

TOTAL QUALITY MANAGEMENT IN EDUCATION
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INSTRUCTORS

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BOOKS

1. "Total Quality in Education", M., M., Zavlanos, 2003, Stamoulis.
2. G. Tsiotras, 2002, "Quality Improvement", 2nd edition, Mpenos.
3. J. Evans and W. Lindsay, "The Management and Control of Quality", 8th edition, 2011, West Publishing Company.

COURSE OVERVIEW

It is a common belief that training and education represent a vital priority of a country, both for the successful development of its people, as well as for its competitiveness. In this era, where the diffusion of knowledge and information is the key prerequisite for progress and growth, it becomes essential to achieve substantial improvements of quality in education. Modern education systems need to redefine their role and their operations, adopting modern management approaches and setting new visions and goals. The term "quality education" means the development of methods that will contribute to the improvement and upgrading of the quality of educational services at the administrative and operational level, providing talented, creative and responsible citizens in the society.

Through this course, students will have the opportunity to clarify the concept of quality through its many different definitions and to understand how to measure, control, assure and improve quality and quality costs. The course will present the

theories of the basic Quality «gurus» and will analyze the philosophy of Total Quality Management (TQM). The basic principles and objectives of TQM, its main differences with the more traditional management approach, its main advantages, the methods for its implementation, and the most eligible international business excellence awards, Malcolm Baldrige National Quality Award, and European Quality Award, will be thoroughly discussed.

In particular, the course will present and analyze the above issues in education, clarifying the concept of quality, product, customer and added value in educational institutions, and presenting the ways in which the individual principles and elements can be applied to TQM in education. The analysis will be done through the presentation and discussion of the literature on the adoption of TQM in education and through presentation and analysis of specific case studies.

The cases studies will be presented in class, and they will present significant quality management practices and efforts of leading educational institutions.

DETAILED DESCRIPTION OF THE COURSE

More specifically, the content of the course is the following:

1. The Meaning and Definition of Quality in Education / Dimensions of Quality / Measuring the Cost of Quality
2. Basic Philosophies of Total Quality Management
3. TQM Principles - Their Application in Education / Differences with Traditional Approaches / Major TQM & Business Excellence Awards
4. From Total Quality Management to Total Quality Education
5. Quality Management Systems ISO 9000 in Education
6. Applying Quality in Classroom
7. Quality Tools and Techniques in Real Quality Problems in Education
8. Statistical Quality Control of Education Processes (SPC)
9. American Quality Award in Education (Malcolm Baldrige National Quality Award In Education)
10. Presentation and Discussion of Case - Studies on TQM Adoption in Education
11. Presentations of Best Practices on TQM in Education
12. Presentations of Best Practices on TQM in Education

COURSE AIMS

At the end of the course students should know and understand:

- The importance of quality and especially the quality of education.
- The supplier - employee - customer relationships in TQM and how these relationships are formed in education.
- The role of the different stakeholders in education.
- The requirements and the means to meet all those directly or indirectly involved in education (Stakeholders).
- The basic concepts and principles of TQM and their application in education.
- The importance of the development and participation of human resources in quality management and improvement.
- The importance of management commitment and involvement in quality improvement
- ISO 9000 quality management systems and standards and their application in education
- The most popular quality tools and their use in real quality improvement problems in education.
- The application of statistical quality control and statistical process control (SPC) in education
- The requirements and evaluation criteria of the most popular quality management models in education.

METHODS LEARNING / TEACHING

The course will take place through lectures and extensive discussions with the students on the principles and the importance of TQM and their application in education. The lectures will be supported by the relevant Greek and foreign proposed textbooks and journal articles. The theory and practice will be combined through the analysis of real cases and best practices throughout the course.

EVALUATION

Students will be evaluated based on: a) participation in the classroom and presentation of case studies on quality in education, b) final team project and c) final exams.

Specifically, the final grade will be determined based on the following:

- Participation in class: 10%
- Preparation and Presentation of Team Project: 40%
- Final Exam: 50%

ARTICLES AND BOOKS

"An Elementary Lesson in TQM," *AQP News for a Change*, January 2000.

Alexander, William F. and Serfass, Richard W.? [*Futuring Tools for Strategic Quality Planning in Education*](#).? American Society for Quality, 1999.

Barnard, Janet.? "Using Total Quality Principles in Business Courses;? The Effect on Student Evaluations," *Business Communication Quarterly*, June 1999, pp. 61+13.

Bonstingl, John Jay.? [*Schools of Quality: An Introduction to Total Quality Management in Education*](#), ASCD, 1996.

Hills, James A.? [*Total Quality Management in the Classroom: Blue Ribbon Standards for Teaching*](#).? Fairplay Publishing Company, 1999.

Hoy, Charles, Colin Charles Bayne-Jardine, Margaret Wood, and Celeste M. Brody.? [*Improving Quality in Education*](#).? Routledge, 1999.

Jenkins, Lee.? [*Improving Student Learning: Applying Deming's Quality Principles in Classrooms*](#).? American Society for Quality, 1997.

Langford, David P. and Cleary, Barbara A.? [*Orchestrating Learning with Quality*](#).? American Society for Quality, 1995.

Lezotte, Lawrence W.? [*Creating the Total Quality Effective School*](#), Effective School Products, Ltd., 1992.

Mergen, Erhan.? "Quality Management Applied to Higher Education," *Total Quality Management*, May 2000, pp. 345+8.

Miller, Daren and Daniels, Susan E.? [*"Quality Progress" 8th Quality in Education Listing*](#), *Quality Progress*, September 1998, pp. 23-63.

Montano, Carl B. and Utter, Glenn H.? "[Total Quality Management in Higher Education](#)," *Quality Progress*, August 1999, pp. 52+7.

Muse, William.? "Restructuring Brings Quality Improvements to Auburn University," *Total Quality Management*, July 1998, pp. S177+7.

Rowlands, Keith.? "Total Quality Management at The Dell Primary School," *Total Quality Management*, July 1998, pp. S203+7.

Sallis, Edward.? [Total Quality Management in Education](#),? Stylus Publishing, 1999.

Shipley, Jim and Collins, Chris.? *Going to Scale With TQM: The Pinellas County Schools' Journey Toward Quality*, SERVE, 1997.

Siegel, Peggy.? "[Using Baldrige to Improve Education: A Rationale Based on Results](#)," *Training & Development*, February 2000, pp. 66+3.

Siegel, Peggy and Byrne, Sandra.? [Using Quality to Redesign School Systems](#), American Society for Quality, 1994.

Simmons, John.? "Customer Service: It's Elementary." *The Journal for Quality and Participation*, March/April 1999, pp. 50+5.

Sutherland, Tracey.? "Making Student More Active Agents in Their Learning: TQM in the Syracuse University School of Business," *Accounting Education News*, Fall 1999, pp. 14+2.

Wakim, Nagi.? "Performance Evaluation in a Campus Environment," *National Productivity Review*, Winter 1999, p. 19.

Wallace, Jim.? "[The Case for Student as Customer](#)," *Quality Progress*, February 1999, pp. 47-51.

WEB RESOURCES

- [ASQ Education Division](#)
- [Association for Quality & Participation](#)
- [Association for Supervision and Curriculum Development \(ASCD\)](#)
- [Baldrige in Education Initiative \(BiE IN\)](#)
- [Education Criteria for Performance Excellence/Malcolm Baldrige National Quality Award](#)
- [Education Week](#)
- [Journal for Quality & Participation](#)
- [National Education Association - TQM](#)
- [North Carolina Partnership for Excellence](#)

- [Quality Network](#)
- [Quality Progress](#)
- [School Improvement Research Series -- Applying Total Quality Management Principles to Secondary Education](#)
- [SERVE](#)
- [The Chronicle of Higher Education](#)
- [Total Quality Management/Quality in Education Bibliography](#)

BEST PRACTICE COMPANIES

- [Brazosport Independent School District/TX](#)
- [Cuesta College](#)
- [Mt. Edgecumbe High School/AK](#)
- [Oregon State University](#)
- [Pinellas County Schools/FL](#)
- [University of Phoenix](#)