



Erasmus+ Incoming Mobility Sessions

- **Total Quality Management (TQM)**
- **University Management Models**

Dr. Iman Rabah
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Hosted by the OUC Programmes of Study: MA in "Educational Leadership and Policy" & MSc in "Management, Technology and Quality"

Instructor and short bio

Dr. Iman Rabah's administrative and academic career in higher education spans over twelve years in the registrar, faculty coordination in University of Wollongong in Dubai (UOWD), and then as a faculty member in the American University in Dubai (AUD) and the University of Wolverhampton in Dubai. Her main teaching experience is in Business Research, Business Statistics, Research Methods, Quality Management, Cross-Cultural Management, Leadership, Strategic Management, Educational Management, and Change Management at the undergraduate and postgraduate levels. Dr. Rabah is the Dean of Quality Assurance at the Faculty of International School of Business at the Modern University for Business and Science (MUBS) in Lebanon, handling accreditation and institutional effectiveness.

Besides pedagogical research at the higher education level including curriculum design and critical thinking, Dr. Rabah's area of research is in quality management and leadership models using qualitative and/or quantitative research methods.

University bio: <https://www.mubs.edu.lb/research/research-faculty-members/6927.aspx>

Contents of the Teaching Programme

- **Lecture 1: Total Quality Management (TQM): The Concept of Quality and Challenges within the Total Quality Management Model.**
[ONLINE]
Tuesday, April 16, 2024 | 19:00 – 20:30 (GMT+2)

The purpose of this lecture is to highlight the main pillars of TQM including customers, leadership, teamwork, empowerment, corporate culture, strategies objectives, and continuous improvement. The invited lecturer will trace back the history of TQM focusing on the founders of the concept of quality and its development from quality control to quality assurance, and then total quality management. During this lecture, quality awards provided in different countries of the world will be discussed including their impact on public organizations and different industries in the private sector. The focus is about the challenges that faced the success of TQM in different industries such as:

- Conducting proper training
- Practicing effective communication
- Integrating cross-functional integrations
- Setting appropriate key performance indicator or relevant metrics
- Appreciating employees and creating pride
- Establishing clear standards
- Celebrating success and promoting incentives
- Using change management models
- Understanding the cultural context of the organization

Live streaming link: <https://tinyurl.com/57tdt9a9>

- **Lecture 2: The Implementation of the Total Quality Management (TQM) Model in Higher Education and its Possible Success at the Primary and Secondary Education Level.**
[HYBRID]
Wednesday, April 17, 2024 | 18:30 – 20:00 (GMT+2)

The event will be held in collaboration with the [Cyprus Association of Educational Leadership](#).

The purpose of this hybrid lecture is to highlight the modified business models used in higher, secondary, and primary education. The focus is on a modified Total Quality Management (TQM) model that does not damage the scholarly values of higher education and which enhances professional autonomy, including academic freedom and academic quality in teaching and research. The issues caused by TQM as a form of new public management should be taken into consideration, including overload in teaching, administrative tasks, faculty turnover and the reasons behind this along with the quality of teaching and research. Inapplicable TQM concepts should be modified based on traditional university management models to fit the higher educational context, taking into account higher education leadership and the cross-cultural context that universities operate in.

Total Quality Management (TQM) practices are well established in higher education. However, their application in primary and secondary schools is less well established. The discussion will include different applications of TQM in primary and secondary schools. The majority of schools used certain principles of TQM but did not follow a holistic approach. The adoption of TQM in schools improved learning outcomes, empowered personnel, and promoted a culture of continuous improvement. The obstacles encountered were mainly related to mentality or culture. Several case studies will be examined and described providing insight into the effect of TQM practices on school environments. This will allow practitioners to gain in-depth knowledge about the impact of school TQM practices. The discussion will further propose key dimensions that require consideration for successful TQM implementation and offer useful information to school stakeholders, and potentially policymakers.

Location: Main OUC Building, 33 Yiannou Kranidioti Avenue, 2220 Latsia, Nicosia

Live streaming link: <https://bit.ly/3qc8ITL>

- **Lecture 3: Debatable concepts within TQM: Critical Analysis of the Implementation of TQM in Different Sectors.**
[ONLINE]
Thursday, April 18, 2024 | 19:00 – 20:30 (GMT+2)

The purpose of this lecture is to review TQM success as well as failure and attempts of modifications to fit the context of different industries. The focus is to try answering the main questions about debatable concepts within TQM such as:

- How should employees' evaluations or appraisals take place?
- Should all employees have specific MBOs? Should it be annual, semiannual, etc.
- Are quality circles effective at all levels?
- Do documentation and continuous reporting facilitate or hinder quality?
- Should all procedures and detailed processes be documented?

- Who should document them? Quality managers? Employees themselves? Employees' managers?

Live streaming link: <https://tinyurl.com/57tdt9a9>

- **Lecture 4: University Management Models: The Balance between Total Quality Management and Traditional Higher Education Management Systems including Collegiality and Professional Autonomy.**
[ONLINE]
Friday, April 19, 2024 | (16:00 – 17:30) (GMT+2)

The purpose of this lecture is to highlight the modified business models used in universities to fit the higher education context. The focus is on a modified Total Quality Management (TQM) model that does not damage the scholarly values of higher education and which enhances professional autonomy, including academic freedom and academic quality in teaching and research. The issues caused by TQM as a form of new public management should be taken into consideration, including overload in teaching, administrative tasks, faculty turnover and the reasons behind this along with the quality of teaching and research. Inapplicable TQM concepts should be modified based on traditional university management models to fit the higher educational context, taking into account higher education leadership and the cross-cultural context that universities operate in.

Live streaming link: <https://tinyurl.com/4562yphr>

Topics

- Total Quality Management Model
- Managerialism into University Administration
- Debatable concepts within TQM
- University Management Models

Teaching/learning method(s)

Several teaching techniques and methods will be used to effectively facilitate the learning process of this series of lectures. These methods will include hybrid and/or online live interactive sessions, group discussions, short quizzes.

Language of instruction

English.

Other

Attendance and completion certificates will be available to all participants.

Registration link: <https://forms.office.com/e/GzHhXnweb7>