use a basic or graphing calculator (TI-83/TI-84).

CLASSROOM POLICY:

This course will be conducted in a series of lectures supplemented by in-class assignments, assigned readings, or videos. Please plan to spend an hour on self-studying the course materials for every hour of time spent in class. Do not fall behind in understanding the materials. Get your questions answered immediately. Send an email to me if you need help. You can also utilize the tutoring services offered at the tutoring center.

For communication via UML email system, you can expect to hear back from me within 72 hours. If I am unable to respond within 72 hours, I will let you know beforehand. Please check your mail often.

Class participation & attendance:

Attendance is strongly recommended and expected, as regular attendance is one of the most important contributors to student success. You are also expected to actively participate in class discussions. However, **do not come to class if you are ill.**

If you are unable to come to class, please watch the recorded video. Attendance will be tracked. **There is no direct grade penalty for being absent.** However, there may be the graded in-class assignments that you will have to catch up and submit afterwards. Lack of class attendance may impact financial aid eligibility in some students.

<https://www.uml.edu/Catalog/Undergraduate/Policies/Academic-Policies/Attendance-Policies.aspx>. In addition, student-athletes must adhere to the Athletic Academic Policy.

In the event of a **prolonged medical or personal absence**, please contact me as soon as possible so we can discuss whether it is advisable for you to remain in class, and, if so, to develop a plan for making up any missed work. You must keep me informed of your prolonged absence regularly and provide as much advance notice as possible.

If I should become ill or need to miss class, I may run the class on Zoom. I will communicate with you via email as soon as possible with clear instructions. If I cancel a class, the make-up class will be scheduled.

In case that we run a Zoom class, you must sign into Zoom app using your UML email address. You should update your cellphone number on your Zoom profile at <https://uml.zoom.us>. This will allow you to dial in to the class if needed. When you log in, you may be put into a virtual waiting room. I will let you into the session right at the start time. You are free to share your camera, but it is not required. However, a working microphone is required. You will need to click “unmute” when you talk and put “mute” back when you are done talking. Do not log into Zoom and walk away.

Academic Integrity Policy:

Students are responsible for the honest completion and representation of their work and are held to the highest standards of integrity. Please review the [University policy regarding academic integrity](#). It is the students’ responsibility to familiarize themselves with these policies. If you choose to remain in this course, you must agree that you will neither give nor receive any unauthorized help on your homework, papers, exams, or other work.

This policy notes that “academic dishonesty includes but is not limited to cheating, fabrication, plagiarism, and facilitating dishonesty.” All academic dishonesty will be reported to the Office of the Provost. For international students, please beware that any suspension due to academic dishonesty will result in termination of F-1 or J-1 status.

AI Usage:

In this course, we recognize the potential of generative artificial intelligence (GAI) tools to enhance learning experiences and foster creativity. Students are encouraged to explore and utilize these tools responsibly to support their academic growth and develop new skills.

When using GAI tools for assignments and projects, students must adhere to the following guidelines:

- Use GAI tools for brainstorming, idea generation and preliminary research.
- Critically evaluate and independently verify the information generated by AI to ensure accuracy and reliability.
- The final submission must demonstrate the student's original thought, analysis and synthesis of knowledge, even if informed by AI-generated content.
- All uses of GAI tools must be transparently cited, detailing the AI tools used, the assistance received and how AI informed your final submission.

***** The use of any AI tools in completing the exams is strictly prohibited. *****

If you have any questions or concerns about using GAI tools in this course, please consult with me for guidance.

Students with disabilities:

If you are registered with Disability Services and will require course accommodations, please notify me via the [Accommodate semester request process](#) as soon as possible so that we might make appropriate arrangements. It is important that we connect to discuss the logistics of your accommodations; please speak to me during office hours or privately after class as I respect and want to protect your privacy. If you need further information or need to register for academic accommodations, please visit the [Disability Services](#) Website.

Additionally, depending on your needs, you may benefit from [Assistive Technology resources](#).

Tutoring:

The Centers for Learning and Academic Support Services (CLASS) will be offering [tutoring](#) and [Writing Center](#) services both in-person and virtually. I strongly urge you to take advantage of this opportunity to reinforce your learning. A [tutoring request form](#) is also available if there are no tutors listed for the class for which you need help.

Student Mental Health and Wellbeing:

We are a campus that cares about your well-being and success. Your personal health and well-being are of utmost importance to faculty and campus administrators. Please know that I'm available to talk about your stresses or concerns related to your coursework in my class.

Here are some resources to support your well-being:

- [Counseling Services](#) provides crisis intervention, assessment, referrals, short-term individual counseling, group therapy, and on-call clinicians outside of business hours. To schedule an appointment, call the Wellness Center at 978-934-6800 during normal business hours. The 24/7 phone number to get help from on-call clinicians when experiencing a mental health crisis is 855-890-2879.
- [UMatter2](#) is a university-wide initiative to support students and promote mental health. The office may be reached at 978-934-6671. You will find information at that website on how to access [Togetherall](#), an online community which is a peer-to-peer platform dedicated to mental health support.
- Your college's **Academic Advising Office** for 1st and 2nd year students and your **faculty advisor** for junior and senior students.
- **Centers for Learning and Academic Support Services (CLASS)** provides advising services including planning, course selection, SIS functions, changing majors, and course deletion/repetitions. They can be reached at 978-934-2936 or Advisement@uml.edu
- The mission of the [Office of Student Life & Wellbeing](#) is to advance the holistic concept for student success by infusing health promoting actions and collaboration into campus culture. They can be reached at 978-934-4342 or Wellbeing@uml.edu

Consider also reaching out to a friend, faculty, or family member you trust for help getting connected to the support that can help. UMass Lowell is a campus that cares about the mental health and wellbeing of all individuals in our campus community.

Diversity, Inclusion, and Classroom Community Standards:

UMass Lowell—and I personally—value human diversity in all its forms, whether expressed through race and ethnicity, culture, political and social views, religious and spiritual beliefs, language and geographic characteristics, gender, gender identities and sexual orientations, learning and physical abilities, age, and social or economic classes. Enrich yourself by practicing respect in your interactions, and enrich one another by expressing your point of view, knowing that diversity and individual differences are respected, appreciated, and recognized as a source of strength.

[The Office of Multicultural Affairs \(OMA\)](#) supports and advocates for students while leading diversity-related programming. At the same time working to create an inclusive environment for LGBTQ+ individuals via the LGBTQ+ Resource Center. Contact (978) 934-4336 or Multicultural_Affairs@uml.edu.

Student Feedback on Instruction (Course Evaluations):

Student feedback on teaching is a highly valued and helpful mechanism for monitoring and improving the quality of the Manning School of Business programs and instructional effectiveness. To that end, *Student Feedback on Instruction (SFI)*, i.e., course evaluations are administered during the last few weeks of classes. Students are encouraged to participate actively in this process.

University Privacy Statement:

I will be recording our course for the purposes of making course content available for all students. UMass Lowell recognizes the importance of mutual trust between students and faculty. Neither faculty nor students may record video or audio of a course or private conversation without all parties' consent. Massachusetts is a two-party consent state, which means it is illegal to record someone without their permission. Recordings of classroom lectures are the intellectual property of the instructor. Instructors have the right to prohibit audio and video recording of their lectures unless the requesting student is registered with Disabilities Services and the recording of class sessions is an approved accommodation. In addition, sharing of or selling recordings of classroom activities, discussions, or lectures with any other person or medium without permission of the instructor is prohibited, and may result in sanctions for academic dishonesty or referral to the dean's or provost's office.

Syllabus Change Policy:

This syllabus is a guide to provide an overview of the course. However, circumstances and events may make it necessary for me to modify the syllabus during the semester and may depend, in part, on the progress, needs, and experiences of the students. Changes to the syllabus will be made with advance notice.

EVALUATION POLICY:

Your final course grade will be based on the following:

Requirement	% Total Grade
Homework assignments (drop 1 lowest grades)	30%
In-class assignments (drop 2 lowest grades)	10%
Midterm exam	30%
Final exam	30%
Total:	100%

Your final course letter grade will be determined as follows:

Numeric Grade:	Letter Grade:
93 - 100	A
90 - below 93	A-
87 - below 90	B+
83 - below 87	B
80 - below 83	B-
77 - below 80	C+
72 - below 77	C
69 – below 72	C-
64 – below 69	D+
59 – below 64	D
0 - below 59	F
Failed due to Academic Misconduct (may not be replaced or deleted)	FX

Homework assignments

Homework assignments will be on Canvas. There will be both multiple-choice and fill-in-the-blank calculation questions. Your assignment submission will be graded within 7 days after the due date. The lowest grade will be dropped. Late work will be accepted without penalty up until the last class.

In-class assignment

In-class assignment will be posted on Canvas. You are expected to work in a group to complete the in-class assignments. One of the group members will submit the work for the whole group by uploading to Canvas. **They will be graded on completeness, not on right/wrong answers.** Your assignment submission will be graded within 7 days after the due date. Please be sure to include the first and last names of the group members who participate. If you are absent on that day, you must submit the work independently within 2 weeks to receive credits. The 2 lowest grades will be dropped. Late work will be accepted without penalty up until the last class.

Midterm and Final Exams

The midterm and final exams will follow the same format and be taken online via Canvas. The midterm exam will be administered in the classroom, so please bring a fully charged laptop on

the exam date. The final exam, however, will be online and taken at home. You may take the final exam on any day during its availability period.

For both exams, as soon as you submit your work, your multiple-choice and fill-in-the-blank responses will be graded automatically. Any short-answer questions will be graded manually within 7 days after the exam due date. You will not be able to see your grade or results until after the exam availability period ends.

The number of questions on each exam will be announced during the week of the exam. Once the exam begins, it cannot be paused, and it will be submitted automatically when the allotted time ends. If your internet connection is interrupted during the exam, you will need to log back in as soon as possible to continue where you left off.

General final exam policy

- You may consult your notes, your assignments, or any of the other course materials to complete the exam. However, if you must look up every answer, you will run out of time.
- Some parts of the exam may be checked via a plagiarism checking software.
- During the exam allotted time, you may not communicate with anyone other than the course instructor. Everything you write must be in your own words.
- During the exam availability period, you must not communicate at all with your classmates about the exam.
- You may not copy and/or distribute the exam to anyone, even after the exam due dates.
- Any violation will be handled according to Academic Integrity Policy.

Make-ups for midterm and final exams:

There will be no make-up for the midterm and final exams unless prior arrangements have been made with me.

CLASS SCHEDULE:

Week	Date	Topics
1	1/22	Syllabus
2	1/27 1/29	Ch 1 Introduction to Quality
3	2/3 2/5	Ch 2 Foundations of Quality Management
4	2/10 2/12	Ch 3 Customer Focus
5	2/19	Ch 5 Process Focus
6	2/24	
7	2/26 3/3	Review & Discussion
	3/5	In-class Online Midterm Exam (Ch 1, 2, 3, and 5)
		Spring Break
8	3/17 3/19	Ch 8 Measuring and Controlling Quality
9	3/24 3/26	Ch 8 (continue) Industry Days (required event)
10	3/31 4/2	Ch 8 (continue) Ch 9 Problem Solving and Quality Improvement
11	4/7 4/9	
12	4/14 4/16	Ch 10 Six Sigma: Concepts and Implementation
13	4/23 4/25	Ch 15 Building and Sustaining Quality and Performance Excellence
14	4/28 4/30	Review & Discussion
15	Available from 5/2 to 5/8	Home Online Final Exam (Ch 8, 9, 10, and 15)

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