



ASSIGNMENT 2

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Answer 1: Major Quality Management Theories

Deming's Theory

Deming's theories are based on the simple concept that continual improvement can help increase quality while decreasing costs (Hawks, 2020). Deming suggested that the manufacturing process is not a series of unrelated processes but is an entire system, and when viewed as an entire system, opportunities to improve efficiencies are more easily identified. Organizations using a Total Quality Management system engage in incremental improvements continuously to affect the quality of the business's processes and products. A continuous improvement approach requires employees to strive for zero defects and efficiency in all processes. Continuous improvement activities seek areas requiring improvement in a proactive manner (Kelchner, 2017).

Crosby's theory

Crosby's theory is based on the “do it right the first time” principle. Crosby's theory defines quality as full and perfect conformance to the customers' requirements and standards (Monnappa, 2022). Crosby's Zero Defects is a performance method and standard that states that people should commit themselves to closely monitor details and avoid errors. By doing this, they move closer to the zero defects goal. According to Monnappa (2022), zero defects was not just a manufacturing principle but was an all-pervading philosophy that ought to influence every decision that we make. Managerial notions of defects being unacceptable and everyone doing ‘things right the first time’ are reinforced.

Juran's Theory

Juran is responsible for what has become known as the “Quality Trilogy”. The quality trilogy is made up of quality planning, quality improvement, and quality control. If a quality improvement project is to be successful, then all quality improvement actions must be carefully planned out and controlled, says Bright Hub PM (2010). Instead of the production process, Juran believed quality management should be focused on the human dimension. He laid emphasis on the importance of educating and training managers, as he thought that the root of quality issues was the resistance to change, and human relations problems (Monnappa, 2022). When applying Juran's theories, every

individual in an organization is involved in the continuous improvement process. Companies provide training in the tools, concepts and techniques of the quality management system to all employees, and create an atmosphere of teamwork and empower workers to take the initiative to improve processes and quality (Kelchner, 2017).

Ishikawa's Theory

Ishikawa believed that increased internal cooperation and coordination positively affect a customer's needs and ultimately lead to process efficiency and better quality of products and services (Shmula, 2021). He expressed the need for the top-level management to support the teams which were under their control all the time. Therefore, all areas of an organization should embed statistical techniques in the internal and external audit programs by using specialized tools such as fishbone diagrams, six sigma, and the implementation of quality circles. Hayes (2021) indicated that these tools help organizations use measurable data to make decisions for the company's improvement efforts. Tools such as statistical process control, process mapping, and bar graphs help employees and management identify quality issues and provide a method to measure the success of a quality initiative.

Answer 2: Explanation of the quality management process

Naybour (2021) described Quality Management Process as a set of procedures that are followed to ensure that the deliverables produced by the project team are fit for purpose. The start of the Quality Management Process involves setting quality targets, which are agreed upon by the stakeholders. As part of the quality management process, quality assurance, quality control, and continuous improvements activities are undertaken, to measure and report the actual quality of deliverables. Additionally, there are several reasons for organizations to implement quality management processes; some of those reasons are: to improve customer satisfaction, to achieve greater consistency in tasks and activities that are involved in the production of products and services, to increase efficiency in processes, reduce wastage, and improve the use of time and other resources Watt (2014). Therefore, quality management processes should be carried out any time that you want to improve the quality of your work. Whether you are producing deliverables as part of a project or operational team, effective quality management and quality assurance process will be beneficial in meeting the expectations of the stakeholders (Simplilearn, 2021).

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