



MASTER OF SCIENCE IN QUALITY SYSTEMS MANAGEMENT

The Master of Science in Quality Systems Management with Juran Global Lean Six Sigma Blackbelt is designed for individuals who seek a team-driven, results-oriented management program and believe that a management focus in quality and organizational performance is a competitive career advantage. Students are typically experienced, working adults from both the Corporate and Department of Defense Environments.

Employers hire, promote, and recruit NGS graduates because of their extraordinary practice-based knowledge and their proven ability to achieve accelerated, tangible results. NGS is the nation's only accredited school of business that requires demonstrated results as a graduation prerequisite.

The Master's program follows a 1-2-3 progression:

- 1** Active involvement by individual attendees, teams, and senior management in a Master's Business Project (MBP) leading to tangible improvements for an organization. Students work on their MBP in parallel to their courses.
- 2** A 12 month, 36 credit management curriculum with learnings applied to the MBP.
- 3** A results report-out by teams which verifies tangible savings.

The Master's Degree is typically completed in 12 months. Students have full-time status, yet remain at their workplace. Classes occur only outside of traditional business hours and the Master's Project is related directly to the student's current work or is aimed at a management area to which the student is transitioning. NGS students who successfully meet their MSQSM degree program requirements are now eligible to receive their Lean Six Sigma Black Belt certification from [Juran Global](#) for no extra charge.

The administration and faculty welcome and are accustomed to students whose work or public sector responsibilities require flexibility. Students begin their studies in cohort groups at any time that there is sufficient enrollment and continue straight through to degree completion. The School is noted for its iron-clad guarantee that a program, once launched will provide students with the courses they need to complete their degrees without interruption.

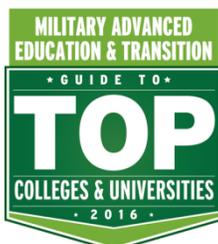
The National Graduate School is accredited by the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges, Inc. (NEASC)

Certified to operate by the State Council of Higher Education for Virginia (SCHEV).

The MSQSM curriculum consists of a 12 month, 12 course, 36 credit, 3 semester program designed as an "integrated storyboard" developed after extensive consultation with diverse focus groups of prospective employers, organizational leaders and quality practitioners. A distinguishing feature of the program is the substitution of a team-based, work-related, project of significant result (the master's business project or MBP) which replaces the conventional master's thesis. In order for a student to graduate, the projects' supervisor or "champion" must validate and formally attest to The School that results have been achieved. In the tradition akin to a traditional oral defense of a thesis, students publicly defend their results before an audience of faculty and invited experts. In the contemporary manner of programs for experienced, working adult professionals, The School emphasizes and monitors student study teams which routinely spend at least as much time outside of class as they do in class. In addition, each student is expected to spend approximately 400 out-of-class hours on the project and will be monitored by designated faculty academic advisors.

The program is offered only in cohort group format. **The purpose of the MSQSM is:**

- To provide students, particularly working adults and other non-traditional students, with a business- related graduate education that will empower them to make rapid contributions to private, public and military sector organizations;
- To engage students in a rigorous, exciting, challenging, theoretical and practical learning experience in a specialized curriculum that is uniquely centered in both management sciences and quality systems, predicated on a teamwork approach, and incorporating a business project that requires measurable results;
- To maintain highly qualified faculty who possess quality-related work experience as well as appropriate educational credentials;
- To provide students with the resources needed to interact with others clearly and effectively;
- To impart and demonstrate to students the aligned relationship of a management quality systems theme to ethical behavior;
- To subject the body of knowledge known as quality systems management to a process of continuous improvement derived from the application of that knowledge in the workplace and responses to research in the field.



FOR MORE INFORMATION

Contact the Enrollment Management department by phone at 800.838.2580 ext. 505, by email at info@ngs.edu, or via our website at www.ngs.edu.

For information on financial aid, contact financialaid@ngs.edu

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COURSE DESCRIPTIONS

EDU 501: Best Practices for Master's Education

This course will provide students with an overview of The National Graduate School's (NGS) instructional approach for the Masters in Quality Systems Management degree, as well as provide the students with an overview of the fundamental quality concepts and tools that comprise the Quality Systems Management body of knowledge. The QSM degree requires students to competently apply their learning to a work-related project. This work-related project is termed "Masters Business Project" (MBP). During this course students will learn about the process of selecting and successfully completing a MBP. (3 credits)

QSM 550: Master's Business Project I

The NGS Master of Science Program graduates distinguish themselves through their ability to translate theory into practice, and knowledge into action. Students identify a process to be improved for their Master's Business Project. Specific projects are defined and the faculty approves their Master's Business Project. The faculty guides the project through the stages of definition, commitment from the sponsoring organizations, and project planning. (3 credits)

QSM 548: Project Management

This course will examine "traditional" project management and the current body of knowledge. It will provide alternative approaches, principles and simple tools to help design and manage projects/programs effectively. The course will cover concepts of project planning, decision making, complexity, schedule and cost estimation, uncertainty and risk management, resource management, metrics, project reviews, and competency alignment. The knowledge and skills learned are applied directly to each team's Master's Business Project. (3 credits)

QSM 570: Performance Based Management

The course will focus on providing students with an understanding of performance measures and performance measurement systems, with an emphasis on practical application to the Master's Business Projects (MBPs). Students will learn about the Theory of Variation and its impact on organizational and process performance. Students will build on the project identification work done in the previous courses. (3 credits)

QSM 581: A Systems Approach to Strategic Planning

NGS students should be familiar with the value that strategic planning brings to an organization, as well as the concepts and approaches associated with conducting strategic planning activities. This course will cover the various organizational roles relating to strategic planning that NGS graduates may encounter in the workplace. Strategic Planning requires an understanding of systems thinking to assess an organization's current state and to develop the roadmap to its desired future state. This course will cover fundamentals of systems thinking. (3 credits)

EDU 638: Master's Business Development I

This course is especially designed for the context of the NGS Masters of Science program, which proceeds at an accelerated pace. Faculty will provide mentoring and guidance related to their business projects. Students will collaborate with faculty to assess overall progress to date, add additional content to the MBP, and develop a project management plan for the completion of the Master's Business Project. The focus of the MBP during this course is on the Measure and Analyze phases of DMAIC Methodology. (3 credits)

QSM 558: Benchmarking

This Course examines the process of conducting benchmarking research and translating it into business process improvements. QSM 558 places emphasis on the application of benchmarking strategies, including both secondary and primary benchmarking. Principles, techniques, and data collection methodologies to address actual business issues and opportunities are also presented and put into practical application. Individual study, team applications, and classroom activities will be balanced during the course.. (3 credits)

QSM 562: Master's Business Project II

The Project Faculty Lead guides the student teams through the verification and stability of their process improvement (MBP) projects. Students will demonstrate how they incorporate all of the academic disciplines learned in the program into their Master's Business Projects. Early in the course, the MBP Charter will be signed and intensive work on the MBPs will continue. (3 credits)

QSM 572: Financial Systems and Lean Accounting

This course develops the senior level management skills necessary to build a business-wide system for pragmatic financial planning and sophisticated cost analyses. The course measures students' understanding of the elements of that system by gauging their ability to achieve tangible financial results at sponsoring organizations. Among topics discussed are Cost Categorization, Cost Driver Analysis, Supplier Evaluation and Activity Based Costing. There is continued emphasis on the immediate application of the knowledge tools learned in this particular course to the comprehensive Master's Business Project. (3 credits)

QSM 543: Business Process Analysis

This course is designed to enhance the analysis of a business process through a systematic approach to identify and eliminate waste in the workplace. The main focus of this course is to learn how to continuously improve a process by focusing on the flow of work (products and services) in the pursuit of perfection. The course will teach students to identify obstacles to faster processes, create improvement strategies, and implement those strategies in the workplace. Lean Thinking, Value Stream Mapping, and the Toyota Production system are reviewed in detail. (3 credits)

QSM 639: Supply Chain Management

This course introduces Supply Chain Management (SCM) practices within the context of systems and process thinking, and places emphasis on planning strategies that help organizations optimize material, information, and workflow, including "the Lean Supply Chain." Topics include the Supply Chain (SC) Fundamentals, Supply Chain Operations Reference (SCOR®) Model, Strategic SCM initiatives, SC Integration, SC Maturity and Networks, and Best Practices that characterize best in class companies. (3 credits)

QSM 566: Master's Business Project III

The Project Faculty Lead guides the student teams through the verification and stability of their process improvement (MBP) projects. MPB III is a project milestone for students to receive consultation and feedback regarding the progress, direction and status of their projects. This progress monitoring point for the Project Faculty Lead ensures that students have understood and integrated the knowledge gained during their program into the MBPs and have achieved tangible financial results supported by statistical and financial analyses at their employer or sponsor. (3 credits)