COURSE OUTLINE

1. GENERAL

SCHOOL	APPLIED ECONOMIC AND SOCIAL SCIENCES		
ACADEMIC UNIT	AGRIBUSINESS AND SUPPLY CHAIN MANAGEMENT		
LEVEL OF STUDIES	*Undergraduate*		
COURSE CODE	**5401**	**SEMESTER**	4th
COURSE TITLE	TOTAL QUALITY MANAGEMENT		
INDEPENDENT TEACHING ACTIVITIES		**WEEKLY TEACHING HOURS**	**CREDITS**
Lectures		4	5
COURSE TYPE	SPECIAL BACKGROUND		
PREREQUISITE COURSES	NO		
LANGUAGE OF INSTRUCTION and EXAMINATIONS	Greek		
IS THE COURSE OFFERED for ERASMUS STUDENTS?	YES (in English)		
COURSE WEBSITE (URL)	https://oeclass.aua.gr/eclass/		

2. LEARNING OUTCOMES

Learning Outcomes

The aim of the course is:

- To introduce students to a philosophy of modern management, which, based on customer needs' satisfaction, seeks to achieve the competitive advantage in the business environment.
- To encourage an understanding of the principles and practices of continuous improvement of the products and services quality and cost reduction.
- to present the core quality principles, methods and techniques used in business by employees' total involvement in the frame of the Total Quality philosophy
- to educate students on the use of teamworking, quality management and control tools.
- to highlight the interdisciplinary area of total quality management,

Upon successful completion of the course, the student will be able to:

- Understand the concept of total quality and the need to apply it in the modern environment
- Understand the differences in Total Quality Management from the traditional approach of management
- Understand the concept of Total Quality as used by industry and service providers
- Understand the requirements, functions and conditions for implementing the main principles of total quality
- Adopt and adapt a total quality management framework including employees' participation and quality circles, in order to resolve a specific business problem
- Compose a quality management toolkit and choose the right technique to make decisions that will improve the quality of products / services and introduce innovation.
- Select the appropriate qualitative and quantitative quality measuring techniques in complex business environments
- Distinguish the administrative / business factors that affect quality culture
- Propose the implementation of appropriate quality - certification programs
- Distinguish the administrative / business factors that affect total quality philosophy

- Identify potential problems in organizing individual parts of the business that run counter to predefined administrative policy.
- Discover the effectiveness or inefficiency of the internal organization of the departments, the existence of irregularities, fraud, weaknesses in the operation of natural and human systems.

General Competences

Working independently
Teamwork
Decision-making
Search, analyze and synthesize data and information, using the necessary technologies
Working in an Interdisciplinary Environment
Search, analyze and synthesize data and information, using the necessary technologies
Project planning and management
Respect for difference and multiculturalism
Showing social, professional, and ethical responsibility and sensitivity to gender issues

3. SYLLABUS

1. The concept of Total Quality Management (TQM)
2. Quality Theories & approaches and core principles of Total Quality philosophy. Barriers and success stories.
3. Leadership, style and change management in the TQM Frame
4. Building team spirit and teamworking (group dynamics)
5. Total involvement, decision making and empowerment
6. Communication, quality culture (moments of truth) and conflict management
7. Quality Function Deployment (Design), Stakeholders participation, Cost of Quality
8. Innovation, Quality assessment (qualitative and quantitative methods), & continuous improvement (PDCA (Plan-Do-Check-Act), 6σ model)
9. Contemporary Quality tools and techniques for problem resolution
10. Training, Certification, Quality Management Systems (ISO9001)
11. Ethics, Corporate Social Responsibility, Quality Management and Crisis management in the supply chain, strategic alliances and cooperations.
12. TQM in services and customer experience. Customer satisfaction, retention and loyalty.
13. Business Strategy and Quality- Case Studies in food systems (agribusiness, supply chains)

A series of techniques will be used by the students in the frame of TQM exercises and cases, including:

1. Team building for problem resolution
2. Brainstorming and output assessment (histograms, Pareto analysis, Cause and effect diagram etc.)
3. Customer satisfaction survey (e.g. SERVQUAL)

A combination of teaching and learning methods will be used, aiming at the active participation of the students and the practical application of the thematic units under examination; there will also be lectures using audiovisual media, discussions, and analyses of case studies on real business issues, experiential (group) activities, as well as projections of relevant videos. The students will also undertake an individual or group project. Furthermore, articles, audiovisual lecture materials, web links/addresses, useful information, case studies

and exercises for further practice are posted in digital form on the AUA Open e-Class platform.

4. TEACHING and LEARNING METHODS - EVALUATION

DELIVERY	Face -to-face, Distance learning
USE OF INFORMATION and COMMUNICATIONS TECHNOLOGY	• Support of the learning process through the University's AUA Open eClass platform (integrated e-Course Management System) • Support of lectures using presentation software • Use of audiovisual material • Use of web applications **Communication with students**: face to face at office hours, email, eclass platform
TEACHING METHODS	

Activity	*Workload*
Lectures (direct)	52
Writing paper/ papers	32
Independent Study	39
Advisory support	0,5
Exams	***2***
Course Total (Approximately 25 hours of workload per credit unit 125.5)	***125,5 h***

STUDENT PERFORMANCE EVALUATION	The evaluation process is in the language that the course is taught (Greek or English) and consists of: i. Compulsory written final examination at the end of the semester (weighting factor **70**% at least) which may include: • Multiple choice questionnaires • Open-ended questions • Problem solving • Oral examination **Evaluation criteria:** correctness, completeness, clarity ii. Optional written exam or essay during the semester (weighting factor 30%) which may includes: • Multiple choice questionnaires • Open-ended questions • Problem solving • Essay/report • Oral examination **Evaluation criteria:** correctness, completeness, clarity

	Special learning difficulties: Students with **special learning difficulties** in writing and reading (as they are certified and characterized by a competent body) are examined based on the procedure provided by the Department. **Specifically-Defined Criteria:** The evaluation criteria are made known during the first lesson and are clearly stated on the course website and the AUA Open e-class platform. The answers to the exam questions are posted on the AUA Open e-Class platform after the exam. The students are allowed to see their exam paper after its grading (during the announced office hours) and receive explanations about the grade they received.

5. ATTACHED BIBLIOGRAPHY

Suggested Bibliography in Greek Language:

- [133040221] Διοίκηση Ολικής Ποιότητας και οι Πέντε Αρχές του Λιτού Μάνατζμεντ, Giuseppe Ioppolo, Cristina Ciliberto, Katarzyna Szopik-Depczyńska (2025), Rosili CoreView
- [122092518] ΔΙΟΙΚΗΣΗ ΟΛΙΚΗΣ ΠΟΙΟΤΗΤΑΣ, ΨΩΜΑΣ ΕΥΑΓΓΕΛΟΣ, ΤΣΑΡΟΥΧΑΣ ΠΑΝΑΓΙΩΤΗΣ, ΝΤΕΛΙΟΥ ΚΛΕΟΠΑΤΡΑ, (2023), ΕΚΔΟΣΕΙΣ ΔΙΣΙΓΜΑ
- [112816060] Διοίκηση Ολικής Ποιότητας και Επιχειρησιακή Αριστεία, Κουλουριώτης Δημήτριος, Μεταξάς Ιωάννης , (2022), Κάλλιπος, Ανοικτές Ακαδημαϊκές Εκδόσεις
- [112690762] Διοίκηση Ολικής Ποιότητας-Με Συνοπτικό Οδηγό Καλών Πρακτικών, Τσιότρας Γεώργιος (2022), Broken Hill Publishers Ltd
- [94645298] Διοίκηση Ολικής Ποιότητας, ΝΙΚΟΛΑΟΣ Ε.ΓΙΟΒΑΝΗΣ, ΓΕΩΡΓΙΟΣ Α.ΠΑΣΧΟΣ, ΚΩΝΣΤΑΝΤΙΝΟΣ Ζ. ΠΛΟΥΜΙ (2020), ΕΧΕΔΩΡΟΣ ΕΚΔΟΤΙΚΗ ΕΠΕ
- [94644185]: ΔΙΟΙΚΗΣΗ ΓΙΑ ΤΗΝ ΠΟΙΟΤΗΤΑ ΚΑΙ ΕΠΙΤΕΛΕΣΗ ΑΡΙΣΤΕΙΑΣ, JAMER R. EVANS, WILLIAM M. LINDSAY
- [86053338] ΜΑΝΑΤΖΜΕΝΤ ΟΛΙΚΗΣ ΠΟΙΟΤΗΤΑΣ, ΑΠΟ ΤΟΝ DEMING ΣΤΟΝ TAGUCHI ΚΑΙ ΤΟ SPC, ΛΟΓΟΘΕΤΗΣ ΝΙΚΟΛΑΟΣ (2015) ΦΑΙΔΙΜΟΣ, Prentice Hall, TQM HELLAS
- [77112295]: ΣΥΓΧΡΟΝΕΣ ΜΕΘΟΔΟΙ ΣΤΗΝ ΔΙΟΙΚΗΣΗ ΚΑΙ ΤΕΧΝΟΛΟΓΙΑ ΠΟΙΟΤΗΤΑΣ, ΤΣΑΡΟΥΧΑΣ ΠΑΝΑΓΙΩΤΗΣ, ΝΤΕΛΙΟΥ ΚΛΕΟΠΑΤΡΑ
- [50810766]: Διοίκηση Ολικής Ποιότητας, Γεώργιος Αγγ. Μποχώρης
- [22706150]: Διοίκηση ολικής ποιότητας - Νέα αναθεωρημένη έκδοση, Κέφης Βασίλειος Ν.
- [10502]: Διοίκηση ολικής ποιότητας, Δερβιτσιώτης Κώστας Ν.
- [151759]: Διοίκηση Ολικής Ποιότητας, Λαλούμης Δημήτρης, Κατσώνη Βασιλική

- [59414712]: Διαχείριση Ποιότητας και Οργανωσιακή Αριστεία, 8η Εκδοση, Goetsch L. David - Stanley B. Davis, Γεώργιος Μποχώρης (επιμέλεια)
- [94701965]: Διαχείριση Ποιότητας στις Επιχειρήσεις Γεωργίας, Τροφίμων και Ποτών, Καρυπίδης Φίλιππος, Κοντογεώργος Αχιλλέας, Τσελεμπής Δημήτριος.

Suggested Bibliography in English Language:

* Evans, J. and Lindsay, W., *The Management and Control of Quality*, Minneapolis: West Publishing Company, 2002.
* Martin, W.B., *Providing Quality Service: What every hospitality service provider needs to know*, Prentice Hall, 2002
* Gould WA (1992), Total Quality Management for the Food Industries 1st Edition
* Dahlgaard Jens J, Dahlgaard Jens J., Kristensen, Kanji Gopal K. (2008), Fundamentals of Total Quality Management: Process Analysis and Improvement

Related academic Journals:

* The TQM Magazine
* Quality Management Journal
* Benchmarking: An International Journal
* Total Quality Management & Business Excellence
* International Journal of Quality & Reliability Management
* International Journal of Quality and Service Sciences

Instructor's Notes