

# Birmingham City University Technology Innovation Centre

---

---

## *Postgraduate Programme*

### **Programme Specification including Student Guide and Employer Guide**

### **MSc Quality Management**

Date of Course Approval/Review	Current Version Number	Version Date
28 April 2005	1.06	15 May 2008



## Definitive Documents and Version Control

This document has a version number and reference date in the footer. The process leading to introduction of new courses, and major changes to courses follows tic procedure QA 1 and culminates in approval by the University's Senate.

The process leading to introduction of minor changes to modules and courses follows tic procedure QA 5 and culminates in approval by the Dean.

The reference date will be that of the approval event, minor changes board, or other meeting at which formal consideration was given.

Further details about the course and document development may be obtained from minutes of the approval meeting, or minor changes board. A history of the document is summarised in the table below and further information relating to past versions can be obtained from the tic Registry.

<b>MSc Quality Management Programme Specification, Student and Employer Guides</b>			
<b>Version</b>	<b>Event</b>	<b>Date of event</b>	<b>Authorised by</b>
1.01	Approval	28 April 2005	Dean of Faculty
1.02	Approval (conditions)	28 April 2005	Panel Chair
1.03	Change to UCE logo and Standard Postgraduate Assessment Regulations	13 Sept 2005	Programme Manager
1.04	Minor changes Board of Studies	5 June 2006	Dean of Faculty
1.05	Minor changes Board of Studies	13 June 2007	Dean of Faculty
1.06	Minor changes Board of Studies	15 May 2008	Dean of Faculty

## **PROGRAMME SPECIFICATION**

### **MSc Quality Management**

**NOTE:** This specification provides a concise summary of the main features of the course and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes advantage of the learning opportunities that are provided. More detail on the specific learning outcomes, indicative content and the teaching, learning and assessment methods of each module can be found (1) at <https://web.tic.ac.uk>, (2) in the Course Book, and (3) in the Postgraduate Scheme Book. The accuracy of the information contained in this document is reviewed by the University and may be checked within independent review processes undertaken by the Quality Assurance Agency.

The information from this specification may be selectively extracted and included in documents that are more appropriate for students, intending students and employers.

<b>1 Awarding Institution / Body</b>	<b>Birmingham City University</b>
<b>2 Teaching Institution:</b>	<b>Technology Innovation Centre</b>
<b>3 Programme accredited by:</b>	<b>N/A</b>
<b>4 Final Award:</b>	<b>MSc</b>
<b>5 Programme Title:</b>	<b>Quality Management</b>
<b>6 UCAS Code:</b>	<b>N/A</b>
<b>7 QAA Benchmarking Group:</b>	<b>N/A</b>

## **8 Aims of the programme**

The broad aim of this programme of study is to enable managers to be able practitioners of quality within a sound socio-economic framework.

To equip quality professionals with the knowledge and skills necessary to promote the business case for quality assurance management.

Quality professionals need to be able to talk the language of business to be able make the message of quality understandable in the boardroom.

Managers need the ability to develop coherent policies and practices that inspire the workforce and suppliers in providing value to the consumer.

### **The programme aims to provide learners with the ability to:**

- 1** Analyse the need for leadership and quality systems in supporting business excellence
- 2** Propose relevant and balanced quality management strategies in a variety of practical contexts ranging from the supply of public services to the management commercial organisations.
- 3** Identify and understand typical problems that limit the effectiveness of quality management initiatives
- 4** Analyse the relationship between formally certified quality management systems and Business Excellence approaches
- 5** Analyse and propose ways in which quality management systems can be integrated with other management disciplines.
- 6** Analyse the need for the acquisition of sound data and its analysis as an aid to reliable decision-making
- 7** Apply a range of statistical techniques in a variety of practical contexts
- 8** Present an economic justification for investment in quality management in a variety of practical contexts
- 9** Appreciate the role of information technology in the collection and manipulation of data for analysis
- 10** Demonstrate an understand theories relating to human motivation and apply them in a practical context
- 11** Analyse the impact of organisational structures on operational effectiveness and how this affects the management of quality
- 12** Demonstrate an understand and apply the principles of effective communication at all operational levels and all its forms

- 13** Measure customer and people satisfaction and understand the limitations and value of such techniques
- 14** Demonstrate understand theories and practices of team working and the dynamics of personal interaction

**9 Intended learning outcomes and the means by which they are achieved and demonstrated: the programme provides learners with opportunities to develop and demonstrate knowledge and understanding, skills and other attributes as follows:**

**Knowledge and understanding**

<b>Knowledge and understanding of:</b>	<b>Teaching, learning and assessment methods used:</b>
<p>The strategic application of Quality Management in meeting the needs of the Consumer Society</p> <p>The statistical tools to enable organisations to have a factual basis in the decision making process.</p> <p>The significance of human capital, in harnessing the economic potential of organisations in the global market.</p> <p>The need to manage customer and supplier relationships.</p> <p>The impact that quality by design has on meeting true customer expectation.</p>	<p>Face-to-face traditional lecture, seminar, tutorial, self study.</p> <p>Directed independent learning activities are encouraged at all stages of the course.</p> <p>The formation of peer group learning syndicates on an industry sector basis or by geographical region.</p> <p>Assessment is performed by tutors through formative and summative assignments, this includes seminars, viva-voce, coursework, practical case studies, theory projects, time constrained examination. A certain amount of peer assessment will be used where practicable</p>

## Skills and other attributes

### **Intellectual / cognitive skills:**

The strategic deployment of system/process thinking to maximising customer value in a global market.

The synthesis of team working methodologies and statistical tools in the problem solving processes.

The evaluation of communication theory and new technologies in providing practical solutions in mobilising human resource.

The analysis of risk and uncertainty in the ever changing socio-economic climate.

### **Teaching, learning and assessment methods used:**

Students will be encouraged to reflect their skills and abilities within their own working environment on a continual basis.

Analytical and problem solving skills are developed using a range of appropriate 'real' and 'theoretical' case-studies and problem based learning scenarios.

The course comprises 4 modules, all requiring an element of written work, which will demonstrate the students' ability to apply the knowledge gained to a specific problem.

Each Module attracts 30 credits with a notional 300 hours. The module will normally have up to 3 elements of assessment.

The formative assessments are to be used to monitor progress and to feed this progress back to the student.

Assessment can include practical work, individual written coursework, group presentations, viva voce, individual and group reports, practical assessments, closed and open book time constrained examinations..

<p><b>Practical, research and independent learning skills:</b>  Access information from the internet, journals, books, research papers.</p> <p>To demonstrate the ability to work autonomously or in a group and accept responsibility for the action taken.</p> <p>Interact effectively in group working and problem solving.</p> <p>Select and apply statistical tools and techniques in practical and theoretical contexts.</p> <p>Apply quality standards and frameworks in practical and theoretical contexts.</p>	<p><b>Teaching, learning and assessment methods used:</b>  The acquisition of appropriate and transferable practical skills is central to the learning strategy of the programmes</p> <p>Initiative and independence are fostered throughout, and develop incrementally as the course progresses.</p> <p>Emphasis is placed on guided, self-directed and student-centred learning, with increasing independence of approach, thought and process. This independent learning will undergo a process of peer review in order to evaluate the effectiveness of the learning.</p> <p>Learners are encouraged to plan their own work schedules and are required to meet strict deadlines.</p> <p>Learners undertake a major individual practical/research project and complete a related dissertation.</p>
---	---

<b>Transferable / key skills:</b>	<b>Teaching, learning and assessment methods used:</b>
<p>Students will develop organisational skills in the performance of their individual goals whilst having the ability to coordinate tasks and manage groups.</p> <p>The ability to delegate responsibility and manage conflict between groups and individuals will assume prime importance.</p> <p>The ability to sell ideas and persuade others particularly in communicating strategic plans is a key skill.</p> <p>Critical thinking, problem-solving and decision-making with others will be developed through team working activities.</p> <p>Leadership skills in the roles teacher, steward and counsellor will be encouraged in developing the student as a business manager.</p> <p>Analysing technical details and translating them into practical solutions will form an integral activity throughout the course.</p> <p>Flexibility and open-mindedness will be fostered when considering new ideas and valuing the contribution of others.</p>	<p>Transferable/key skills are core to the learning strategy of the programme. They are pervasive, and are incorporated into modules and assessments as appropriate, for example; team-working skills are fostered through the use of group, task-based practical projects.</p> <p>Keeping logbooks and submitting self-assessment documentation in support of personal performance fosters reflection and self awareness.</p> <p>The use of information technology plays an active role throughout the course. The support materials are available through the URLs provided on the module guides.</p> <p>A full range of resources are identified including books, journals as well as locally created material.</p> <p>Assessment methods include seminars, viva-voce, coursework, practical projects, theory projects, timed examinations and practical assessments.</p>

## **10 Programme structure and requirements, levels, modules, credits and awards**

The MSc programme is normally studied over one year and one term full-time or two and a half years part-time. Students may, if they wish move between full and part-time modes of attendance. The academic year is divided into semesters of approximately 15 weeks each, which run from September to January and January to June. The course is divided into 5 distinct study units; four modules, (30 credits) and a Master's project (60 credits). Students complete 60 credits at the Postgraduate Certificate stage, 120 credits at the Postgraduate Diploma stage and 180 credits at the MSc stage. Each credit represents 10 hours of student learning and assessment.

The structure of the course, the module, levels and credit ratings and the awards that can be gained are shown below. Personal Development Planning is an integral part of the learning process of each element of the course.

### **Stage 1**

Element name	Credit
<p><b>INTEGRATED PROJECT AND PROCESS MANAGEMENT</b></p> <p>This module provides a foundation of project and operations management which has relevance to all aspirant managers, and explores the concept of marketplace positioning with a view to ensuring organisational responsiveness to a changing global environment.</p> <p><b>Managing Projects</b> - Concepts, functions and policies</p> <p><b>Managing Operations</b> Concepts, process design, operations management, planning and scheduling, building in quality</p> <p><b>Marketplace Positioning and Supply Chain Integration</b> Supply chain integration, competitive tendering, managing across cultures.</p>	<b>30</b>
<p><b>CUSTOMER CENTRED QUALITY</b></p> <p><b>The Consumer</b> The historical background which has shaped the consumer society; legal developments that have grown to support it.</p> <p><b>Managing External Interfaces</b> Management of the customer and supplier relationships in the electronic age.</p> <p><b>Quality by Design</b> The translation of customer wants into customer needs; the link between marketing and design. Disciplines and tools that are aimed at ensuring long-term customer satisfaction.</p>	<b>30</b>

**Award: Postgraduate Certificate (60 credits)**

## Stage 2

Element name	Credits
<p><b>BUSINESS CENTRED QUALITY</b></p> <p><b>Strategic Quality</b> strategic nature of quality management and quality systems, issues within the context of the global market.</p> <p><b>Management By Fact</b> This unit will develop the student's understanding and knowledge of the acquisition of data and use of techniques in the development of strategic planning.</p> <p><b>The Human Factor</b> Organisations interaction with people, communication, motivation and satisfaction. Operational performance and public image, role of the quality practitioner as a professional.</p>	30
<p><b>RESOURCE MANAGEMENT</b> This module draws together three distinct yet related aspects of resource within the organisation and offers students an opportunity to develop skills in managing each and identifying how these areas integrate.</p> <p><b>Developing Human Capability</b> Leadership, customer relations, culture, change, diversity, HR Tools and competences</p> <p><b>Developing Financial Capability</b> Investment appraisal, financial contextualisation</p> <p><b>Developing Technology Capability</b> Information Management, systems thinking, enterprise data modelling</p>	30

**Award: Postgraduate Diploma (120 credits)**

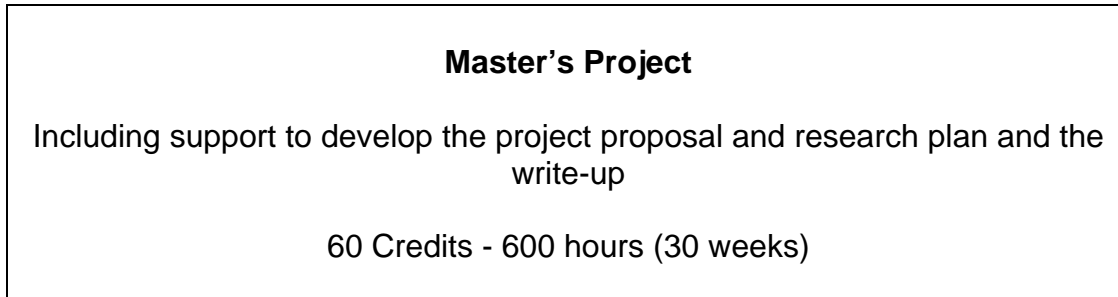
**Stage 3**

Element name	Credit
<p><b>Master's Project -</b> The project is the ultimate test of the student's ability to integrate and synthesise what has been learnt on the course. It provides an opportunity to apply knowledge gained to a substantial problem.</p>	60

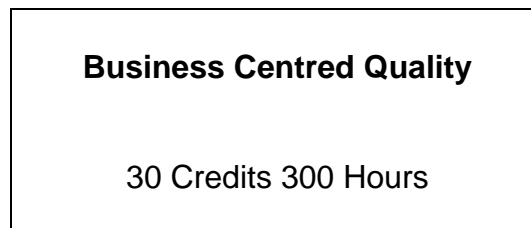
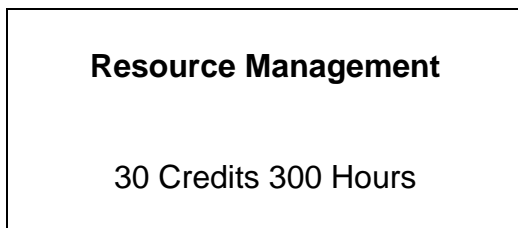
**Award: MSc (180 credits)**

## MSc Quality Management Structure

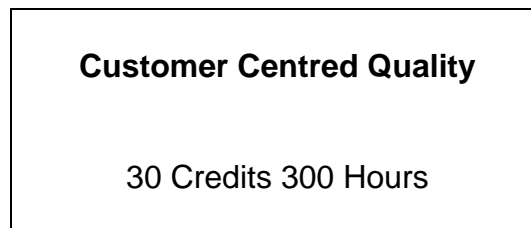
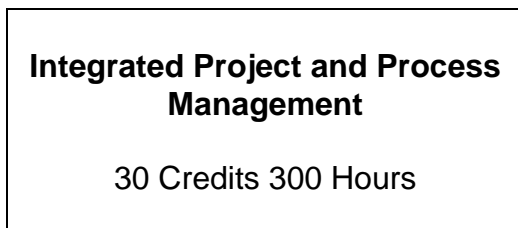
**MSc 180 Credits**



**PgC 120 Credits**



**PgC 60 Credits**



## 11 Support for Learning

Students are encouraged to identify and, with guidance, to reflect on their own learning needs and are offered the following support as appropriate to those needs:

A student handbook containing information relating to the University, TIC and the modules of study.

A virtual learning environment to support students remotely via collaborative tools and technologies.

An induction programme dealing with orientation and the dissemination of essential information.

A dedicated Learning Centre with open access learning materials, resources and full-time staff specialising in a variety of support areas.

Access to teaching, support and management staff.

Access to the services of the Learning Centre and IT support staff.

Postgraduate website accessed through TIC intranet.

Access to TIC and BCU resources seven days per week e.g. Library, eLearning materials – outside normal class times.

Access to student services, including Students Union.

## 12 Criteria for admission

Candidates must satisfy the general admissions requirements of the programme, which are as follows:

Minimum 2(ii) Honours degree from a UK University or equivalent in a relevant subject. Currently this course is only being offered to part-time students.

### **Alternative Entry Routes**

Students who do not hold the standard entry requirements may be considered for admission provided they can satisfy the Course Director and relevant Module tutors that their qualifications and/or industrial experience are equivalent to that attained through the completion of an appropriate honours degree programme.

### 13 Evaluation and improvement of quality and standards

<b>Committees:</b> Course Committee Board of Studies Examination Board Learning Management Committee (LMC) Learning Quality Committee (LQC) Faculty Board Academic Quality and Support	<b>Mechanisms for review and evaluation:</b> Review and validation events Annual Monitoring Student feedback questionnaires Annual staff appraisal External Examiners' Reports Course team meetings and Away Days
---	---

### 14 Regulation of assessment

Students are issued with copies of the University's Standard Postgraduate Assessment Regulations on commencing the course, and individual and collective guidance is given by academic staff on their operation at appropriate times throughout the course.

Standard Postgraduate Assessment Regulations have been reviewed and comply with the National Qualifications Framework.

To qualify for a **Postgraduate Certificate** a student must successfully complete all required assessments and obtain a minimum of 60 credits of which at least 30 must be at level 7. The pass-mark in all modules is 40%.

The award of Postgraduate Certificate is not differentiated.

To qualify for a **Postgraduate Diploma** a student must successfully complete all required assessments and obtain a minimum of 120 credits of which at least 90 must be at level 7. The pass-mark in all modules is 40%.

The award of **Postgraduate Diploma with Commendation** will be made to students who satisfy the requirements for the award and achieve an overall average mark of 60 – 69% at the first sitting in the marks awarded for Stage 2 modules equivalent to at least 60 credits.

The award of **Postgraduate Diploma with Distinction** is made to students who achieve an average mark of 70% at the first sitting in the marks awarded for Postgraduate stage, which is equivalent to at least 60 credits.

To qualify for a **Master's Degree** a student must successfully complete all required assessments and obtain a minimum of 180 credits of which at least 150 must be at level 7. The pass-mark in all modules is 40%.

The award of **Master's Degree with Commendation** will be made to students who satisfy the requirements for the award and achieve an overall average mark of 60 - 69% at the first sitting in the marks awarded for the Master's Project, which is equivalent to at least 60 credits.

The award of **Masters Degree with Distinction** is made to students who achieve an average mark of 70% at the first sitting in the marks awarded for the Master's Project, which is equivalent to at least 60 credits.

**External Examiners** are appointed. Their work includes:

- reviewing coursework assignments and assessment criteria
- approving examination papers
- monitoring standards through moderation of completed assessments
- attending Examination Boards
- participating in the course development processes.

# MSc in Quality Management

## Student Guide

### Background

This part-time has been developed to equip managers to be able practitioners of quality and to interface successfully with managers in other disciplines.

It is a broadly based qualification, having the concept of an ethical and sustainable consumer society at its heart supported by sound financial and quality management.

It is anticipated that you may be working in any industrial sector or public service any where in the world. You will have a sound knowledge of your organisation and its core activities but you will want to develop a strategic view

### What does the industry want?

The bottom line has always been a major priority in managing organisations; it has also become imperative that a balance is achieved, and that all stakeholders are satisfied.

Hence a successful organisation must square the circle that encompasses the needs of customers, shareholders, employees, suppliers and society.

Quality professionals need to be able to talk the language of business to be able make the message of quality understandable in the boardroom.

Managers need the ability to develop coherent policies and practices that inspire the workforce and suppliers in providing value to the consumer.

### What will I Study?

The MSc Quality Management course offers the following modules:

- **Resource Management** – Developing human resource management skills, financial management, technology capability
- **Integrated Project and Process Management** – Introduction to project management, operations management, supply chain management and integration.
- **Business Centred Quality** – strategic quality, benchmarking, management by fact.
- **Customer Centred Quality** – Consumer law, consumer satisfaction, supplier relationships, quality by design
- **Master's Project**

You will experience a wide variety of subjects and many different types of learning environment including lectures, tutorials, and computer simulation and visualisation. The course incorporates a significant amount of mini project work to provide you with an opportunity to develop and apply your knowledge.

One of the aims of the course is to develop active, autonomous learning. The variety of skills and knowledge that you bring to the courses will be developed by a variety of means. As a part of each of the elements of the course you will participate in peer review sessions where your work and the work of others will be reviewed and analysed by fellow students. This reflects the way in which quality management is applied in successful organisations.

### **Who will teach me?**

The Technology Innovation Centre's course team, at Birmingham City University. In addition, external specialists contribute expert support from specific industry sectors.

### **What are my employment prospects?**

The Master of Science degree in Quality Management will provide you with the expertise and knowledge required for to provide leadership in the field of quality management in leading organisations across the gamut of commercial and public sector organisations.

It will be of prime importance to employers who require quality professionals who can integrate quality system thinking with environmental and health and safety issues and work within a value driven business environment.

Typical routes of employment that could lead from this programme include: -

- Quality professionals in a range of commercial and public sector organisations.
- Consultants offering a specific intervention to address quality issues.

### ***How do I apply?***

University Faculty: Technology Innovation Centre  
Course Length: 1 year + 1 term full-time and normally 2½ years part-time  
Location: Millennium Point, Curzon Street, Birmingham B4 7XG  
Enquiries: Information Officer (at the above address) or at enquiries@tic.ac.uk or Telephone: (+44) (0)121 331 5400

# MSc in Quality Management

## Employer's Guide

### Introduction

The Technology Innovation Centre, part of Birmingham City University, offers a portfolio of Masters Programmes. This course focuses on the development of quality management professionals with a strategic business perspective.

This part-time course is particularly designed to reflect the growing demand within organisations, for quality professionals who have a business perspective and understand the need to add value.

### Facilities / Partnerships

Students will have access to state-of-the-art facilities at the Technology Innovation Centre (**tic**). The course is based within the **tic**, which is a part of Birmingham City University. The **tic** is located within Birmingham's prestigious Millennium Point building, a £114 million development providing some of the best resources and facilities in the country. It lies at the cornerstone of Birmingham's Eastside Learning Zone. The course makes full use of industrial visits and guest speakers encompassing a wide range of expertise.

### Programme Aims

Quality professionals need to be able to talk the language of business to be able make the message of quality understandable in the boardroom.

Managers need the ability to develop coherent policies and practices that inspire the workforce and suppliers in providing value to the consumer.

There is a need for high-level qualifications to equip managers to be able practitioners of quality and to interface successfully with managers in other disciplines.

This course of study aims to develop student's abilities to manage quality from a business perspective. It emphasises the need to square the circle that encompasses the needs of customers, shareholders, employees, suppliers and society.

### The Curriculum

The MSc Quality Management course offers the following modules:

- **Integrated Project and Process Management** – Introduction to project management, operations management, supply chain management and integration.
- **Business Centred Quality** – strategic quality, benchmarking, management by fact.
- **Resource Management** – Developing human resource management skills, financial management, technology capability
- **Customer Centred Quality** – Consumer law, consumer satisfaction, supplier relationships, quality by design

- **Master's Project**

### **Expected Outcomes**

Typical Postgraduates from the MSc Quality Management course should acquire knowledge, understanding and, where appropriate, practical experience of:-

- The Consumer Society
- Mapping Business Processes
- Human Capital Development
- Financial Contextualisation
- Consumer Legislation
- Quality Management Systems
- Knowledge Management
- Collaborative technologies

### **Contact Details**

University Faculty: Technology Innovation Centre  
Course Length: 1 year + 1 term full-time and normally 2½ years part-time  
Location: Millennium Point, Curzon Street, Birmingham B4 7XG  
Enquiries: Information Officer (at the above address) or at  
enquiries@tic.ac.uk or Telephone: (+44) (0)121 331 5400