

SAN JOSE
STATE UNIVERSITY
CONTINUING
EDUCATION

**CERTIFICATE
PROGRAM**

1995-96

Total Quality Management

**Presented in Cooperation with
SJSU College of Business and the
Television Education Network (TEN)**



The SJSU College of Business, in cooperation with University Continuing Education, initiated a 12-unit **Total Quality Management Certificate Program**, beginning Fall 1992. This program was developed in response to needs expressed by Bay Area industries, education and government organizations, and the community at large for comprehensive, in-depth, professional TQM courses. These courses are broadcast live from the Television Education Network studio classrooms via microwave to receive sites in industries and community colleges.

Total Quality Management, TQM, is a philosophy of continuous improvement and the tools necessary for implementation. The program focuses on methods and techniques in one unit - 4 week and two unit - 8 week modules. It is possible to complete the certificate within 12 months.

The mission of this program is to provide the highest quality information, instruction and training in TQM methods and applications. The curriculum is continually updated by faculty members who are actively developing and implementing global TQM programs within service and manufacturing industries. The instructional philosophy is to focus on the practical aspects of TQM which translate directly into improved quality and enhanced productivity and service. All of the TQM faculty bring to the program a wealth of successful experience.

Students are executives, managers, professionals, technical specialists, and employers in industries, education and government who need both: 1) understanding of TQM and the tools necessary for TQM implementation, and 2) practical hands-on assistance in incorporation of these tools and concepts into their organizations.

Because of the dual nature of our participating companies and organizations, the TQM Certificate Program was crafted with two distinct paths: 1) product focus for managers and engineers who produce a tangible product, and 2) service industry focus for organizations that are service oriented such as banking, the hospitality industry, education, government, health care, and transportation.

There are three one-unit core courses specified for both options, with an additional 9 units of recommended core courses and/or electives so that each certificate program may be expressly customized to meet specific organizational needs.

CEO Executive Series

The CEO Executive Series, crafted specifically for CEOs and top management, will introduce the support documentation, philosophy, and knowledge base necessary to implement profound changes within top management. These courses are designed to enable company leadership to develop plans of action for industry and business which will successfully meet the challenges of the changing economics of the 21st century.

Academic Credit Available

TQM graduate students can earn 6 units of undergraduate academic credit, or 3 units of graduate academic credit to be transferred into the College of Business Undergraduate and Graduate Business Programs.

Continuing Education Units

Courses may be taken individually or as part of the certificate program. Course credit is offered in Continuing Education Units (CEUs), nationally recognized units of credit for professional development. CEUs earned in these classes become part of your official San Jose State University transcript. For additional information on the Total Quality Management Certificate Program, call 408-924-2612.

Three Ways to Attend

- Live on the SJSU campus
- TV at your worksite via the Television Education Network (TEN) with two-way audio to interact with instructor
- Via videocassette at your own pace

For details call 408-924-2673.

	FALL 1995	SPRING 1996	SUMMER 1996
CORE COURSES (ALL REQUIRED)			
TQM 401. Philosophy and Foundations of TQM	•		
TQM 402. Leadership for TQM	•	•	
TQM 403. Applying TQM	•		
RECOMMENDED COURSES (9 UNITS REQUIRED)			
TQM 404A. Statistical Process Control for Engineers/Managers	•		
TQM 404B. Statistical Process Control for Service/Business		•	
TQM 405. Quality Function Deployment	•		
TQM 419. Measurement Systems Analysis		•	
TQM 420. Building a Learning Organization	•		
ELECTIVE COURSES (9 UNITS REQUIRED)			
TQM 406. Design for Manufacturability		•	
TQM 407. Design for Experiments	•		
TQM 408. ISO 9000 Quality Standards and Implementation	•	•	
TQM 409. Malcolm Baldrige National Quality Award		•	
TQM 410. Supplier Assessment Certification and Partnership	•		
TQM 411. Team Building	•		
TQM 412. Statistical Tolerancing		•	
TQM 413. Benchmarking		•	
TQM 414. Hoshin Strategic Quality Planning		•	
TQM 415. Empowering Employees		•	
TQM 416. ISO 9000 Series: Internal Auditing		•	
TQM 417. ISO 9000 Series: Lead Assessors	•	•	
TQM 418. ISO 9000 Series: TQM Software Application		•	
TQM 421. Advanced Design of Experiments	•		
TQM 422. ISO 9000 Series: ISO 9000-3	•		
CEO EXECUTIVE SERIES			
TQM 423. Leadership for the New Economic Age		•	
TQM 424. ISO 9000 Projections and Responsibilities for Management		•	
TQM 425. Beyond Quality: The Next Waves	•		
TQM 426. Implementation and Management	•		

Faculty

Our faculty members are distinguished practitioners, uniquely qualified to bring a practical approach to their courses. Using current documentation and reference materials from the field, our instructors teach from personal experience while constantly enhancing the quality of your class time. Faculty members work with the Television Education Network to provide a wide range of instructional services to students in the Total Quality Management Certificate Program.

Florence Barbato is President of Alternative Strategies, Management Consulting Services

Kenneth T. Delavigne is an independent consultant and teacher in quality methods

Jeffrey W. Elliott is manager, Organizational Learning, StrataCom. He also is a management consultant for major companies in the Silicon Valley and beyond

Leslie L. Kossoff, Founder and Principal of LLK Associates, is a 16-year veteran in the field of quality and productivity improvement, working with a variety of clients and companies

Dr. Thomas A. Little, C.Q.E., joined Read Rite Corporation to work on the implementation of experimental design and statistical process control methods

Michael W. Munn, Ph.D., LMI, President, Gaia Center for Quality, and Chief Scientist (1977-1995), Lockheed Missiles and Space Co.

Dennis Omanoff, R.A.B., I.Q.A., is Chief Quality Officer at StrataCom. He is a Registered Lead Assessor and Examiner, Malcolm Baldrige National Quality Award since 1992

Maricann B. Shovlin is President of Peak Process management systems and a consultant in ISO 9000 training and in Quality Management for medical electronic and telecommunications industries for more than 20 years

Roderick K. Walsh, is a process control engineer with Read-Rite Corporation, Milpitas

Other Certificate Program of Interest: ISO 9000

For a free brochure, call 408-924-2612 or the 24-hour request line, 408-924-2620.

Core Courses

Philosophy and Foundations of Total Quality Management

This is the first core course and provides fundamental understanding of Total Quality Management: the basic model of TQM; philosophy, methodologies and tools; TQM philosophy as external principles; and the progression of learning TQM principles including philosophy, conviction, fact-based management, PDSA discipline and quality thinking.

Four divisions of the analysis process are developed: 1) systems thinking which includes the need for a goal, optimization and suboptimization, understanding interdependence, defining quality - the Kano Model and Taguchi Loss Function, and applying systems thinking; 2) statistical thinking which covers Type 1 and Type 2 errors, enumerative and analytic statistical studies, and the control chart as an economic tool; 3) scientific thinking which focuses on metaphysics - deciding what is real by what we measure, epistemology - knowledge as predictive power, and the theory of dynamics - what change looks like, and 4) psychological thinking which covers distinguishing psychological phenomena, intrinsic and extrinsic motivation, and organizational and sociological models of learning.

The last two sections of the course cover the classic Red Bead Experiment and the 14 points of management obligations.

Leadership for Total Quality Management

The second course in the TQM core covers the critical area of the nature and role of the leader and includes: definition of Total Quality Management; principles of leadership and organizational analyses; leadership model for implementing TQM; the roles and responsibilities of top management in implementing TQM; quality management tools for leaders: the models for senior management selection and implementation of improvement projects; policy deployment through steering committees; creating a total quality culture; policy and public responsibility; commandments for successful leaders; customer-driven leaders and management; and success factors for leading organizations to accept continuous quality improvement.

Applying Total Quality Management

Third in a series of core courses, this class addresses the crucial implementation of TQM in selection of improvement targets; goals and metrics; team formation and empowerment; systematic process improvement using the 12-step continuous process improvement model; the seven quality controls; validation of improvement; and CEDAC as a focus for the team.

Recommended Courses

Statistical Process Control for Engineers and Managers

This class details the purpose and role of Statistical Process Control (SPC) in product development. Individual modules cover: 6s product quality, review of basic statistics, understanding variation, formation of a rational subgroup, determination of frequency, control chart methods for variable parameters, X-bar and R charts.

This material is followed by interpreting signals from the process, control rules, control charts for individuals, short run SPC, process control drawings, process control action matrix, Cp, Cpk and yield computation, gauge capability studies, continuous variation reduction and shop floor implementation issues.

ISO 9000-3 (Software QMS)

This course is designed for software engineers, software quality assurance engineers, and engineering managers who wish to implement an ISO 9001 Software Quality Management System (QMS) using TickIT guidelines and the ISO 9000-3 standard, Guidelines for the Application of ISO 9001 to the Development, Supply, and Maintenance of Software. The course includes TickIT scheme history, the fundamentals of planning and implementing a S/W QMS, interpreting the ISO 9001 requirements to prepare procedures and documentation for the quality manual, the TickIT auditing process, registration costs and benefits, and the relationship of the software QMS to Total Quality Management.

Malcolm Baldrige National Quality Award Assessment

This course provides an in-depth understanding of the Malcolm Baldrige Quality Award and includes; background information on the Award public law and its role in global competitiveness; Award framework and principles; Award structure and organization; the approach, deployment and results using the MBNQA criteria; leadership and senior management responsibility; information and analysis; strategic quality planning; human resource development and management; process management and control; customer focus and satisfaction; quality and operational results; assessment criteria and implementation framework; case studies from winners of the Award; and preparing the application for the Award.

Statistical Tolerancing

This course is an elective in the product focus area. Covered in the course are the problems associated with worst case tolerance methods, focus on available relevant manufacturing data, RMS methods for static tolerancing, RMS methods for dynamic tolerancing, tolerancing optimization and yield prediction. Comparison case studies will be included.

Supplier Assessment, Certification and Partnerships

This course is designed for engineers, supervisors, and managers involved with issues relating to supplier assessment and certification. Information taught in this course applies to those who must use their technical business knowledge in the assessment, certification, maintenance and management of supplier partnerships. This introductory course is an overview of the many issues and concepts related to supplier certification.

As a result of participation in this course, attendees will be able to:

- 1) measure and evaluate potential and current supplier partners,
- 2) explain the five most widely agreed upon supplier certification criteria,
- 3) design a data collection system for supplier certification,
- 4) understand the issues of supplier certification system administration,
- 5) evaluate and select the best supplier problem solving technique(s),
- 6) value the need for commitment and a quality contract,
- 7) prepare for an effective system required for the operation and maintenance of certified suppliers,
- 8) recognize the need for supplier downgrading, recovery and retirement and,
- 9) discuss the benefits of certification.

Team Building: Product Development and Service

Team building and team management is a critical element of the new industrial organization. This course is designed to provide key information on how teams may be effectively organized and managed. Features of the course include: effective team organization, providing the foundations for team self-direction, effective organization and communication within the team, and productive reviews and evaluation of individual performance within a team. Other topics include team dynamics, team empowerment, working through group problems, and team building activities.

Beyond Quality: The Next Waves

What pictures do we have of quality? Is it visions of statistical variances? Is it flow charts? We don't often think of quality as a paradigm in its own right. Yet each thought here is a paradigm. We create mindsets for each picture. They give us wonderful abilities to see in those paradigms. Can quality as we know it (the caterpillar) transform into something more remarkable (the butterfly)? Explore an expanding quality universe. Learn the mindsets and gain the tools to thrive and practice the tools needed to succeed. Each level's mindsets guide and direct the work. Discover how human potential, awakening consciousness, and transpersonal phenomena lead to the highest goal of quality. Learn how to achieve this goal of "harmony between people and the Universe." Develop your higher level insights. Use those to rethink your work at lower levels. This class will enable you to see the signs of the next waves - signs that already exist.

Building a Learning Organization

This course provides theory, example and practical applications of the ensemble disciplines of the Learning Organization as described in Peter Senge's book, *The Fifth Discipline*. Learn techniques and practice how to help an organization move through three levels of learning:

- New Cognitive and Linguistic Capabilities
- New Rules for Action Strategies
- New Values and Assumptions

This course synthesizes the work of Peter Senge, Chris Argyris, Peter Block, Gerald Weinberg, Angeles Arrien, Stephen Covey, and Dr. Deming in a practical roadmap for an organization.

Topics include: metanoia: organizational transcendence through learning, personal mastery, mental models, shared vision, team learning, applying systems thinking and measuring learning.

Advanced Design of Experiments

Advanced Design of Experiments is the extension of the TQM 407 Design of Experiments course. Topics include detailed system modeling, residuals analysis, tests of significance, design and process optimization, central composite designs and response surface methodology. All advanced DOE students should maintain concurrent enrollment in TQM 407.

Measurement Systems Analysis and Control

Measurement systems analysis and control is critical content for engineers and managers who need to maintain a highly reliable, low variation measurement and test capability. Features of the course include practical methods for the quantification of the five key features of every measurement system:

- Repeatability
- Reproducibility
- Stability
- Linearity
- Accuracy

Other topics within the course include: measurement control using SPC, use of standards, statistical reduction of measurement error and guardbands to minimize tester escapes.

Registration Information

For More Information:

For complete information on all Professional Development courses for this term, as well as complete course and grading policies, consult the current issue of *Take Charge!* Call 408-985-SJSU or 408-924-2640 for a free copy, or pick one up in a free literature rack throughout the South Bay where you work, dine or shop.

World Wide Web

Continuous updates on all Certificate Programs are available at <http://conted.sjsu.edu> under "Professional Development."

About Registration

To register for a course, follow the instructions on the other side of this page, using the form provided for mail or in-person registration, or charging your fees by phone or fax. Early registration is advised, since many classes are filled in advance of the first meeting. If your registration is received after a class is full, you will be notified by telephone.

Refunds and Drops

Refunds and drops are NOT processed automatically! If you fail to officially drop a class, you will receive an unofficial drop (equivalent to an "F") on your permanent record. You must file a registration/drop form with University Continuing Education on the date you stop attending class.

Auditing Classes

If you wish to audit a course, you must make arrangements prior to the first class meeting. Auditors may attend the first class session as observers, but must pay course fees by the second session. Auditors do not receive grades or credit for courses attended.

CEU Credit

Courses numbered 400-499 offer Continuing Education Units (CEUs) and are graded on a CR/NC basis only. The Continuing Education Unit is a nationally-recognized unit of measurement for a variety of non-credit programs that may be applied toward relicensure, promotion or career advancement. One CEU equals 10 contact hours. A record of CEUs earned is maintained at the Records Office and a transcript is available.

FREE

Total Quality Management Career Night

Meet the program coordinator and explore potential career opportunities.

**Tuesday, January 9
6:30 - 7:30 pm**

SJSU Campus, IRC 306
See inside back cover for directions.

Total Quality Management

Please PRINT clearly and legibly. Photocopy this form for additional registrations. For information regarding refunds, cancellations, credit, etc., see the current issue of *Take Charge!*

Register by:

- Telephone: 408-924-2612, Monday - Friday, 8:00 am - 5:00 pm. Credit card charges only.
- 24-hour fax: 408-924-2881. Credit card charges only.
- Mail or in person: San Jose State University
Instructional Resource Center 310
One Washington Square
San Jose, CA 95192-0169

PRIORITY # 8262345 WHERE DID YOU HEAR ABOUT THIS PROGRAM? _____
 BY ENROLLING, I GRANT PERMISSION FOR THE RECORDING AND TRANSMITTING OF MY IMAGE OR VOICE. _____

NAME _____ MALE FEMALE
 SOCIAL SECURITY # _____ DATE OF BIRTH _____
 ADDRESS _____
 CITY _____ STATE _____ ZIP _____
 TELEPHONE: DAYTIME (_____) _____ HOME (_____) _____ FAX (_____) _____
 E-MAIL ADDRESS _____
 COMPANY _____ RECEIVE SITE _____
 ADDRESS FOR MAILING _____ TAPE _____
 HIGHEST CLASS LEVEL OR DEGREE ACHIEVED _____
 LIST ANY OTHER NAMES USED AT SJSU _____

PAYMENT

CHECK (PAYABLE TO SJSU) MONEY ORDER (PAYABLE TO SJSU)
 VISA MASTERCARD ACCOUNT # _____ EXPIRATION DATE _____

SIGNATURE _____

THIRD PARTY BILLING

A purchase order or payment authorization must accompany this form showing the Sponsor's name, contact person, address, telephone number, fee, course title and start date. Incomplete Third-Party Registrations will be returned.

CASHIER'S USE ONLY

DATE _____ TERM _____
 AMOUNT PAID \$ _____ CHECK NUMBER _____
 PAYMENT MADE BY (IF OTHER THAN STUDENT) _____
 OPERATOR _____ REFERENCE NUMBER _____ AUTHORIZATION NUMBER _____

Please enroll me in the courses I have checked below:

- Philosophy and Foundations of Total Quality Management**
Wednesdays, January 31 - February 21, 1996, 8:00 - 10:30 am, 4 Sessions, TQM 401, Code 01305, Section 02, 1 CEU, \$195
- Statistical Process Control for Service and Business Applications**
Wednesdays, January 31 - March 20, 1996, 4:30 - 7:00 pm, 8 Sessions, TQM 404B, Code 01291, Section 01, 2 CEUs, \$390
- ISO 9000 Series: Quality Standards and Implementation**
Thursdays, February 1 - 22, 1996, 5:00 - 7:30 pm, 4 Sessions, TQM 408, Code 01267, Section 03, 1 CEU, \$195
- ISO 9000 Series: Quality Standards and Implementation**
Thursdays, February 1 - 22, 1996, 7:30 - 10:00 pm, 4 Sessions, TQM 408, Code 01269, Section 04, 1 CEU, \$195
- Leadership for Total Quality Management**
Tuesdays, February 27 - March 19, 1996, 8:00 - 10:30 am, 4 Sessions, TQM 402, Code 01307, Section 02, 1 CEU, \$195
- Benchmarking**
Wednesdays, February 28 - March 20, 1996, 7:00 - 9:30 pm, 4 Sessions, TQM 413, Code 01299, Section 01, 1 CEU, \$195
- ISO 9000 Series: Internal Auditing**
Thursdays, February 29 - March 14, 1996, 5:00 - 7:30 pm, 3 Sessions, and Saturday, March 16, 1996, 8:00 - 10:30 am, 1 Session, TQM 416, Code 01261, Section 03, 1 CEU, \$195
- ISO 9000 Series: Internal Auditing**
Thursdays, February 29 - March 14, 1996, 7:30 - 10:00 pm, 3 Sessions, and Saturday, March 16, 1996, 11:00 am - 1:30 pm, 1 Session, TQM 416, Code 01263, Section 04, 1 CEU, \$195
- CEO Executive Series: ISO 9000 Projections and Responsibilities for Management**
Thursday, March 21, 1996, 5:00 - 8:00 pm, 1 Session, TQM 424, Code 01271, Section 01, 0.3 CEUs, \$100
- ISO 9000 Series: TQM Software Application**
Tuesdays, April 2 - April 23, 1996, 8:00 am - 10:30 am, 4 Sessions, TQM 418, Code 01265, Section 01, 1 CEU, \$195
- Applying Total Quality Management**
Wednesdays, April 3 - 24, 1996, 4:30 - 7:00 pm, 4 Sessions, TQM 403, Code 01309, Section 02, 1 CEU, \$195
- ISO 9000 Series: Lead Assessors**
Thursdays, April 4 - May 9, 1996, 5:00 - 7:30 pm, 6 Sessions, and Saturdays, April 27 and May 11, 1996, 8:00 - 10:30 am, 2 Sessions, TQM 417, Code 01257, Section 03, 2 CEUs, \$390
- ISO 9000 Series: Lead Assessors**
Thursdays, April 4 - May 9, 1996, 7:30 - 10:00 pm, 6 Sessions, and Saturdays, April 27 and May 11, 1996, 11:00 am - 1:30 pm, 2 Sessions, TQM 417, Code 01259, Section 04, 2 CEUs, \$390
- Hoshin and Strategic Quality Planning**
Wednesdays, May 1 - 22, 1996, 7:00 - 9:30 pm, 4 Sessions, TQM 414, Code 01303, Section 01, 1 CEU, \$195
- Measurement Systems Analysis and Control**
Wednesdays, May 1 - 22, 1996, 4:30 - 7:00 pm, 4 Sessions, TQM 419, Code 01311, Section 01, 1 CEU, \$195
- Design for Manufacturability**
Saturday, May 18, 1996, 8:30 am - 5:30 pm, 1 Session, Plus 1 hour of individual consultation to be arranged, TQM 406, Code 01301, Section 01, 1 CEU, \$195

Schedule Changes

University Continuing Education reserves the right to discontinue, postpone or combine classes and to change instructors. Every effort will be made to accommodate students who are inconvenienced by such changes.

Transcripts

Official transcripts may be requested through San Jose State University, Admissions and Records, One Washington Square, San Jose, CA 95192-0009. Include your full name, Social Security number, date of birth, years of attendance and address where transcripts are to be sent. Send \$4 for the first copy, \$2 for each additional copy. Checks only, please.

Official transcripts are posted in June of each year. An official transcript letter can be provided for program participants free of charge. Write to: San Jose State University Continuing Education, Registration, One Washington Square, San Jose, CA 95192-0135.

Verification of Enrollment

Verification of enrollment is available by calling 408-924-2612.

All information in this brochure is subject to change.

ALL UNIVERSITY CONTINUING EDUCATION CLASSES ARE WHEELCHAIR ACCESSIBLE. IF YOU HAVE OTHER NEEDS REGARDING ACCOMMODATIONS, PLEASE CONTACT THE DISABILITY RESOURCE CENTER. TELEPHONE: 408-924-6000; TDD 408-924-5990; FAX: 408-924-5999.

SAN JOSE STATE UNIVERSITY DOES NOT DISCRIMINATE ON THE BASIS OF RACE, COLOR, RELIGION, NATIONAL ORIGIN, SEX, SEXUAL ORIENTATION, MARITAL STATUS, PREGNANCY, AGE, DISABILITY, DISABLED VETERAN'S OR VIETNAM VETERAN'S STATUS. THIS POLICY APPLIES TO ALL SJSU STUDENT, FACULTY AND STAFF PROGRAMS AND ACTIVITIES. QUESTIONS REGARDING THIS POLICY SHOULD BE DIRECTED TO THE DIRECTOR OF THE OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION, ADMINISTRATION ROOM 112, 408-924-1115.

Statistical Process Control for Service and Business Applications

Designed for persons involved with the service arena, this course covers models of Total Quality Service; strategy for implementing SPC within the organization; statistical review; variation with problem-solving methods; correlation methods using survey and customer report card data; control charts for variable parameters, e.g. Short Run SPC; control chart methods for attributes data, e.g. P, NP and C charts, and economical attribute sampling plans.

There will also be in-depth case studies of SPC within service industries

Customer Based Product and Service Development Using Quality Function Deployment

This course contains the overview of Quality Function Deployment methods and covers: the methods of obtaining customer requirements and needs; affinity and matrix approaches to defining customer requirements; interrelationships analysis and decision trees; integration of the "Voice of the Customer" in service design; and case studies..

Elective Courses

Benchmarking

An elective applicable to both service and product focus areas, this course covers a number of topics, including the importance of external comparisons, definition and role of benchmarking, reverse engineering, competitive benchmarking, process benchmarking and strategic benchmarking, selecting areas for benchmarking, identifying critical success factors and quality enablers, selecting benchmarking partners, data collection and analysis, integrating results into the planning process, managing the benchmarking process, legal and moral issues in benchmarking, overcoming difficulties in implementing benchmarking, and sustaining benchmarking. A number of case studies is also included.

Design for Manufacturability

An elective course primarily for product focused industry, this course covers design for manufacturability versus design for function; design for fundamental; design for manufacturability and quality function deployment; concept analysis and cost estimation; process capability and Taguchi engineering concepts; cross functional teamwork; managing and organizing a design for manufacturability project; and a number of case studies.

Design of Experiments

This course is designed for practicing manufacturing, process, design and quality engineers who routinely design products and processes for production which require proven capabilities. Information taught in the course applies to new product/process development in addition to troubleshooting and optimizing existing processes and products. Materials presented in this course are an integration of classical DOE and statistical methods blended with the best of Dr. Taguchi's engineering concepts in order to present the most widely accepted methods for robust product/process development and optimization currently being practiced.

Empowering Employees Through Training for Customer Service

This course is offered as an elective within the service area. Topics to be reviewed include: defining customer service based on value/cost principles; tying training to service concepts and guarantees; training needs analysis and customer service data collection; using performance gap analysis to identify training needs; writing training objectives and preparing training proposals; designing customer service caselets and role-plays; the four-step method of customer service training; maximizing training transfer with appraisal and reward systems.

Hoshin and Strategic Quality Planning

This course is the capstone course for the certificate program. It covers several topics in depth, including achieving breakthrough thinking; TQM and Hoshin Kanri; shaping the future of your organization; applied strategic planning; defining a vision and formulating a mission; strategic business modeling; identifying control points and check points, refining performance measurements, contingency planning, integrating functional plans, applying and using the seven new quality control tools; affinity diagram; interrelationship digraph; tree diagram; prioritization matrix; matrix analysis; process/decision program chart; activity network diagram/PERT chart. The course concludes with case studies.

Implementation and Management

Implementation and Management provides participants with an understanding of the management components of the improvement process. In addition, the course fits those components into the larger whole of the overall implementation of the initiative. The course is divided into sections focusing on different aspects of the improvement management process. Topics include but are not limited to: Formation and Management of a Steering Team, The Improvement Team Process, The Measurement Process, and Assessment and Evaluation of the Improvement Initiative.

ISO 9000 Series: Internal Auditing

Requirements for internal auditors within the ISO 9000 application area are covered in depth. The course includes information on how to prepare an audit plan and how auditors need to develop and implement both goals and objectives to meet established ISO criteria.

ISO 9000 Series: Lead Assessors

Designed for people who will lead audit teams in their company, this course details aspects of presentation for both the opening and closing sessions to senior management. There will be extensive preparation and review of non-conformities and presentation of audit findings.

ISO 9000 Series: Quality Standards and Implementation

This first course in the ISO 9000 Series focuses on:

- Implementation
- Impact of the European Community
- Definition and impact of ISO 9000
- Analysis of the ISO 9000 certification
- Quality system for ISO certification
- Methods to implement a quality system
- Internal audit
- Overview of costs and logistics
- ISO assessor requirements
- Self audit procedures

Sample agenda will be developed for presentation to management.

There will be case studies.

ISO 9000 Series: TQM Software Application

This is designed for software engineers, software quality assurance engineers, and engineering managers who wish to apply TQM principles in a software engineering environment. This course includes an overview of the ISO 9000-3 software standard, the motivation for adopting a software TQM system, a software TQM model, the organization required for software process improvement, Deming principles applied to software engineering, and the use of the Software Engineering Institute (SEI) Capability Maturity Model (CMM).

CEO Executive Series

CEO Executive Series: ISO 9000 Projections and Responsibilities for Management

There are 10 key market questions which top CEOs and executives must be able to answer to provide the optimum in leadership for their companies, including issues of ISO registration and competitiveness, market requirements, minimum customer acceptance criteria, ISO 9000 registration by competitors, scoping the costs, critical information, customer demands for ISO 9000, registering agencies' audits, customer site surveys, and European Content issues. This class presents ISO 9000 concepts, practices, and key case studies to top management in explicit business terms so that necessary support structures for successful implementation of ISO 9000 standards will be authored at the very highest level within each company. Individual company/industry concerns will be specifically addressed.

CEO Executive Series: Leadership for the New Economic Age

Running a business today is a markedly different challenge from what it was a decade ago. Management skills which used to serve us well have lost their edge, and, indeed, many are no longer appropriate. Executives are mandated to search for ways to regain former positions of advantage. This seminar provides executives with explicit guidance for this new leadership paradigm. The course starts with an examination of symptoms and problems facing top executives today, identifying underlying causes and crystallizing the essential transformations necessary to change current styles of management. Participants work at a level which far preceded the selection of methods, techniques and tools. Come prepared to listen, to read, to be challenged and questioned, and to network with other top executives to bring underlying assumptions out in the open for critical scrutiny and optimum improvement.

Television Education Network (TEN)

The Television Education Network, TEN, is a technology-based university outreach program. It has the capacity to broadcast four separate channels simultaneously, in color, with a one-way video and two-way audio return system. Special but inexpensive equipment is required at each receive site to convert the microwave signals so that classes may be viewed on standard television monitors. The return audio system makes it possible for participants off campus to ask questions of the professor on campus, add comments and interact in real time with the other participants. This system covers an area of more than 6000 square miles and has been in operation since 1985.

At present, TEN has receive sites in 24 business and industry locations, 5 community colleges, the Santa Clara County Office of Education (connected to 250 K-12 school and the San Mateo County Office of Education), the Santa Cruz County Office of Education and the Monterey County Office of Education—all combined into a powerful education/training network. It is possible to use this network to disseminate live programs from a four camera studio classroom throughout Santa Clara Valley and beyond. Participants at numerous industries and campuses can become part of a live, interactive learning experience. TEN is strongly committed to use this communication technology in support of the community it serves.

Other Programs Via TEN

Total Quality Management

The TQM Certificate Program is in its fourth year of service to the industrial and business communities. Participants come from over 150 local companies and from as far away as Texas and Boston. There are 27 TQM classes, including the new CEO Executive Series.

Brown Bag Wellness Series

The Brown Bag Wellness program is a series of 45 minute programs offered via TEN in collaboration with the San Jose Medical Group to address health concerns and interests of the industrial community within each receive site company. Highly qualified doctors, nurses and consultants will be featured.

Degree Credit Courses

SJSU/TEN offers degree credit courses in Business, Education, Liberal Studies, Science and Social Science. Between 25 and 30 courses are available each semester. Admission to the university is not required to enroll in these academic classes. You may register through Open University. Call 408-924-2630 for a free schedule.

For information regarding SJSU upper division and graduate level academic classes available via TEN, please call 408-924-2636. For information on the certificate programs or the Brown Bag Wellness series, please call 408-924-2612.

SJSU Classroom Locations

On-campus classes meet in the Instructional Resources Center, Rooms 302, 306 and 308.

Park in the Seventh Street garage; \$2.00 daily fee.

TEN Receive Sites

CSU Monterey Bay

Fort Ord
100 Campus Center, Seaside
408-393-3518

Cabrillo College

Forum Building, Room 455
6500 Soquel Drive, Aptos
408-479-6221
Site fee charged

Gavilan College

Learning Center, Room L-115
5055 Santa Teresa Blvd., Gilroy
408-848-4732
Site fee charged

Monterey Peninsula College

International Center, Room 207
980 Fremont, Monterey
408-646-4187

Newark Ohlone College Center

Library
35753 Cedar Blvd., Newark
510-796-1864

Accurate Metals, *San Jose*
ACUSON, *Mountain View*
ASAT, *Palo Alto*
Ball Screws and Actuators Company, *San Jose*
Cirrus Logic, Inc., *Fremont*
Condor Systems, *San Jose*
Conner Peripherals, *San Jose*
HMT Technology, *Fremont*
Holiday Inn, *Milpitas*
IBM, *San Jose*
IDT, *Salinas*
Kaiser Permanente Medical Center, *Santa Clara*
KOBÉ Precision, *Hayward*
LSI Logic, *Milpitas*
Mission College, *Santa Clara*
Monterey County Office of Education, *Salinas*
Monterey Water Pollution Control, *Marina and Monterey*
SJSU Monterey County Center, *Salinas*
Santa Clara County Office of Education, *San Jose*
Seagate Magnetics, *Fremont*
Silicon Valley Group, *San Jose*
Slautterback Corp., *Sand City*
Sun Microsystems, *Milpitas*
SYVA, *San Jose*
United Technologies, *San Jose*
VLSI Technology, Inc., *San Jose*
Wiltron Electronics, *Morgan Hill*

Some sites have restricted use. Call 408-924-2612 for details.

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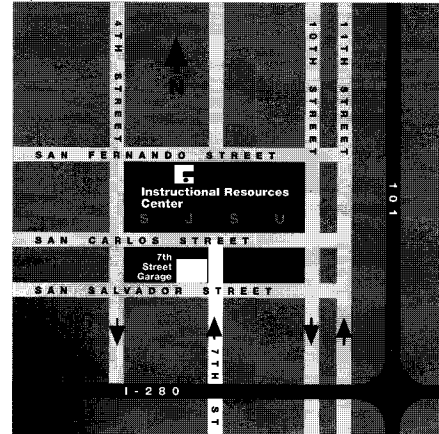
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Facility Information

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