Universidad de Navarra

Quality Management
Guía docente 2026-27

PRESENTATION

Course description

The goal of the course is to help students develop the capabilities they need to improve everything in a company. Correctly identify problems, their causes and solutions are key in this task. To this end, Quality Management and Continuous Improvement are fundamental tools and tasks in business management.

In class we will address different points of view, but we will focus on Quality and Continuous Improvement as a transversal tool for strategic thinking: seeing the customer as a key stakeholder and implementing a policy of continuous improvement in the company.

We will discuss why Total Quality Management (TQM) organizations have sustainable competitive advantages and what their main drivers are.

The course also covers the learning of quality and continuous improvement tools.

The syllabus includes continuous improvement methods for the three levels of quality: products /services, processes and systems. Techniques such as Lean, Kaizen, Quality Function Deployment, Ishikawa Diagram, Five Why's, 5-S and others will also be applied.

No specific prior training is required to follow the course, but intense work and participation is expected from the student.

- **Type**: Elective
- **ECTS**: 6
- **Module**: 7 Elective courses
- **Subject**: 7.1 General Electives
- **Course and Semester**: 2026-2027 September-December
- **Language**: English
- **Title**: Quality Management
- **Class hours**: 10:00-11:30
- **Classrooms**:
  - Mondays in Classroom 06, Ground floor (0), Amigos Building
  - Thursday in Classroom 11, Ground floor (0), Amigos building
- Professor: Ricardo Mateo Dueñas
- e-mail: rmateo@unav.es

LEARNING OUTCOMES (Competencies)

Basic Competencies (Management and Economics)

BC2. Students should be able to apply their knowledge to their job or vocation in a professional way. They should be able to prove their general competencies by developing and defending arguments and solving problems within their subject area.

General Competencies (Management and Economics)

GC5. Developing the capacity for independent critical thought on matters relevant to economics and business.

Specific Competencies for Elective Subjects (Economics)

SC06. Acquiring and improving understanding of the practical aspects of business, including start-up, administration and evaluation.

SC07. Acquiring a deeper understanding of and sharpening skills in fields of study particular to business activities, such as accounting, finance, project management and quality control.

Specific Competencies for Elective Subjects (Management)

SC10. Developing a more sophisticated understanding of business in theory and practice in areas such as Administration and decision making.

SC11. Developing a more sophisticated understanding of basic tools for the planning, programming and control that make business activity possible.

Learning Results

Exercises carried out in class: the students will learn to develop and manage tools related to Total Quality Management.

Exam: the students will be able to demonstrate the domain of concepts and problems related to Total Quality Management.

PROGRAM

Chapter 1: Introduction to Quality Management

Chapter 2: Tasks in quality management

Chapter 3: Quality in products and services

Chapter 4: Quality in Processes

Chapter 5: Quality in systems

Chapter 6: Basic tools Q7 and M7

Chapter 7: Advanced tools for planning, control and quality improvement

Chapter 8: Design of quality systems and continuous improvement

Chapter 9: Quality and Continuous Improvement in New Product and Service Launchings

Chapter 10: Quality strategy and continuous improvement

EDUCATIONAL ACTIVITIES

1. Classroom lectures: 60 hours.

Students are expected to actively participate in class.

2. Other activities: 90 hours.

2.1. Ongoing individual work: 30 hours.

It is strongly recommended to study the classroom lectures, read the provided documents and prepare the case studies and exercises.

2.2. Team project: 30 hours.

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Students will analyze in depth and present in class a Quality Management Project, linking root cause analysis and complex problems.

Each team will submit duringf the semester a written report and a PowerPoint slide deck, and will present their work in front of the rest of the class.

2.3. Final exam preparation: 30 hours.

Preparation for the final exam should not be left to the last minute. A two-hour-week dedication should be enough for studying the course main concepts and their application.

The 2 hour final exam will include multiple choice questions from the course syllabus, and a Case Study.

ASSESMENT

Ordinary (Dec.) Calls

The Quality Management final grade will be calculated as follows:

- Weekly assignments and exercises: 30% of course grade
- Team Project: 30% of course grade.
- Final exam: 40% of course grade.
- The exam will consist of a multiple choice questions on any of the topics from the syllabus (1h. Close book. 50% of exam mark), and the resolution of a short case study (1h. Open book-paper materials only, 50% of exam mark).

Extrordinary (Jun.) Calls

- Final Exam: 100%
- The final exam will consist of a few short essay questions on any of the topics from the syllabus (1h. Close book. 50% of exam mark), and the resolution of a short case study (1h. Open book. 50% of exam mark).

OFFICE HOURS

Dr. Ricardo Mateo Dueñas.....(rmateo@unav.es)

- Ofice 4080 Amigos Building. Fourth Floor
- Hours: Wednesday 12:00

BOOK REFERENCES

Course Book

- *Teoría y Práctica de la Calidad, Sanguesa, M., Mateo R., Ilzarbe L., Paraninfo, 2019* *Localízalo en la Biblioteca*
- *Quality Management for Organizational Excellence: Introduction to Total Quality*. D. L. Goetsch & S. Davis. Pearson International 7th Ed. (2013 paperback) or 8th Ed. (2015 hardcover) Find it in the Library

Other QM References

- *Juran`s Quality Handbook: The Complete Guide to Performance Excellence*. J.A. Defeo. McGraw Hill Education 7th. Ed. 2016 Find it in the Library

- *Total Quality Management. Course Notebook.* Rai Technology University. Bangalore
- *The Lean Six Sigma Pocket Toolbook.* M.L. George et al. McGraw-Hill 2005
- *ISO 9000:2005 & ISO 9001:2015 Standards*
- *EFQM Excellence Model 2020*
- *Effective FMEAs: Achieving Safe, Reliable, and Economical Products and Processes using Failure Mode and Effects Analysis.* C.S. Carlson. John Wiley & Sons 2012 Find it in the Library

Related Topics

- *Start With Why: How Great Leaders Inspire Everyone to Take Action*. S. Sinek. Penguin 2011 Find it in the Library
- *Good to great*. J. Collins. HarperCollins 2001 Find it in the Library
- *The Servant. A simple story about the true essence of Leadership*. J.C. Hunter. Crown Business 2008 Find it in the Library
- *The Case Study Handbook.* HBR Press 2007 Find it in the Library