

KENT STATE UNIVERSITY

Management and Information Systems

TOTAL QUALITY MANAGEMENT (M&IS 44150) (Call 13834) SEC 001  
Fall 2003

**Instructor:** Aubrey L. Mendelow  
**E-Mail me at:** [almcleve@aol.com](mailto:almcleve@aol.com)

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[GRADES](#) *Click hot link to view your grades!*  
Revised 05/28/2003

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Office: A407 New Business Administration Building

Telephone: Office: (330) 672-1161  
Home: (216) 591-0851 7:00am to 10:00pm  
(Monday through Sunday)

Office Hours: Monday & Wednesday 3:00pm - 4:15pm  
5:30pm - 6:00pm and by appointment.

Secretary: Pam Silliman (330) 672-1140

Class Times: Monday, Wednesday, Friday 4:25pm to 5:15pm

Class Location: 217 BSA

Required Texts: 1) Case packet from bookstore

2) Evans, J.R. and Lindsay, W.M., "The management and control of quality", (Fifth Edition) West Publishing, 2002.  
(referred to as E&L)

3) Ohio Award for Excellence - Business Criteria  
(referred to as OAE)  
Obtainable from the following Web Site:  
OAE  
*(Scroll down to "Criteria Guide for Business" click on the "Hot Link")*  
*(<http://www.oae.org/Pages/Criteria/Criteria.htm>)*

4) Articles on electronic reserve in KSU Library  
use password "tqml3" in lower case

Additional Readings: From time to time additional readings will be assigned for class discussion. These readings will be placed on reserve in the Library.

Course Objectives: To provide the student with a perspective of the nature organizations that have implemented Total Quality, and the challenges to be faced in implementing the process. This will allow the student to appraise an organization's operations and structures with a view to determining the chance of success of implementation.

To create an awareness in the student of the criteria used to assess quality in organizations.

To allow the student to contemplate the difficulties associated with successfully implementing managerial change within organizations to achieve a Total Quality environment.

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Nature of the Course: The course will blend lectures and case studies to help you obtain a feel for the practical problems which managers face in formulating and implementing change in organizations.

Successful performance on this course thus demands that you study (not just read) the cases and your point of view before the class. As a rule of thumb, be prepared to spend two hours of preparation for each hour in class.

Performance Evaluation: In practice, management issues relating to the implementation of Total Quality processes do not often have a single "right" answer. In evaluating your performance, my aim is to ensure that you are able to apply the concepts and techniques put forward in the course, in a logical and coherent fashion.

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Your performance will be evaluated as follows:

Class Participation	15%	Appendix	1
Instructor Meeting	1%	Appendix	5
Syllabus Report	1%	Appendix	3
Quality Journal	--%	Appendix	4
Written Case Analysis (in lieu of midterm exam)	20%	Appendix	5-7 & 12
Electronic Classes	23%	Appendix	14
Organizational Assessment (Group)	20%	Appendix	8-10 & 6-7
Total Quality Paper Meetings of ASQ Student Chapter	20%	Appendix	11 & 6-7
	--	Appendix	13

100%

NOTE: No extensions will be permitted. You are expected to iron out any technical problems that you might have. E-mail assignments will ONLY be accepted by E-mail!

NOTE WELL: No extensions will be permitted. You will be subject to a late penalty of one letter grade for each 15 minutes (or part thereof) for which your assignment is late.

**Results on this course:** Based on the OUTPUT which you produce. Thus the amount of time that you put into preparing for class or for completing an assignment cannot be considered for grading purposes.

**Academic honesty:** Cheating means to misrepresent the source, nature, or other conditions of your academic work (e.g., tests, papers, projects, assignments) so as to get undeserved credit. The use of the intellectual property of others without giving them appropriate credit is a serious academic offense. It is the University's policy that cheating or plagiarism result in receiving a failing grade for the work or course. Repeat offenses result in dismissal from the University.

**PREREQUISITES** M&IS24163 ADMS24163  
BMRT11009 ADMS34163 Jr/Sr Standing

**Students with disabilities:**

In accordance with University policy, if you have a documented disability and require accommodations to obtain equal access in this course, please contact the instructor at the beginning of the semester or when given an assignment for which an accommodation is required. Students with disabilities must verify their eligibility through the Office of Student Disability Services (SDS) in the Michael Schwartz Service Center (672-3391).

**Students have responsibility** to ensure they are properly enrolled in classes. You are advised to review your official class schedule during the first two weeks of the semester to ensure you are properly enrolled in this class and section. Should you find an error in your class schedule, you have until Friday, September 5, 2003 to correct it with your advising office. If registration errors are not corrected by this date and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you **will not** receive a grade at the conclusion of the semester for any class in which you are not properly registered.

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Key Dates

Syllabus Report	8/27
First journal article due (Not required)	-/--
Written Case Analysis	9/29
Total Quality Organizational Analysis (1st Version)	11/10
Organizational Assessment (Report)	12/ 1
Total Quality Organizational Analysis (2nd Version)	12/ 3
Grade Equivalents: 90-100 A; 80-89 B; 70-79 C; 60-69 D; < 60	F

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8-25	1	Introduction and Administrative Matters
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8-27	2	Syllabus Review
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TQM in Organizations - How is TQM different?

READ: E&L Chapter 1  
OAE - Criteria: Core Values, Concepts,  
and Framework

\*\*\*\*\*Syllabus Report Due \*\*\*\*\*

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8-29	3	Online Discussion: Marks & Spencer, Ltd.
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Assignment available: 8/27 - 8/29, 6:00pm

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9- 1	4	Labor Day
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9- 3	5	PREPARE: Marks & Spencer, Ltd.
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Human Resource Utilization - Policy

READ: E&L Pages 285 - 356  
OAE - Section 5.0 Human Resource Focus  
- Criteria and Item Descriptions and Comments

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9- 5	6	Online Discussion: Bull HN Brighton Facility
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Assignment available: 9/4, 6:00pm - 9/8, 4:00pm

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9- 8	7	PREPARE: Bull HN Brighton Facility
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9-10	8	Human Resource Utilization - Team Building
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READ: E&L Pages 309 - 317  
Shaw, D.V., Day, D.O. and Slavinskis, E.,  
"Learning from mistakes", Quality Progress,  
p 45-48

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9-12	9	Online Discussion: Alliant Health System: A Vision of Total Quality
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9-15 10 PREPARE: Alliant Health System: A Vision of  
Total Quality

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Leadership Demands of Total Quality

READ: E&L Pages 219-238  
OAE - Section 1.0 Leadership - Criteria and Item  
Descriptions and Comments

Cocheu, T., "Building a leadership foundation  
through improvement", Quality Progress, April  
1995, p41- 44.

Latham, J. R., "Visioning: The concept, trilogy and  
process", Quality Progress, April 1995, p65-68.

---

9-17 11 Strategies for Implementing Total Quality - The  
Quality Vision

READ: E&L Pages 238 - 254  
OAE - Section 2.0 Strategic Planning - Criteria  
and Item Descriptions and Comments

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9-19 12 Online Discussion: Evans Food

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9-22 13 PREPARE: Evans Food

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9-24 14 EXERCISES: Team Building  
Problem Solving

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9-26 15 Online Discussion: Lincoln Electric

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9-29 16 PREPARE: Lincoln Electric

\*\*\*\*\*  
\* Written Case Analysis \*  
\* Due at Start of Class \*  
\* Today \*  
\*\*\*\*\*

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10- 1 17 Strategies for Implementing Total Quality ...  
Continued

Strategies for Implementing Total Quality - From  
vision to action

READ: Bohan, G. P. "Focus the strategy to  
achieve results", Quality Progress,  
July 1995, p537-540.

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10- 3 18 Online Discussion: A measure of delight: the pursuit  
of quality at AT&T Universal Card Services (A)

---

10- 6 19 FILM: In Search of Excellence

---

10- 8 20 PREPARE: A measure of delight: the pursuit  
of quality at AT&T Universal Card Services (A)

---

10-10 21 Online Discussion: The Case of the Complaining Customer

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10-13 22 PREPARE: The Case of the Complaining Customer

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10-15 23 Customer Focus - Identifying Customer Needs

Survey: How Customer-Driven are you?

READ: E&L Pages 155 - 218  
Schlesinger, L. A. and Heskett, J. L. "The  
service driven company", Harvard Business  
Review, Sep-Oct 1991, p71-81.

OAE - Section 3.0 Customer and Market Focus  
- Criteria and Item Descriptions and  
Comments

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10-17 24 Online Discussion: The Ritz-Carlton: Using IS to Better  
Serve the Customer

---

10-20 25 PREPARE: The Ritz-Carlton: Using IS to Better Serve  
the Customer

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- 10-22 26 Quality in Product & Process Design & QFD
- READ: E&L Pages 386-401  
Gopalakrishnan, K.N., McIntyre, B.E. and Sprague, J.C., "Implementing internal quality improvement with the house of quality", Quality Progress, September, 1992, p57-60.
- McLaurin, D.L. and Bell, S. "Making customer service more than just a slogan", Quality Progress, November 1993, p35- 39.
- Graessel B. and Zeidler, P. "Using quality function deployment to improve customer service", Quality Progress, November 1993, p59-63.
- Klock, J.J., "Purchasing vs partnering: 10 Keys to successful supplier relations", Quality Digest, March 1993, p50-54.
- 
- 10-24 27 Online Discussion: Willow Creek Community Church
- 
- 10-27 28 PREPARE: Willow Creek Community Church
- 
- 10-29 29 Customer Focus - Measuring and Achieving Satisfaction
- READ: Fontenot, G., Behara, R. and Gresham, A. "Six sigma in customer satisfaction", Quality Progress, December 1994, p73.
- Glushkovsky, E.A., Florescu, R.A., Hershovits, A. and Sipper, D. "Avoid a flop: Use QFD with questionnaires", Quality Progress, June 1995, p57-62.
- 
- 10-31 30 Online Discussion: Texas Instruments: Cost of Quality
- 
- 11- 3 31 PREPARE: Texas Instruments: Cost of Quality
-



11- 5     32         Tracking Total Quality

READ: E&L Pages 447 - 504

Schaffer, R. H. and Thomson, H. A. "Successful change programs begin with results", Harvard Business Review, Jan-Feb, 1992, p80 -89.

Kaplan, R. S. and Norton, D. P. "The balanced scorecard - Measures that drive performance", Harvard Business Review, Jan-Feb, 1992, p71- 79.

Buch, K. and Shelnut, W. J., "UNC Charlotte measures the effects of its quality initiative", Quality Progress, July 1995, p73-77.

Gray, J., "Quality costs: A report card on business", Quality Progress, April 1995, p51 - 54.

OAE - Section 7.0 Business Results - Criteria and Item Descriptions and Comments  
OAE - Section 4.0 Information and Analysis - Criteria and Item Descriptions and Comments

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11- 7     33         Online Discussion: Rank Xerox U.K. (A) & (B)

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11-10     34         PREPARE: Rank Xerox U.K. (A) & (B)

\*\*\*\*\*  
\* Total Quality Paper        \*  
\* First version due at Start \*  
\*       of Class                \*  
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11-12 35 Process Improvement, Reengineering

READ: E&L Pages 359 - 371

Hammer, M. "Reengineering work: Don't automate, obliterate", Harvard Business Review, Jul-Aug 1990, p104-112.

Sirkin, H. and Stalk Jr., G. "Fix the process, not the problem", Harvard Business Review, Jul-Aug 1990, p1-8.

Kelada, J. N., "Is reengineering replacing total quality", Quality Progress, December 1994, p79 - 83.

Rupp, R. O. and Russell, J. R., "The golden rules of process redesign", Quality Progress, December 1994, p85- 90.

OAE - Section 6.0 Process Management - Criteria and Item Descriptions and Comments

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11-14 36 Online Discussion: John Smithers: Change Agent

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11-17 37 PREPARE: John Smithers: Change Agent

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11-19 38 Failures to implement Total Quality

READ: Niven, D., "When Times Get Tough, What Happens to TQM?", Harvard Business Review May-June 1993.

Hoover, H. W., "What went wrong in U.S. business's attempt to rescue its competitiveness"? Quality Progress, July 1995, p83-86.

Corrigan, J. P., "The art of TQM", Quality Progress, July 1995, p61-64.

Bailey, M. Bragar, G. Cormaci, A. Murray, and Paranteau, C., "Recipes for Disaster", Quality Progress, January 1993, p55-58.

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11-21 39 Use this time to complete your individual assignments

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11-24 40 Library Day

Use this time for group meetings and to finalize your individual assignment.

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11-26&28 41&42 THANKSGIVING

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12- 1 43 FILM: The power of vision - (Barker)  
FILM: The Business of Paradigms

\*\*\*\*\*  
\* Organizational Assessment \*  
\* Due at Start of Class \*  
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12- 3 44 Future of TQM

\*\*\*\*\*  
\* Total Quality Paper \*  
\* Finally due at Start \*  
\* of Class \*  
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12- 8 Course Wrap-up

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## APPENDIX 1

### Class Participation

15%

You will be expected to participate in class discussions by exhibiting an understanding of the facts and issues presented in either the text or case. You must feel free to give your views to the class on the topic under discussion. Of course you will have to substantiate your point of view. In addition any work place experiences which have a bearing on the discussion will be considered valuable.

OBVIOUSLY YOU WILL BE UNABLE TO PARTICIPATE IN CLASS DISCUSSIONS IF YOU DO NOT ATTEND CLASS!

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## APPENDIX 2

### Instructor Meeting

1%

The purpose of this requirement is to enable me to get to know you. A schedule is being circulated for you to reserve a 15 minute appointment. We will meet in my office, and shoot the breeze! I look forward to meeting you!

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## APPENDIX 3

### **Syllabus Report 1%**

Due date: 8/27/2003 before start of class. E-mail your report to amendelo@bsa3.kent.edu TO REACH ME NO LATER THAN 3:00PM on 8/27/2003. Reports reaching me later than that time will be ignored.

The purpose of this assignment is to encourage you to locate the syllabus on the web-site and to read it. Also I want you to get used to using the E-mail facility.

Assignment:-

In light of reading the syllabus, please answer the following questions. In your answers, please be as specific as possible.

- a) What is your gut reaction to it? What do you look forward to doing? What aspects represent a challenge to you?
- b) What inconsistencies, if any have you spotted?
- c) What suggestions do you have to improve the presentation of the syllabus?

Length: Maximum length 1 typed page (Double Spaced)

Format: Please place the following information in the "Subject" area of your e-mail

**Last Name, First Name, Syllabus Report**

E-mail without this content in the Subject area will be ignored

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## APPENDIX 4

Quality Journal - Not used this semester

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## APPENDIX 5

### Written Case Analysis

KENT STATE UNIVERSITY

Management and Information Systems

TOTAL QUALITY MANAGEMENT (M&IS 44150) (Call 13773) SEC 001

Fall 2003

Due date: September 29, 2003 at the start of class, in the classroom

Read the case "Lincoln Electric 1985" and answer the following questions:

1. Discuss the Approach, Deployment and Results adopted by the company in the areas of Human Resource Utilization and Leadership. List and discuss the strengths and weaknesses that you identify.
2. Identify key issues and make recommendations for their resolution.

Format: Follow the guidelines set out in Appendix 6 & 7.

Length: Maximum length 5 typed pages (Double Spaced)  
EXCLUDING appendices.

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## APPENDIX 6

### SPECIFICATIONS FOR WRITTEN CASE ANALYSIS & ORGANIZATIONAL DIAGNOSIS REPORTS

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Your Report must be composed of the following sections:

A. A cover page bearing the company name, your name and a list of issues considered by the report. Appendix 7 gives an example of a cover page.

B. The body of the report, which must adhere to the following:

i. It must contain several levels of headings:

Main Headings should be used to designate the major sections of your report; four to six main headings should be sufficient for your report. Initial headings such as "Introduction" are not necessary. Main headings should be centered, and the letters are all to be capitalized. The heading is not underlined, and no period is used at the end. Example:

MAIN HEADING

Secondary headings should be typed flush to the left margin, with major words beginning with capitals. The heading should not be underlined and should be on a line of its own. Example:

Secondary Heading

- ii. It must be free of spelling errors.
- iii. It must be grammatically correct.
- iv. It must include specific recommendations. Generalities will not be acceptable.
- v. Appendices must be used for ALL tables and diagrams.
- vi. Sources must be acknowledged in the text by quoting the author(or periodical), and the year in which the article or periodical appeared, in parentheses. For example: Several studies(Adams, 1974; Brown & Haley, 1975; Collins, 1976) support this conclusion.

Page numbers are included only to designate the source of a

direct quotation. Bloggs has said that the MBA "is a most worthwhile qualification"(1974, p.3)

Footnotes must NOT be used.

C. The appendices.

Each appendix must be labeled as follows:

Appendix number centered at the top of the page

A short identifying title of the appendix immediately below the appendix number.

D. The bibliography listing all the sources quoted in the body the text in alphabetical order by author. The bibliography must be titled as such and must be centered. The contents of the bibliography must comply with the following standards:

i. For books: Author's last name, initials. "Title of the Book", State if necessary to identify the city: Name of publisher, year of publication.

ii. For periodicals: Author's last name, initials. "Title of article or paper". Name of Publication, year, volume number, page numbers.

iii. For Internet references:-  
Give the name of the Web page and its URL (Internet address)

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APPENDIX 7  
Example of a cover page

(Top of Page)

---

A. N. OTHER

THE ABC COMPANY

by

A. N. OTHER

Prepared For: (Class Name)

(Date)

Issues considered:

1. Issue 1.
2. Issue 2.
3. Issue 3.
4. Issue 4.

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**APPENDIX 8**  
SPECIFICATIONS FOR GROUP PROJECT ON ORGANIZATIONAL ASSESSMENT

Due Date: Start of class on 12/ 1/2003

Arrange to contact the top management of an organization, a division of an organization or a department of an organization. Conduct a series of interviews in which you obtain information about:

- a) The organization's Leadership
- b) The extent to which it uses Information and analysis for monitoring and improving quality
- c) The existence and use of Strategic Quality Plans
- d) The Human Resource Focus in pursuit of quality
- e) Process Management to assure Quality of Products and Services
- f) The tracking of Business and Quality Results for business purposes.
- g) The use of Customer and Market Focus measures

ASSIGNMENT

a) Write a report to management in which you set out your findings.

THE REPORT

Your report must be composed of the following sections:

- a. A cover page bearing the company name, your name and a list of issues considered by the report. Appendix 7 gives an example of a cover page.
- b. The body of the report must have the following headings:  
KEY ISSUES  
ALTERNATIVES  
ALTERNATIVE (PROS & CONS)  
RECOMMENDATIONS  
IMPLEMENTATION CONSIDERATIONS
- c. An individual Appendix, in which you use not more than TWO pages to describe the situation for each of the topics set out below. After the description discuss the Strengths and Weaknesses in relation to Approach, Deployment and Results which you found

in the organization as related to the following topics:-

Leadership  
Information and Analysis  
Strategic Planning  
Human Resource Focus  
Process Management  
Business Results  
Customer and Market Focus

- d. The bibliography listing all the sources quoted in the body of the text in alphabetical order by author. The bibliography must be titled as such and must be centered.

Overall Length: Not to exceed 25 typewritten pages (Double Spaced) E X C L U D I N G appendices and charts.

REMEMBER!

- i) Make specific recommendations as to how management might address the shortcomings which you find.
- ii) Include the group grade form (APPENDIX 10) filled out according to the instructions in APPENDIX 9.
- iii) INCLUDE THE NAME AND ADDRESS OF THE CONTACT PERSON IN THE ORGANIZATION IN WHICH THE ASSIGNMENT IS EXECUTED ON THE GROUP GRADE FORM.

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## APPENDIX 9

### SPECIFICATIONS FOR GROUP ASSIGNMENTS

Early in this course you will be split into working groups each of which will be given a number. The composition of these groups will remain fixed for the duration of the course. The groups will be required to complete the organizational diagnosis assignment (Appendix 8).

Every group will nominate a spokesperson who will be responsible for coordinating the group's activities. It is IMPORTANT that each member of the group participates in the actual interviews and in the preparation of your report.

NOTE: Each group will be required to submit a recommendation regarding the percentage of the group grade that each member of the group should receive. This percentage should depend on the effort that the specific member put into the preparation of the presentation. Thus, for instance, where a group is awarded say 80% for their presentation, each member would ordinarily receive 80%. However the spokesperson of the group may receive up to an extra 20% of the grade in recognition of his efforts in managing the group. Again, Bloggs, might not have participated in group meetings. In this event the group might decide to award Bloggs say 50% of the group grade. So the spokesperson would receive 96% for the presentation, and Bloggs only 40%. These allocations will be determined on a pure majority basis. Appendix 10 is the form that must be handed to me before each case or industry presentation, detailing the group's decision in respect of the grade allocation.

NOTE: The instructor will have NO part in settling group disputes the opinion of the majority of the group will be upheld.

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APPENDIX 10

GROUP RECOMMENDATION FOR GRADES PERTAINING TO GROUP PROJECT

GROUP NUMBER \_\_\_\_\_

ORGANIZATION NAME \_\_\_\_\_

NAME OF CONTACT PERSON IN ORGANIZATION \_\_\_\_\_

ORGANIZATION ADDRESS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ ZIP \_\_\_\_\_

GROUP SPOKESPERSON \_\_\_\_\_

GRADE \_\_\_\_\_

GROUP MEMBER NAME	SIGNATURE	PERCENTAGE
1. _____	_____	_____ %
2. _____	_____	_____ %
3. _____	_____	_____ %
4. _____	_____	_____ %
5. _____	_____	_____ %
6. _____	_____	_____ %
7. _____	_____	_____ %

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## APPENDIX 11

### TOTAL QUALITY MANAGEMENT (M&IS 44150)

#### Total Quality Paper

15%

This is the assignment that qualifies this course as a writing intensive course. According to University requirements, you will have the opportunity to submit two versions of this paper. The first version of the paper should be presented in final form, as if you are turning it for final grading. I will not evaluate hand-written papers, nor papers which are clearly in draft format. I will evaluate the first version. You will then have the opportunity to submit a second version for final grading. Should you fail to submit the first version, or submit it in hand-written form or as a draft, you will not be given the opportunity to submit an assignment on the final due date.

First version due: 11/10/2003

Final due date: 12/3/2003 at the start of class, in the classroom.

The aim of this paper is to enable you to see that the topics which we discuss in class have a bearing on realworld events. Approach 5 of the most senior people within the same organization of your choice. Explain to them the definition of a Total Quality Organization

#### Definition of a Total Quality Organization

An organization which conducts a customer focused strategy involving all employees in continuous improvement to achieve world class customer satisfaction, employee well being and business results.

#### Some examples of operations of a Total Quality Organization

- \* Cycle time reduction more then 50% in 5 years
- \* Revenue per employee - \$250,000 per year
- \* Self assessment of High Performance Status
- \* 10 days of formal training per employee per year
- \* 20% overall cost reduction over the last 5 years
- \* 98% on-time delivery

Try to get a verbatim rendering of their answers to the following questions:

- A) What are the barriers you would foresee to changing your organization to Total Quality?
- B) What do you believe the advantages would be if your organization changed to Total Quality?
- C) What do you believe the disadvantages would be if your organization changed to Total Quality?



**THE ASSIGNMENT**

Write a paper in which you discuss the barriers, advantages and disadvantages of changing your organization to a Total Quality Organization. Set out, and discuss, a series of action plans which you believe would have the effect of achieving the desired changes.

Your paper should comprise the following under FIVE separate headings, excluding appendices:-

1. Discussion of barriers to Total Quality in the organization of your choice
2. Discussion of advantages of Total Quality in the organization of your choice
3. Discussion of disadvantages of Total Quality in the organization of your choice
4. Action plan to achieve Total Quality in the organization of your choice
5. Discussion of the action plan, indicating how it will address the barriers which you have discovered
6. The following Appendices:-

- Organizational Description
  - Name of Organization
  - Type of product/service produced/offered by the Organization
  - Major SIC code of the organization
  - Number of people employed at the site you selected
  - Number of hourly paid people employed at the site you selected
  - Are people represented by any unions - If so which unions
  - Contact person and telephone number
- Background to respondents
  - Respondent number
  - Number of years with the organization at this site
  - Title
  - Department
  - Number of people that they are supervising
- Responses to the questions:
 

This should comprise three tables in the following format:

I	RESPONDENT #	BARRIERS
II	RESPONDENT #	ADVANTAGES
III	RESPONDENT #	DISADVANTAGES

The paper should be a minimum of 15 and a maximum of 25 typed, double-spaced pages (Standard 12-point font).

N.B. REFER TO APPENDIX 6 FOR THE FORMAT IN WHICH THE PAPER HAS TO BE PRESENTED

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APPENDIX 12

KENT STATE UNIVERSITY

Management and Information Systems

NAME \_\_\_\_\_

<u>TOTAL QUALITY MANAGEMENT (M&amp;IS 44150) Fall 2003</u>				
<u>KEY ISSUES (Clearly Number Each Key Issue)</u>				
Missing	Poor	OK	GOOD	_____
<u>ALTERNATIVES (Clearly Number Each Alternative)</u>				
Missing	Poor	OK	GOOD	_____
<u>ALTERNATIVE SELECTION (PROS &amp; CONS)</u> (Clearly Number Each Pro and each Con)				
Missing	Poor	OK	GOOD	_____
<u>RECOMMENDATIONS</u>				
Missing	Poor	OK	GOOD	_____
<u>IMPLEMENTATION CONSIDERATIONS</u>				
Missing	Poor	OK	GOOD	_____
<u>HUMAN RESOURCE UTILIZATION - APPROACH</u>				
Missing	Poor	OK	GOOD	_____
<u>HUMAN RESOURCE UTILIZATION - DEPLOYMENT</u>				
Missing	Poor	OK	GOOD	_____
<u>HUMAN RESOURCE UTILIZATION - RESULTS</u>				
Missing	Poor	OK	GOOD	_____
<u>HUMAN RESOURCE UTILIZATION - STRENGTHS &amp; WEAKNESSES</u>				
Missing	Poor	OK	GOOD	_____
<u>LEADERSHIP - APPROACH</u>				
Missing	Poor	OK	GOOD	_____
<u>LEADERSHIP - DEPLOYMENT</u>				
Missing	Poor	OK	GOOD	_____
<u>LEADERSHIP - RESULTS</u>				
Missing	Poor	OK	GOOD	_____
<u>LEADERSHIP - STRENGTHS &amp; WEAKNESSES</u>				
Missing	Poor	OK	GOOD	_____

## APPENDIX 13

### Electronic Discussion

In addition to Monday and Wednesdays, this class is scheduled to meet on Friday afternoon at 4:25pm. In order to finesse the issue of class attendance on Friday afternoons, there will be an electronic discussion every week. Discussions are case-based, dealing with the case scheduled for class discussion on the following Monday. The initial electronic discussion assignment will become available on Wednesday evenings at 6:00 p.m. and thereafter additional topics will become available on Thursday and Friday evenings at the same time. You are expected to participate in the discussion on a daily basis, Thursday through Monday. The assignment will close at 2:00pm on Monday afternoons. Each week, you will need to navigate to our class's [WebCT](#) site, log in and participate in the discussion. This will mean that you will need to read case, read the appropriate section of the OAE criteria at [OAE](#) and then contribute to the discussion.

Your contribution will need to be visible in the WebCT discussion area.

#### Steps to be taken:

1. Log onto WebCT and read the assigned portion of the application.
2. Read the associated OAE criteria
3. Return to WebCT and participate in the discussion area.
4. You will find three topics -"Wednesday", "Thursday" and "Friday". Be sure to enter your contributions under the correct topic heading. You should return to topics on subsequent days to make additional contributions.

#### Performance Evaluation

Your performance will be evaluated using the following criteria:

- a) Whether or not you have actually participated
- b) The frequency with which you have actively participated - you probably want to monitor the discussion and participate on at least five occasions on different days. You will reduce your grade significantly if you attempt to participate only on the last day.
- c) The quality of your participation. This implies that a comment to the effect "I agree" - will be discounted both from a quality perspective as well as from a participation frequency perspective. On the other hand, a comment indicating that 'I agree because the OAE criteria state (and you give the criteria requirements) and the applicant mentions (and you quote the applicant's approach, deployment or results) will earn you both quality and frequency points!

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