

VIRGINIA COMMONWEALTH UNIVERSITY
DEPARTMENT OF POLITICAL SCIENCE & PUBLIC ADMINISTRATION
PADM 691 (Ref. #8064)
TOPICS IN PUBLIC ADMINISTRATION: TQM & GOVERNMENT ORGANIZATIONS,
Summer 1995

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M/W Rm. 401, 6-8:40 pm

COURSE DESCRIPTION: Total Quality Management (TQM) is a management approach that defines quality from the viewpoint of the customer and sets quality achievement as a strategic goal. TQM covers every aspect of a public, not-for-profit or private organization. TQM offers a set of simple but powerful analytical tools that can lead to dramatic improvements in quality and productivity. Based on the work of Deming, Juran, Crosby, and others, TQM has for several decades been widely used in Japan. TQM is now being applied in the United States, Europe, and throughout the world. As one of our textbooks suggests, "Quality management is helping local governments streamline operations, enhance services, improve customer relations, and achieve cost savings." TQM is equally applicable to manufacturing, service, government, education, or any other organization.

COURSE GOALS: The purpose of this course is for class participants to know the philosophies, tools, and techniques of TQM/Quality Management/Continuous Quality Improvement in order to promote and develop quality improvement processes within any organization. This course links the planning with the implementation of improvement programs. It is designed to develop management/leadership skills needed to generate commitment to the change process. The course is intended to develop and apply the quantitative/analytical skills related to TQM. At the end of this course, participants can expect to be able to describe, understand and implement the principles and methods of Total Quality Management/Quality Management/Continuous improvements. In addition you will be able to conduct research using the library's computerized databases, communicate using E-mail and through an electronic bulletin board, and conduct research using the Internet.

RESOURCES THAT WILL BE USED IN THIS COURSE

West, Jonathan, Quality Management: What Local Governments Need to Know
Hunt, V. Daniel, Quality in America: How to Implement A Competitive Quality Program
Melton, Kim I., Introduction to Statistics for Process Studies
Academy of Management, "A Total Quality Special Issue," The Academy of Management Review, Vol. 19, No. 3, July 1994

Other assorted articles will be provided by the professor. Class participants are urged to read the newspapers and magazines, as well as other current journals for relevant articles. Materials of importance should be brought to class for discussion. Participants should make themselves aware of the various journals of interest published by the professional associations and universities. Examples include:

Public Administration Review Public Policy Administrative Science Quarterly Policy Analysis Public Interest State Government Public Management Municipal Yearbook The Bureaucrat (now The Public Manager) Policy Studies Journal Nation's Cities Industrial Relations Public Productivity and Management Review Public Administration Quarterly Future Survey Annual Administration and Public Personnel Management	Society Sage Public Administration Abstracts Personnel Journal National Productivity Review TQM Magazine American Demographics The Futurist Futures: The Journal of Planning and Forecasting Journal of Policy Analysis and Management Policy Review International Journal of Public Administration Journal for Quality and Participation The Executive Executive Excellence Quality
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I am sure that you find will the various computerized databases in the library, such as Psych Lit, Wils (a social science database), ERIC (an education database), NABS (newspaper abstracts), PAIS and ABIN (a business/management database), which are online, useful in carrying out your research. Discover the resources available in Government Documents section of the library as well. "Surf" the Internet to discover the wide variety of resources it contains.

Be sure to be familiar with the endnotes and references in your readings.

PARTICIPANTS' RESPONSIBILITIES

You should be alert to the fact that fifteen (15) three-hour sessions are scheduled for this course during this term. The last session will be held during the examination session.

Since it is expected that you will actively participate in the class discussion, it is necessary that assigned readings be completed prior to class time. **YOU SHOULD DEVELOP QUESTIONS THAT WILL HELP YOU BETTER UNDERSTAND THE READING MATERIAL.** Class sessions will be spent responding to your questions and presenting new material. You are advised to use the syllabus as an aid in doing the readings. I might even throw in a "pop quiz" just to see if the readings are understandable. The results of such a quiz will not count towards your grade. I also recognize that there is a large amount of reading required and

that the educational value of this experience to you is a function of your preparedness so please read each assignment closely. SINCE THE GRADED ASSIGNMENTS WILL REQUIRE REFERENCES TO THE LITERATURE YOU MIGHT FIND IT USEFUL TO TAKE COMPLETE NOTES AS YOU DO THE READINGS.

Class participants must be aware that two supplemental goals of this course are the enhancement of writing skills and of library and electronic media research skills. Therefore participants can expect to spend considerable time in the library during research for the three written assignments. Experience of previous classes leads me to expect that you will probably spend, at least, an average of 10-16 hours per week doing the work for this course. I would like feedback from you as to the amount of time required to successfully complete the work for this course so please keep track as you do the assignments/readings.

Please make sure that you are clear as to the expectations of in-class and written assignments and that you obtain adequate feedback on your performance. Since an additional goal of this class is the fostering of adequate communication skills, you are urged to examine your written work for deficiencies in clarity of presentation. Specific minimum learning objectives have been identified for each class session. You should achieve those objectives through the readings, class discussions, lecture or any other means. Let me know if you feel that these objectives have not been met.

IT IS EXPECTED THAT CLASS PARTICIPANTS WILL ATTEND EVERY SESSION. ABSENCE FROM A SIGNIFICANT PORTION OF ANY CLASS SESSION WILL BE COUNTED AS A FULL ABSENCE.

Unexcused violation of this attendance policy before the mid-point of the class will result in a student being administratively withdrawn. If this policy is violated after the withdrawal deadline, a failing grade will be issued. An excused absent can be discussed, in advance, with us.

ASSIGNMENTS (Your grade will be based on three written assignments):

Assignment I

Describe the major issues, concerns, and concepts involved in planning and implementing TQM in your specific function or activity. (I would think this assignment could be completed in about 8-12 double-spaced, typewritten pages). 25% of grade; Due Session V

Assignment II

A library research-based paper on one important aspect of Quality Management. (Probably will require 6-12 pages). 25% of grade; Due Session VIII

Assignment III

Development of a plan to implement TQM in your organization (15-25 pages). 50% of grade; Due Session XIV