

1SE010 Quality Management, 2013

Course project

1 BACKGROUND

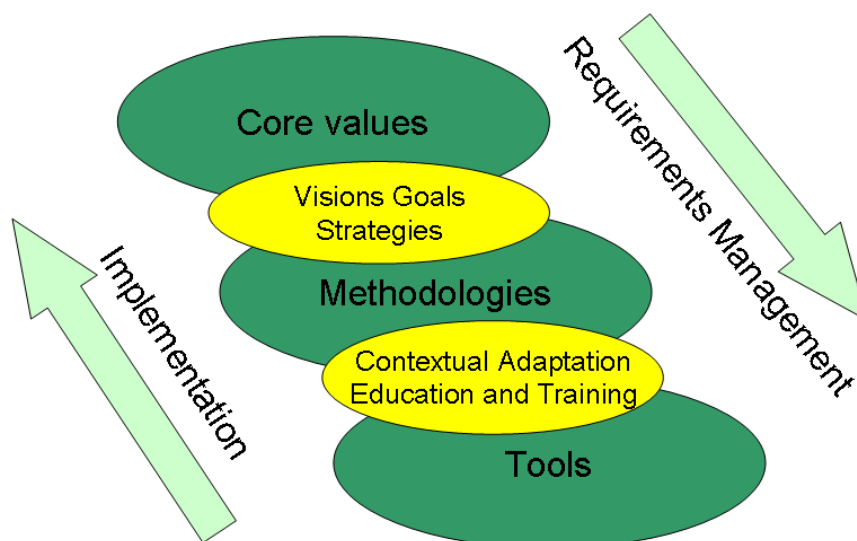
Almost every organisation is continuously developing, hopefully improving in different respects. Some improvement work is performed very consciously, based on established core values, clearly formulated goals and strategies, using well-known ways of working and utilizing relevant tools. In other cases changes are introduced ad-hoc, resulting in improvements as well as less adequate results. The aim of this course project is that the group members shall learn about how improvement work can be performed in a case company, taking into account company culture and other factors that can be considered as driving forces and also as obstacles to improvement work.

2 TASKS

The group has to establish contacts with a goods or service producing organization. It is assumed that the organization is engaged in some kind of enterprise development. The course project task, described in general terms, is to identify and describe the improvement process utilized. More specifically, improvement work within the organization shall be described, clarifying the impact and use of

- the organization's core values, and related corporate culture
- quality policy (and other policies, such as maintenance policy, safety policy, human resources policy, etc, if applicable)
- visions and goals, in particular improvement goals
- strategies for attaining the goals

The strategies shall be further analyzed, leading to clear description of to what extent and in what ways different ways of working (methodologies) and specific tools are applied.



The work requires access to the organization's various policy documents and information on goals and strategies. Furthermore, in order to provide concrete descriptions of the improvement work process a number of concrete improvement examples or projects should be described in some detail, following the phases of the well-known improvement cycle Plan – Do – Study – Learn. **In this project you are expected to show how the data gathering process has been conducted i.e. from formulating a question and identifying relevant data to collecting.** For example from Ishikawa (1996) *"In a lens polishing process, two workers have two machines each. The per cent defective has increased recently, so we want to make an investigation. What kind of data should we plan to collect? ...*

The problem is to find the reason for the increase in the per cent defective. So our aims in collecting data will have to be:

- 1) *TO FIND OUT WHAT KIND OF DEFECTIVE ARE THE MOST NUMEROUS*
- 2) *TO FIND OUT WHAT FACTORS ARE CAUSING THE DEFECTIVES."*

Given this you have described more about the question and from this point you should find and motivate a suitable set of tools (e.g. quality control tools) to analyse and solve the problem.

3 GENERAL GUIDELINES

- The paper shall be written according to the attached "Project report instructions". (Note that the word "shall" indicate a requirement, and the word "should" indicate a recommendation.)
- The paper shall be based on empirical findings and theoretical studies, using at least ten appropriate scientific journal papers and, if available, relevant textbooks on the subject. Good references may be found, e.g., in the full-text databases Emerald and ScienceDirect.
- The paper should not exceed 15 pages in length. However, if necessary some illustrative material may be attached as appendix/appendices.
- ✍ Remember the submission is 2013-01-09 to respective opposition group and teachers.
- ✍ The opposition report should be sent by email, 2013-01-16. (Same day as final seminar)

4 JUDGEMENT FACTORS

- Report structure
- Clarity of writing
- Well-written introduction
- Building on and relevance to the body of knowledge
- Task identification, description, and depth
- Connection between theory and practice.
- Quality of analysis and argumentation
- Practical implications
- Final conclusions
- Relevance and coverage of references used