



# STRATEGIC & QUALITY MANAGEMENT

## General data

Course code:	Strategic & Quality Management
ECTS credits:	9
Type of the course:	B1
Semester:	Autumn
Course restrictions:	-
Course leader (with availabilities):	<i>Dr. Roland Schmuck (schmuck.roland@ktk.pte.hu)</i>
Further lecturer(s) (with availabilities):	-

## 1. Description and aims

Globalization, extended European international cooperation, spreading international joint ventures, development of multinational firms in Hungary, and international challenges require new knowledge of corporate planning and strategic management. Strategic management is the science of strategic planning and implementation in turbulent, hardly predictable external conditions. It contains the topics of strategic analysis, strategy creation, implementation, and evaluation of the external and internal environment from a practice-oriented point of view.

The aim of the quality management part of this course is to show the general quality theories, tools, and methods of quality management in a globalized corporate environment. Quality management is a management philosophy in which the quality approach is used throughout the entire organization. By operating a well-planned and organized quality management system, the overall goal is to improve quality, both in terms of the organization's processes and its products and services.

The Strategic & Quality Management course prepares the students for the practical application of both strategic and quality management theories with the help of strategic simulation and planning simulation games.

## 2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

1. Understand strategic management and quality management theories. (PILO 1, PILO 2)
2. Use strategic management concepts, quality management tools and methods. (PILO 3, PILO 4)
3. Have a complex view of strategic management and quality management. (PILO 2)
4. Plan a strategy by analyzing the external and internal environment. (PILO 4, 5)
5. Solve quality problems in a critical and analytical way and is able to propose solutions to them. (PILO 4)
6. Make strategic decisions by understanding the possible risks and consequences. (PILO 5)
7. Analyze and develop company operations based on the principles of quality management. (PILO6)

*(The remarks in brackets express each CILO's connection to the Program Intended Learning Outcomes (PILOs).)*



### 3. Content, schedule

1. Introduction, requirements, group making.  
Introduction to the Strategic Management Game.  
Strategic Management Game (SMG) Test periods.
2. SMG Test periods.
3. Differing Perspectives on Quality (Foster book Chapter 1).  
SMG Test periods.
4. Pécs-Pogány Airport Field Visit. (We will meet at the Airport. More details will be announced in week 3.)
5. Quality Theory (Foster book Chapter 2).  
Deming's Red Bead Game.  
SMG Test periods and finishing the test game.
6. Global Supply Chain Quality (Foster book Chapter 3).  
Starting the SMG Competition 1 game. SMG Competition 1 game periods.
7. Strategic Quality Planning (Foster book Chapter 4).  
SMG Competition 1 game periods.
8. Promis planning game: introduction and planning of a quality-centered product development project.  
SMG Competition 1 game periods and ending the Competition 1 game.
9. Autumn Holiday (29th October 2025) – No lesson.
10. Promis planning game: realization of a quality-centered product development project.
11. Quality and Innovation in Product and Process Design (Foster book Chapter 7).  
Starting the SMG Competition 2 game. SMG Competition 2 game periods.
12. Reading week (19 November 2025) – No lesson.
13. Designing Quality Services (Foster book Chapter 8).  
SMG Competition 2 game periods.
14. Managing Supplier Quality in the Supply Chain (Foster book Chapter 9).  
SMG Competition 2 game periods and finishing the Competition 2 game. Closing the course and announcing the coursework evaluation points.

(The schedule is tentative and subject to change.)

### 4. Learning and teaching strategy, methodology

#### *Principal teaching methodologies:*

Lectures about theories in strategic management and quality management and their implementation at real-world organizations.

Simulation game gives the opportunity of analyzing and discussing strategic management principles in practice, and allows the students to make strategic decisions under pressure.

Planning game introduces the students to the importance of real-world planning, using the principles of strategic management and quality management, and considering functional areas of the organization and quality issues in the planning process.



## 5. Assessment

*Formative assessment elements:* None.

*Summative assessment elements:*

<b>Individual Assessment</b>	40 %	<b>Group Assessment</b>	60 %
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Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CILOs
Strategic simulation game – SMG Competition 1	25%	group coursework	Please see the details below this table.	No	No	1, 2, 3, 4, 6
Strategic simulation game – SMG Competition 2	25%	group coursework	Please see the details below this table.	No	No	1, 2, 3, 4, 6
Planning game (Promis)	10%	group coursework	Please see the details below this table.	No	No	5, 6
Final exam	40%	individual written exam	Electronic exam with open questions.	Yes	Yes	1, 3, 7

\* Req.: Completion of the element is required to pass the course, irrespective of the performance in other elements.

### Evaluation of the strategic simulation game (50%):

The strategic simulation game is played in student groups. All group members receive the same amount of points.

Test mode: this is for training only, so no points are given for this. This session is for a better understanding of the game before the competition mode. It will be played in the early weeks of the semester. Active participation is needed from all students. You can test the game and the decisions here without any consequences.

Competition mode: two competition games will be played, in which max. 2\*25% can be received based on the actual performance in the simulation game. For each competition mode game, the points are calculated by the following formula using the cumulated points found in the evaluation part of the report: The first four teams get 25 points. Fifth and more positions:  $(\text{your points})/(\text{fourth team's points}) \times 25$ . If the student actively participates in the game they will get at least a minimum of 13 points/game, even if the formula above gives a lower result.

### Evaluation of the planning game (10%):

This is a management simulation game, where you have to plan and virtually implement a new product development project using a quality management view. The game should be played in teams. You have the plan of the project and have to implement it digitally in the simulation. The game is available at:

<https://promis.econ.muni.cz>

You will get your username and password during the semester.

Evaluation will be based on planning and implementation:

- Planning is done correctly: 4%
- Implementation done: 2%
- Quality of the implementation (implementation within the time limit, good profit outcome, etc): 4%

More information will be announced at the start of the simulation. We will play this simulation for two weeks. During these weeks we will have a consultation about the game.



### Final exam (40%):

Individual final exam in the final exam period. Final exam needs to be filled in electronically. Questions are open questions that show that students understand the theories and they can give real-world examples to them. Final exam questions are based on the quality management lectures and the Foster (2017) book Chapters 1-4 & 7-9.

### The course takes the following positions from the positions included in Section 5.1 of the Guidelines for the Use of Artificial Intelligence:

Position 2: Limited permitted use of AI tools. This means that generative AI tools can be used in a predefined way to prepare and solve assignments in the following way:

- Simulation games (SMG and Promis): AI tools are allowed to be used in the simulation games.
- Promis reports: AI tools are not allowed to be used to generate the text of the Promis simulation game reports. However, they can be used for language and grammar checking.
- Final exam: The use of AI is strictly prohibited in the final exam.

## 6. Learning materials

### • Essential

Foster, S. Thomas (2022). *Managing Quality: Integrating the Supply Chain*. Seventh Edition, Pearson (Sixth Edition, 2017 is also appropriate)

Schmuck, Roland: *Strategic Management Game Player's Guide* (distributed electronically through the Moodle system)

### • Recommended

Aljazzazen, Sahoum & Schmuck, Roland (2022). *Critical Success Factors for Successful Lean Six Sigma Implementation in the Service Organizations*. *Quality: Access to Success* 23: 76-85.

Collis, David (2021). *Why So Many Strategies Fail?* *Harvard Business Review*

Ellis, John & Williams, David (1995). *International Business Strategy*. Pitman Publ., London, ISBN 0-273-60712-X (US version can be used as well)

FitzRoy, Peter; Hulbert, James M. & O'Shannassy, Timothy (2016). *Strategic Management: The Challenge of Creating Value*, 3rd Edition, Routledge

Gans, Joshua (2020). *To Disrupt or Not to Disrupt?* *MIT Sloan Management Review*, 2020

Johnson, Gerry; Whittington, Richard & Scholer, Kevan (2012): *Fundamentals of Strategy*. 2nd Edition, Pearson

Meissner, Philip & Wulf, Torsten (2020). *The Hidden Values Driving Strategy*, *MIT Sloan Management Review*

Mintzberg, Henry (1987). *The Strategy Concept I.: Five Ps for Strategy*. *California Management Review*

Peterman, John (1999). *The Rise and Fall of the J. Peterman Company*, *Harvard Business Review*, September 1999

Porter, Michael (1996). *What is Strategy*. *Harvard Business Review*, November-December 1996

Porter, Michael (2008). *The Five Competitive Forces That Shape Strategy*. *Harvard Business Review*, January 2008

Porter, Michael E.; Kim, W. Chan & Mauborgne, Renee (2011). *HBR's 10 Must Reads on Strategy*. *Harvard Business Review*, February 2011



Porter, Michael (2012). The Looming Challenge to U.S. Competitiveness. Harvard Business Review, March 2012, 55-62

Schmuck, Roland (2021). Global Supply Chain Quality Integration Strategies and the Case of the Boeing 787 Dreamliner Development. Procedia Manufacturing 54: 88-94.

Wheelen, Thomas L.; Hunger, J. David (2012). Concepts in Strategic Management and Business Policy. Toward Global Sustainability. 13th Edition, Pearson

## 7. Further information

<b>International</b> aspects embedded with the course
The course has an international view in general, including the internationalization process and the quality management in a global supply chain. Practical examples during the lectures are taken from all over the world. The strategic management simulation game simulates a multinational company.
<b>Ethics, Responsibility &amp; Sustainability (ERS)</b> aspects embedded with the course
The planning game includes ethical decisions. Strategic management copes with sustainable organizational strategies. The theories in quality management include responsibility issues.
<b>Connections to the world of practice</b> of the course
The management simulation game and the planning game is about implementing the theories in practice. Real-world examples and cases are shown during the lectures.