TQM: Total Quality Management

- Total quality management is an enhancement to the traditional way of doing business;
- Three words may be analyzed as follows:
  - **Total:** made up of the whole;
  - **Quality:** degree of excellence a product or service provides;
  - **Management:** Act or manner of handling, controlling and directing.

  Therefore, TQM is the art of managing the entire organization to achieve excellence.

QUALITY DEFINITION AS PER ISO 9000 STANDARD

- Quality has nine different dimensions. These dimensions are somewhat independent, therefore a product can be excellent in one dimension and average or poor in another.
- Very few products can be excellent in all nine dimensions. Therefore, quality products can be determined by using a few of the dimensions of the quality.

THE DIMENSIONS OF QUALITY

Dimension	Meaning and Example
Performance	Primary product characteristics, such as brightness of the picture;
Features	Secondary characteristics, added features, such as remote control;
Conformance	Meeting specifications or industry standards, workmanship;
Reliability	Consistency of performance over time, average time for the unit to fail
Durability	Useful life, includes repair;

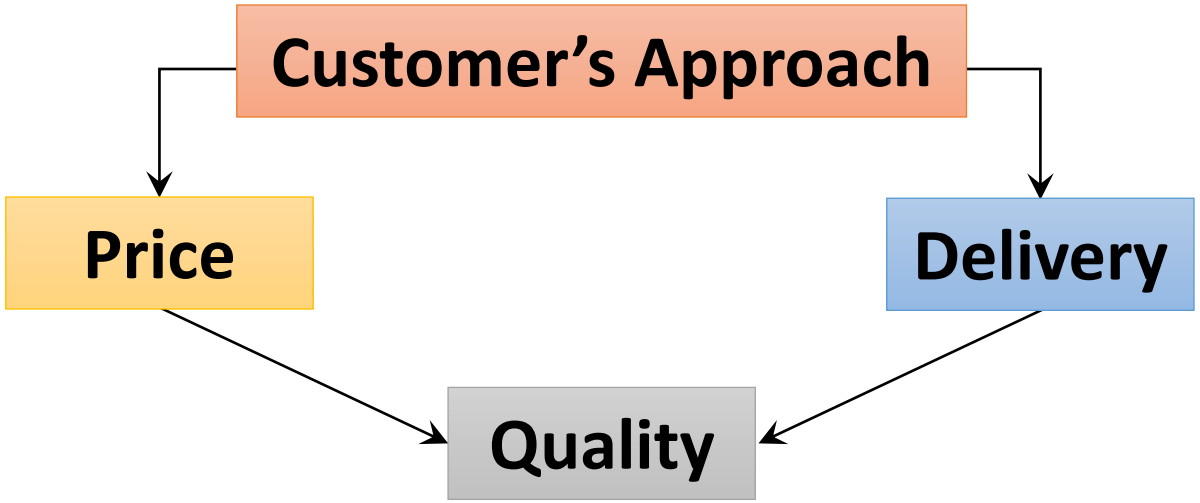
THE DIMENSIONS OF QUALITY

Dimension	Meaning and Example
Service	Resolution of problems and complaints, ease of repair;
Response	Human to human interface, such as the courtesy of the dealer;
Aesthetics	Sensory characteristics, such as exterior finish;
Reputation	Past performance and other intangibles, such as being ranked first.

Adapted from David A. Garvin, Managing Quality: The Strategic and Competitive Edge (New York: Free Press, 1988)

FOR SATISFACTION FROM QUALITY PRODUCTS OR SERVICES, THERE ARE THREE FUNDAMENTAL PARAMETERS

- Price;
- Quality;
- Delivery.

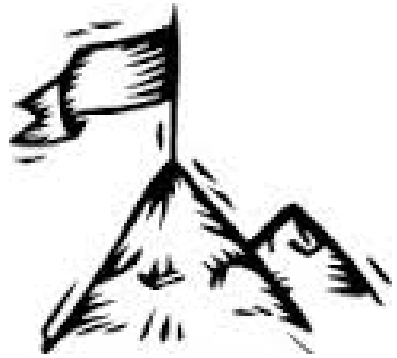


WHY QUALITY?

- To reduce Costs

- To increase Profits

- To impart a sense of satisfaction among your customers and employees



WHAT IS THE EFFECT OF BAD QUALITY?

- Lost sales;
- Decreasing profits;
- Increasing prices;
- Lost jobs;
- Plant closures, and
- Bankruptcy soon follows.

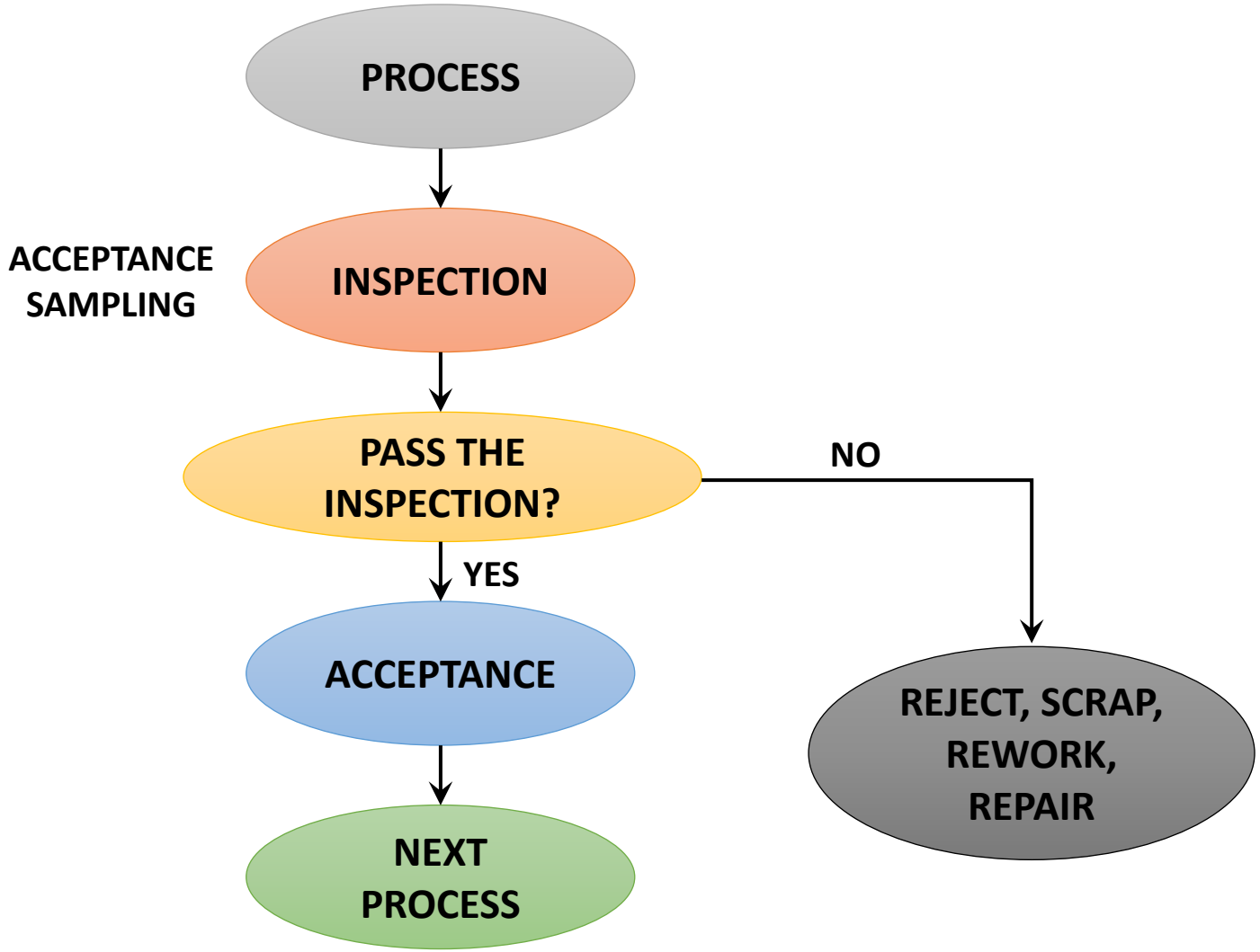
WHAT IS THE EFFECT OF BAD QUALITY?

This in turn……

Reflects on the performance of the organization and the country's economic status…..

- High inflation;
- High interest rates;
- Swelling government deficits;
- Growing unemployment;
- Increasing taxes, and
- Plunging economy.

THE ACCEPTANCE INSPECTION MODEL



QUALITY PARAMETERS

- Quality is a composite of three parameters:
  - Quality of Design;
  - Quality of Conformance;
  - Quality of Use.

QUALITY PARAMETERS

- **Quality of Design;**
  - Is the extent to which the design reflects a product or service that satisfies the customer need or expectations.
- **Quality of Conformance;**
  - Is the extent to which the product or service conforms to the design standard.

QUALITY PARAMETERS

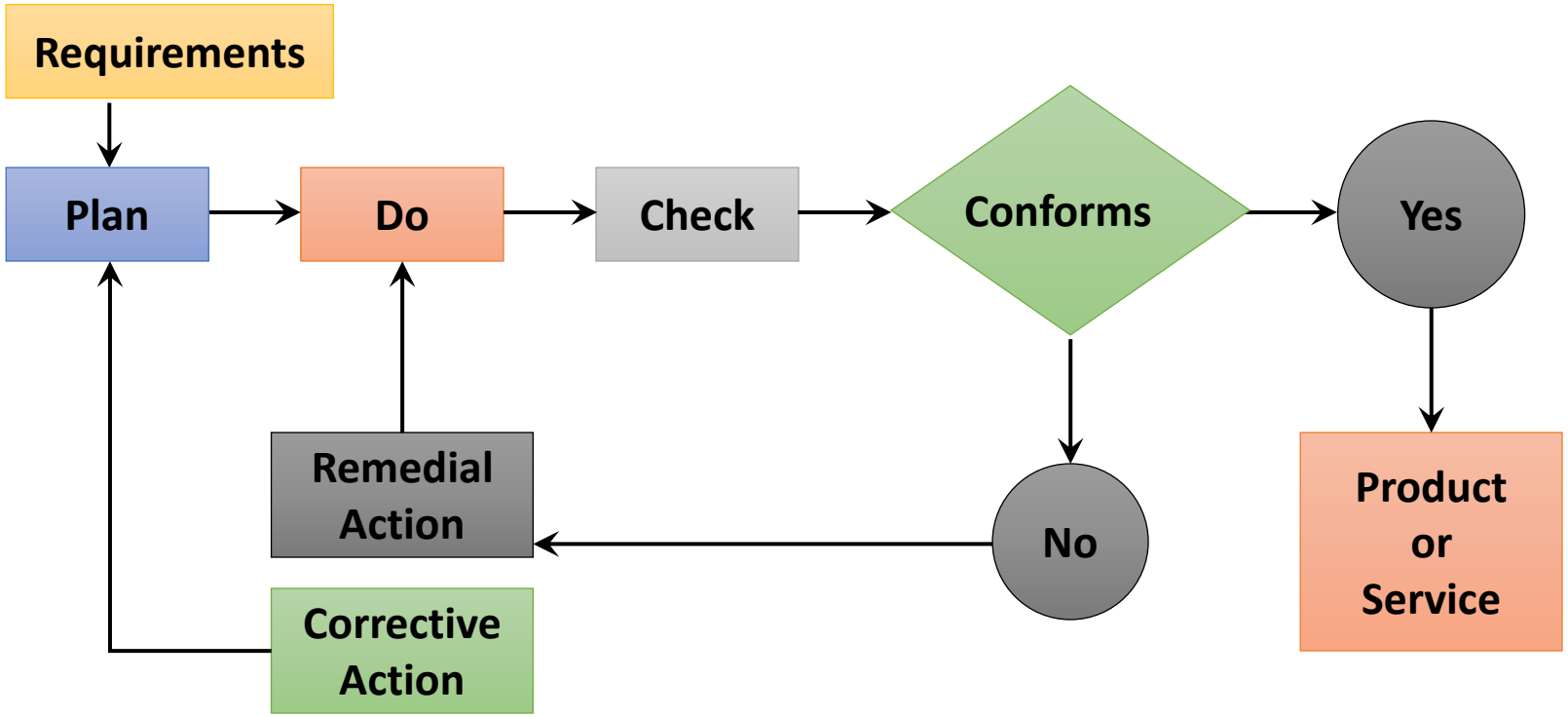
- **Quality of Use;**
  - Is the extent to which a product is easy to use, reliable and maintainable.

QUALITY CONTROL

- It is that part of Quality Management focused on fulfilling requirements of the Customers for the quality products.

QUALITY CONTROL

- A simplest form of Quality Control is:



QUALITY ASSURANCE

- Quality Assurance is that part of the Quality Management focused on providing confidence that the quality requirements will be fulfilled.

PREVENTION NOT INSPECTION

- Traditional way:
  - Tackle quality problems by increased inspection.
- New approach:
  - Quality in design;
  - Control in process (through Q.A.);
  - Give responsibility to staff (for Q.A.);
  - Right first time (through Q.A.)

PREVENTION SYSTEM IS BETTER THAN DETECTION AND CORRECTION SYSTEM

Prevention is better than detection because:

- Detection is a waste – it costs money and doesn’t add value;
- Detection is not foolproof;
- Detection demotivates.

PREVENTION SYSTEM IS BETTER THAN DETECTION AND CORRECTION SYSTEM

Prevention means:

- Tackling the potential root cause, not the effect;
- Solving the problems at source, not managing around them;
- Removing the problem for good, not just once.

PREVENTION SYSTEM IS BETTER THAN DETECTION AND CORRECTION SYSTEM

CQI:

- Continuous Quality Improvement (CQI) focuses on the fact that quality improvement cannot be found and repaired into a product. (By force. It has to be built in step by step)
- It must be designed and built in, in a systematic and fully integrated way. The attitude is to achieve ‘right quality first time and every time’.