

QSM 345 Performance Based Management and Benchmarking

Syllabus Overview

This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and weekly topics, outcomes, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and ask questions if you would like anything clarified. Please print a copy of this syllabus for reference.

Course Description

3 Credits

Prerequisite: None.

This course examines performance-based management and benchmarking in the context of quality systems management. Students learn about various types of performance measures and performance measurement systems; the Malcolm Baldrige National Quality Award as a framework for evaluating and acknowledging quality-management and performance excellence; and the collection, analysis, and presentation of performance and benchmarking data. This course will also provide an overview of the concepts of benchmarking as both a performance measure and a means of identifying opportunities for continuous process improvement.

Course Outcomes

At the completion of this course, students will be able to:

- Explain the evolution of quality and performance measurement.
- Describe the components of a useful measurement.
- Identify how quality and performance excellence is evaluated and recognized.
- List key performance measures and describe practical applications of QSM tools.
- Collect and analyze performance measurement and benchmarking data.
- Present performance measurement research and analysis.
- Define benchmarking and identify benchmarking principles and applications.

Communication with Your Instructor

You will receive a welcome email from your instructor prior to the start of class. This email will contain your instructor's contact information. Your instructor will also be communicating with you via several methods in the course, including:

- **Announcements** – This communication tool, located on the navigation menu within your course in Canvas, contains important updates. Be sure to check for new announcements from your instructor each time you access your course.
- **Q&A** – Use this discussion board, located on the Home screen in your course, to communicate with your instructor and classmates regarding general course questions (i.e. missing links, assignment clarification, etc.).
- **Inbox** – Use the Inbox, located in the top right corner of Canvas, to send a message to your instructor or classmates.

Materials and Resources

Required or Supplemental Texts or Resources:

Duffy, G. L., (Ed.). (2013). *The ASQ quality improvement pocket guide: Basic history, concepts, tools and relationships*. Milwaukee, WI: ASQ Quality Press. ISBN. 978-0-87389-853-9.

American Psychological Association. (2010). *Publication manual of the American Psychological Association*, (6th ed.). Washington, DC: American Psychological Association.

Bookstore Information

The bookstore can be located in the left-hand navigation of any Canvas course.

Library Services

Detailed information about the eLibrary can be found in the LIB100: eLibrary Overview course and the Student Resource Center. This is a course that all students have access to during their academic career.

Canvas Help Desk and Technical Questions

If you experience technical issues in your course, please contact the Canvas Help Desk by clicking the Help link (top right corner within Canvas). There are 3 ways to contact them:

- Phone (888-628-2749)
- Live chat
- Report a problem (submit a ticket)

Be sure to notify your instructor of any technical difficulties you are experiencing.

Additional resources are available in the Student Resource Center and the Canvas Guides website:
<https://community.canvaslms.com/docs/DOC-4121>

Weekly Schedule

Week 1	Quality and Performance Measurement Overview
Outcomes	<ul style="list-style-type: none"> • Describe the evolution of quality in the United States. • Identify the central quality theorists and their contributions. • Summarize the history and application of quality management systems.
Readings	<p>Reading from Duffy textbook:</p> <p>Part I – History and Concepts, Location 71 - 142.</p> <p>Other Readings:</p> <p>Davis, B. (2015). <i>Best practices in the field of performance management: A delphi study</i> (3688383). ProQuest Dissertations & Theses Global. Retrieved from https://api.ecacolleges.com/StudentServices/ECA/SsoService.svc/VirtualLibrary?Token=9829E7F6-9221-408E-8650-DEB12D3D6FBE&Brand=NECB&Url=https://search.proquest.com/docview/1677167046?accountid=33575</p> <p>Ricci, L. M. (2016). <i>The impact of performance management system characteristics on perceived effectiveness of the system and engagement</i> (10128504). ProQuest Dissertations & Theses Global. (1812534969). Retrieved from https://api.ecacolleges.com/StudentServices/ECA/SsoService.svc/VirtualLibrary?Token=9829E7F6-9221-408E-8650-DEB12D3D6FBE&Brand=NECB&Url=https://search.proquest.com/docview/1812534969?accountid=33575</p> <p>Singh, A. (2012). Performance management system design, implementation and outcomes in Indian software organizations: A perspective of HR managers. <i>South Asian Journal of Management</i>, 19(2), 99-120. Retrieved from https://api.ecacolleges.com/StudentServices/ECA/SsoService.svc/VirtualLibrary?Token=9829E7F6-9221-408E-8650-DEB12D3D6FBE&Brand=NECB&Url=https://search.proquest.com/docview/1032682733?accountid=33575</p>
Lectures	<ul style="list-style-type: none"> • Lecture: The Evolution of Quality and Performance Measurement
Multimedia	<p>Project Management Videos. (2014, September 8). <i>Process improvement: Six Sigma & Kaizen methodologies</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=iIDAYBR5sQU</p>
Discussion	<p>This week’s Duffy reading contains the assertion: “Quality is critical for an organization’s long-term sustainability, the individuals employed by the organization and society as a whole.” Discuss Duffy’s assertion in the context of the evolution of quality and performance measures identified in the text and other credible sources of information on the subject.</p> <p>Your initial response should be a minimum of three solid paragraphs. You are also required to respond with comments or questions to at least two other postings on</p>

	<p>the discussion board. <i>Please note that you will not be able to engage in the discussion until your initial posting is submitted.</i> Please ensure your responses are thorough and thoughtful and extend the conversation.</p> <p>Before posting to the discussion board, please review the Undergraduate Discussion Guidelines and rubric in the online Canvas course module to ensure that all of the required components have been addressed.</p> <p>Initial posting due no later than Thursday (6:00 am, US Eastern Time). Responses to classmates' postings due no later than Sunday (6:00 am, US Eastern Time).</p>
Assignment	<p>Assignment #1 (Due Monday, Week 3)</p> <p>Instructions: Using the eLibrary and other research sources, prepare a paper addressing the definition of performance measurement as presented in the research conducted by Davis (2015), Ricci (2016), and Singh (2012).</p> <p>Requirements: The paper should respect APA formatting but without an abstract. It should be a minimum of three pages in length plus a title and reference page, and all information or opinions should be properly supported by in-text citations and references in a bibliography. Non-scholarly Internet sources are generally discouraged.</p> <p>Due Monday, Week 3, at 6:00 am, US Eastern Time.</p>

Week 2	Elements of a Useful Measurement
Outcomes	<ul style="list-style-type: none"> List the essential characteristics of “good” measurements. Identify the reasons measurements are taken. Define the requirements and measurements tree tool used in QSM.
Readings	<p>Reading from Duffy textbook:</p> <p>Part I – History and Concepts, Systems, Processes, and Variation. Location 142 – 217.</p> <p>Other Readings:</p> <p>Baggett, K. S., Jr. (2014). <i>A systems-based framework for the assessment of performance measurement system implementations in R&D organizations</i> (Doctoral dissertation, Old Dominion University). Retrieved from ProQuest Dissertations & Theses Global. (UMI Number: 3580495). https://api.ecacolleges.com/StudentServices/ECA/SsoService.svc/VirtualLibrary?Token=9829E7F6-9221-408E-8650-DEB12D3D6FBE&Brand=NECB&Url=https://search.proquest.com/docview/1539560366?accountid=33575</p>
Lecture	<ul style="list-style-type: none"> Lecture: Elements of a Useful Measurement
Multimedia	<p>American Society for Quality [ASQTV]. (2017). <i>Managing business performance through metrics</i> [Video file]. Retrieved from http://videos.asq.org/managing-</p>

	<p>business-performance-through-metrics</p> <p>Aspin, M. (2017, June). <i>Measuring business performance</i> [Video file]. Retrieved from https://vimeo.com/222136465</p> <p>Williams, N. (2016). <i>Measurement that matters</i> [Video file]. Retrieved from https://vimeo.com/165390593</p>
Discussion	<p>Discuss an overview of measurement, analysis, and improvement of organizational performance as outlined in this week’s textbook reading.</p> <p>See Week 1 Discussion instructions for discussion guidelines and requirements.</p> <p>Initial posting due no later than Thursday (6:00 am, US Eastern Time). Responses to classmates’ postings due no later than Sunday (6:00 am, US Eastern Time).</p>
Assignment	<p>Assignment #2 – Role of PMS in the Organization (Due Week 5)</p> <p>Instructions: Using the eLibrary and other research sources, prepare a paper addressing performance measurement systems (PMS) as integral to driving the organization, deciding on new strategies, or highlighting the useful features of present processes as posited by Baggett, 2014.</p> <p>Requirements: The paper should respect APA formatting but without an abstract. It should be a minimum of three pages in length plus a title and reference page, and all information or opinions should be properly supported by in-text citations and references in a bibliography. Non-scholarly Internet sources are generally discouraged.</p> <p>Due Monday, Week 5, (6:00 am, US Eastern Time)</p>

Week 3 Recognizing Quality and Performance Excellence	
Outcomes	<ul style="list-style-type: none"> • State the guiding principles behind the creation of the Malcolm Baldrige National Quality Award (MBNQA). • Identify the reasons organizations apply for the award. • List the performance measurement criteria used to determine recipients of the MBNQA.

<p>Readings</p>	<p>Reading from Duffy textbook: Part I – History and Concepts, Systems, Quality Models and Systems. Location 242 – 263.</p> <p>Other Readings: European Foundation for Quality Management. (n.d). EFQM Global Excellence Award 2018 [Web page]. Retrieved from http://www.efqm.org/what-we-do/recognition/efqm-global-excellence-award-2018</p> <p>National Institute of Standards and Technology. (n.d.). Criteria category and item commentary. In <i>2015–2016 Baldrige Performance Excellence Framework</i>. Retrieved from https://www.nist.gov/sites/default/files/documents/2017/04/28/2015_2016_Category_and_Item_Commentary_BNP.pdf</p> <p>Schaefer, C. (2016, October 21). Improving government performance: The great promise of the Baldrige excellence framework. <i>PA Times Online</i>. Retrieved from https://patimes.org/improving-government-performance-great-promise-baldrige-excellence-framework/</p> <p>Union of Japanese Scientists and Engineers. (2015). <i>How was the Deming prize established</i> [Web page]. Retrieved from http://www.juse.or.jp/deming_en/award/</p>
<p>Lecture</p>	<ul style="list-style-type: none"> • Lecture: National Quality Awards
<p>Multimedia</p>	<p>American Society for Quality [ASQTV]. (2017). <i>Baldrige criteria and winners</i>. [Video file]. Retrieved from http://videos.asq.org/baldrige-criteria-and-winners-2</p>
<p>Discussion</p>	<p>As covered in this week’s reading in the Duffy textbook, discuss the guiding principles behind the creation of the Malcolm Baldrige National Quality Award and how the award is believed to be extremely valuable in stimulating improvements in quality and competitiveness.</p> <p>See Week 1 Discussion instructions for discussion guidelines and requirements.</p> <p>Initial posting due no later than Thursday (6:00 am, US Eastern Time). Responses to classmates’ postings due no later than Sunday (6:00 am, US Eastern Time).</p>
<p>Assignment</p>	<p>Assignment #3 - Malcolm Baldrige National Quality Award</p> <p>Instructions: Using the eLibrary and other research sources; write a 3-5-page paper providing a detailed description of the Malcolm Baldrige National Quality Award (MBNQA). The paper should feature a comparison of the Baldrige award to at least one of the other awards from the lecture, the Deming Award or the European Foundation for Quality Management Award.</p> <p>Requirements: The paper should respect APA formatting but without an abstract. It should be a minimum of three pages in length plus a title and reference page, and all information or opinions should be properly supported by in-text citations and references in a bibliography. Internet sources are generally discouraged.</p> <p>Due Monday (6:00 am, US Eastern Time)</p>

Week 4 Using Quality Improvement Tools	
Outcomes	<ul style="list-style-type: none"> • Define key performance measures or indicators. • Describe the practical applications of a variety of quality systems management tools designed for performance measurement. • Explain how measuring performance helps organizations achieve national recognition for their quality practices.
Readings	<p>Reading from Duffy textbook:</p> <p>Part II – Quality Improvement Tools. Location 541 – 1270.</p>
Lectures	<ul style="list-style-type: none"> • Using Quality Improvement Tools
Multimedia	<p>Bridges, J. [Project Management Videos]. (2017, January 9). <i>Top 3 KPIs for project managers</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=f_szFzBjffg</p> <p>Gemba Academy. (2010, September 25). <i>Learn what the 7 quality control tools are in 8 minutes</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=LdhC4ziAhgYt</p> <p>Imperial College Healthcare. (2015). <i>Quality improvement</i> [Video file]. Retrieved from https://vimeo.com/140641715</p> <p>Kaplan, B. [Harvard Business Review]. (2013, April 22). <i>Leadership and the balanced scorecard</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=H_6rSK0S8lc.</p> <p>Manning, C. [The Fearless Mind]. (2014, November 24). <i>KPIs—Key performance indicators</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=7-YncXklxmi</p> <p>Wilsey, D. [Balanced Scorecard Institute]. (2016, February 17). <i>Balanced scorecard: What it is and why so many organizations have one</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=TQi9q0Ink2g</p> <p>Zana, W. (2016, October 12). <i>Concept of Pareto analysis</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=h-ia-c7cZcM</p>
Discussion	<p>Discuss the top three key performance indicators for project managers identified by Bridges (2017) and why those three are argued to be the most important three KPIs.</p> <p>See Week 1 Discussion instructions for discussion guidelines and requirements.</p> <p>Initial posting due no later than Thursday (6:00 am, US Eastern Time). Responses to classmates' postings due no later than Sunday (6:00 am, US Eastern Time).</p>

Discussion 2	<p>Discuss the practical uses of the Balanced Scorecard as presented by Kaplan (2013) and Wilsey (2016).</p> <p>See Week 1 Discussion instructions for discussion guidelines and requirements.</p> <p>Initial posting due no later than Thursday (6:00 am, US Eastern Time). Responses to classmates' postings due no later than Sunday (6:00 am, US Eastern Time).</p>
Assignment	<p>Assignment #4 – Quality Toolbox</p> <p>After looking at the basic quality improvement tools and the explanation for their use in Part II of the text, identify at least three quality systems tools used as indicators of performance, and then write a 3-5-page paper providing a detailed description of how those tools were used.</p> <p>Requirements: The paper should respect APA formatting but without an abstract. It should be a minimum of three pages in length plus a title and reference page, and all information or opinions should be properly supported by in-text citations and references in a bibliography. Internet sources are generally discouraged.</p> <p>Due Monday (6:00 am, US Eastern Time)</p>

Week 5 Quality Improvement Process	
Outcomes	<ul style="list-style-type: none"> • Apply analytical skills in assessing the relevance of data and information acquired through research. • Identify the effective use of performance data in promoting change. • Define the review process.
Readings	<p>Reading from Duffy textbook:</p> <p>Part I – Part I – History and Concepts, PDCA. Location 291 – 315.</p> <p>Part III – Customer-Supplier Relationships. Location 1530 –1636.</p> <p>Other Readings:</p> <p>Crossman, A. (2017, March 18). Data cleaning [Web log]. <i>ThoughtCo</i>. Retrieved from https://www.thoughtco.com/data-cleaning-3026541</p> <p>Dudovskiy, J. (2014). Operations, business performance and internal measures of success [Web page]. <i>Research Methodology</i>. Retrieved from https://research-methodology.net/operations-business-performance-and-internal-measures-of-success/</p> <p>GEMBA Academy. (2018). Project selection [Online module]. <i>School of Six Sigma</i>. Retrieved from https://www.gembaacademy.com/school-of-six-sigma/project-selection</p>

	<p>Stryk, B. (2015). <i>How do organizations prepare and clean big data to achieve better data governance? A Delphi study</i> (Doctoral dissertation). Retrieved from ProQuest Dissertations & Theses Global (UMI No. 3682586). Retrieved from https://api.ecacolleges.com/StudentServices/ECA/SsoService.svc/VirtualLibrary?Token=9829E7F6-9221-408E-8650-DEB12D3D6FBE&Brand=NECB&Url=https://search-proquest-com.prx-necb.lirn.net/docview/1658144020?accountid=33575</p>
Lecture	<ul style="list-style-type: none"> • Lecture: The Quality Improvement Process
Multimedia	<p>The Daily Project Manager. (2015, July 23) <i>Deming PDCA cycle</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=e4gOPeHSRo8</p> <p>Kotter, J. (2011, March 23). <i>Resistance to change</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=Wdroj6F3VIQ</p> <p>Peterson, B. [TEDx Talks]. (2011, December 27). <i>Lean applied to us</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=tfQiGDUBdD0</p> <p>Porter, R. (2012, August 12). <i>PDSA</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=nbPdDB1qwFM</p> <p>Stagl, H. [TEDx Talks]. (2015, June 30). <i>How to deal with resistance to change</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=79LI2fkNZ2k</p> <p>Schuttler, R. (2011, March 5) <i>The plan, do, check, act cycle</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=947wRN72Wg0</p>
Discussion	<p>From this week’s reading in the Duffy textbook and other readings, discuss the author’s recommendations for performance analysis and review.</p> <p>See Week 1 Discussion instructions for discussion guidelines and requirements.</p> <p>Initial posting due no later than Thursday (6:00 am, US Eastern Time). Responses to classmates’ postings due no later than Sunday (6:00 am, US Eastern Time).</p>
Assignment	<p>Assignment #5 - Collecting and Analyzing Data</p> <p>Instructions: Each student will complete a successful search of online and/or hard copy research sources that will generate a minimum of two distinct data collection findings with supporting evaluation analysis. <i>Successful findings will meet one or more of the following criteria:</i></p> <ul style="list-style-type: none"> - Identify meaningful comparison data for use in process analysis. - Identify, “enablers”, best practices that the student may recommend to a stakeholders for adoption - Identify new tools, concepts or approaches that the student or researcher may use in the conduct of their studies. <p>The student should then write a paper discussing their findings. Your work reporting <i>on each of your findings individually</i> is expected to meet the following criteria:</p> <ul style="list-style-type: none"> - Concise summary of the key points stated in the article or other source

	<p>(approx. 75-100 words).</p> <ul style="list-style-type: none"> - Summary of relevance/value to the project (75-100 words). - Recommended next quality improvement steps that should be taken relevant to the finding. <p>Note: To ensure references are unique, credible, timely, and verifiable, students should use multiple research sources, and at least one finding should be derived through a search engine accessed through the eLibrary (ProQuest, Lexus-Nexus, etc.)</p> <p>Due Monday at 6:00 AM Eastern time.</p>
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Week 6	Presentation of Analysis
Outcomes	<ul style="list-style-type: none"> • Describe the project (or progress) review process. • State the significance of indicators and trigger points. • Explain how visual images can be used to communicate plans or results.
Readings	<p>Reading from Duffy textbook:</p> <p>Part III – Customer-Supplier Relationships. Location 1530</p> <p>Reading from APA textbook:</p> <p>American Psychological Association. (2010). Publication manual of the American Psychological Association, (6th ed.). Washington, DC: American Psychological Association. Read: Section 5, Displaying Results, pp. 125-170.</p> <p>Other Readings:</p> <p>American Society for Quality. (n.d.). Data collection and analysis tools [Web page]. Retrieved from http://asq.org/learn-about-quality/data-collection-analysis-tools/overview/overview.html</p> <p>Anderson, C. (2013, June). How to give a killer presentation. <i>Harvard Business Review</i>. Retrieved from https://hbr.org/2013/06/how-to-give-a-killer-presentation</p> <p>Daum, K. (2013, July 2). 5 tips for giving really amazing presentations. <i>Inc.</i> Retrieved from https://www.inc.com/kevin-daum/5-tips-for-giving-really-amazing-presentations.html</p> <p>French, K. (2016, November 24) 11 design tips for beautiful presentations [Web log]. Retrieved from https://visage.co/11-design-tips-beautiful-presentations/</p> <p>Optional Additional Resource:</p> <p>American Society for Quality. (2018). <i>Learn about quality; Quality topics A to Z</i> [Web glossary]. Retrieved from http://asq.org/learn-about-quality/</p>
Lecture	<ul style="list-style-type: none"> • Lecture: Presentation of Analysis
Multimedia	<p>Borakove, E. [Aequitas]. (2017). <i>Putting it all together: an implementation and performance measurement primer (SAJI)</i> [Video file]. Retrieved from</p>

	<p>https://vimeo.com/213741627</p> <p>McCandless, D. [TED-Ed]. (2012, November 23) <i>The beauty of data visualization – David McCandless</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=5Zg-C8AAIGg</p> <p>White, C. (2014). <i>PowerPoint presentation skills for medical educators</i> [Video file]. Retrieved from https://vimeo.com/104195868</p>
Discussion	<p>According to this week’s readings and multimedia files, presentations are formal spoken reports that communicate to others what you plan to do or what you have done. Discuss the recommendations provided by Anderson (2013), Daum (2013), French (2016), McCandless (2012), and White (2014) for creating an effective presentation.</p> <p>See Week 1 Discussion instructions for discussion guidelines and requirements.</p> <p>Initial posting due no later than Thursday (6:00 am, US Eastern Time). Responses to classmates’ postings due no later than Sunday (6:00 am, US Eastern Time).</p>
Assignment	<p>Assignment #6 – Quality Tools Presentation</p> <p>Choose at least two of the data collection and analysis tools from the list in this week’s American Society for Quality reading.</p> <p>Requirements: Design a presentation - with a script - explaining the tools use chose and how they are used in performance management. (You may use PowerPoint, Google Slides, Prezi, or other presentation software.)</p> <p>Due Monday at 6:00 AM Eastern time.</p>

Week 7	Overview of Benchmarking
Outcomes	<ul style="list-style-type: none"> • Discuss the concept of benchmarking. • Identify the reasons organizations do benchmarking. • Describe the sources of benchmarking data.
Readings	<p>Reading from Duffy textbook:</p> <p>Part III – Customer-Supplier Relationships. Location 622 – 665.</p> <p>Other Readings:</p> <p>Stroud, J. (2018). Understanding the purpose and use of benchmarking. Retrieved from https://www.isixsigma.com/methodology/benchmarking/understanding-purpose-and-use-benchmarking/</p>
Lectures	<ul style="list-style-type: none"> • Lecture: Overview of Benchmarking
Multimedia	<p>American Society for Quality [ASQ]. (2016, April 5). <i>Benchmarking</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=chMguLe07EE</p>

	virtualstrategist. (2016, October 27). <i>Overview of the strategic planning process</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=s_OvXeUQV3o
Discussion	<p>Duffy argued that benchmarking helps the organization identify shortcomings and established a baseline or standard against which to measure progress in improving the process. Discuss Duffy's five(5)-step process for benchmarking.</p> <p>See Week 1 Discussion instructions for discussion guidelines and requirements.</p> <p>Initial posting due no later than Thursday (6:00 am, US Eastern Time). Responses to classmates' postings due no later than Sunday (6:00 am, US Eastern Time).</p>
Assignment	<p>Assignment #7 – Benchmarking Considerations</p> <p>Review the considerations outlined by Stroud regarding a benchmarking study and write a paragraph each about at least four of the considerations.</p> <p>Requirements: Each of the paragraphs should respect APA formatting; an abstract is not required. All information or opinions should be properly supported by in-text citations and references in a bibliography. Internet sources are generally discouraged.</p> <p>Due Monday (6:00 am, US Eastern Time)</p>

Week 8	Benchmarking Data and Applications
Outcomes	<ul style="list-style-type: none"> • Explain the concept of ethical benchmarking. • State the reasons organizations do benchmarking. • List the sources of benchmarking data.
Readings	<p>Reading from Duffy textbook:</p> <p>Part III – Customer-Supplier Relationships. Location 638 – 665.</p> <p>Other Reading:</p> <p>Lebaron, G., and Lister, J. (2015, December). Benchmarking global supply chains: The power of the 'ethical audit' regime. <i>Review of International Studies</i> 41(5), 905-924. Retrieved from https://doi.org/10.1017/S0260210515000388</p>
Lecture	<ul style="list-style-type: none"> • Lecture: Benchmarking Data and Applications
Multimedia	SME (2014, June 20). <i>Benchmarking manufacturing processes – Introspection</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=dhfYE3Ja65I
Discussion	<p>Reflection: What have you learned? Choose two topics you learned about in this course. How will this new knowledge be applied in your personal life and your current or future career?</p> <p>See Week 1 Discussion instructions for discussion guidelines and requirements.</p> <p>Discussion posting due no later than Thursday (6:00 am, US Eastern Time). During the</p>

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	<u>final week of class only</u> , responses to classmates' postings are not required.
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Grading and Evaluation

Your grades will reflect the way in which you present and support your topics and positions in the various learning activities used in this course. The grades will be based on the quality and quantity of your comments and responses in the various activities.

Be sure to review the discussion and assignment rubrics in the course for specific grading criteria.

The various graded activities are weighted as follows:

Course Element	% of Final Grade
Discussions	50%
Assignments	50%
Total	100%

Students will be expected to meet all the deadlines of the class as indicated throughout the course and in the syllabus. This is primarily so we don't get behind in the course. In addition, discussions cannot overlap from one week to the next. This is to ensure that all discussions and submissions take place within the week they are scheduled in order to be of value to the entire class as well as to help you not get behind. If there are extenuating circumstances, you will need to communicate that to the instructor and make arrangements accordingly, if appropriate.

Late Assignments: Exceptions are to be determined by the instructor on a case-by-case basis. There will be no opportunities for extra credit.

Learner Success Guidelines

These guidelines are provided to help you succeed in your coursework:

- Participate in the class introduction activity on the first day of class.
- Submit ALL assignments by the posted due dates and times.
- Check your emails daily.
- Contact Portal Help for logon problems or Canvas Help for technical issues with Canvas.
- Participate fully in all threaded discussions.
- Contact your instructor if you have questions about an assignment or need additional help completing your work successfully. Academic dishonesty is grounds for dismissal from the program.

Academic Policies

The following Academic Policies can be found in the [Student Resource Center](#).

- Grading Criteria
- Reasonable Accommodations Policy
- Student Attendance Policy
- Academic Honesty and Integrity Policy

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- Student Engagement and the Granting of Academic Credit
- Copyright Policy

Caveat

The above schedule, content, and procedures in this course are subject to change. All policies are superseded by the latest College Catalog available on our website:

<https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct>