

Total Quality Management (TQM)

Defⁿ:- TQM is an enhancement to the traditional way of doing business.

Total - Made up of the whole.

Quality - Degree of excellence a product or service provides

Management - Act, ~~part~~, or manner of handling, controlling, directing, etc.

- TQM is the art of managing the whole to achieve excellence.

Basic Approaches of TQM.

1] A committed and involved management to provide long-term top-to-bottom organizational support.

- Management must participate in the quality program.
- A quality council must be established to develop a clear vision, set long-term goals, and direct the program.

2] An unwavering focus on the customer, both internally and externally:-

- The key to an effective TQM program is its focus on the customer.
- Do it right the first time and every time, for customer satisfaction is the most important consideration.

3) Effective involvement and utilization of the entire work force.

- TQM is an organization-wide challenge that is everyone's responsibility.
- All personnel must be trained in TQM, statistical process control, and other appropriate quality ~~management~~ improvement skills so they can effectively participate on project teams.

4) Continuous improvement of the business and production process.

- There must be a continual striving to improve all business and production process.
- Quality improvement projects, such as on-time delivery, order entry efficiency, billing error rate, customer satisfaction, cycle time, scrap reduction and supplier management, are good places to begin.

5) Treating suppliers as partners:-

- On the average 40% of the sales dollar is purchased product or service; therefore, the supplier quality must be outstanding.

6) Establish performance measures for the processes:-

- Performance measures such as uptime, percent nonconforming, absenteeism and customer satisfaction should be determined for each functional area.

Defining Quality

- When the expression "quality" is used, we usually think in terms of ~~an~~ an excellent product or service that fulfills or exceeds our expectations.
- These expectations are based on the intended use and the selling price.
- Quality: - quality refers to a set of characteristics expected from products or services.
- Quality can be quantified as follows:

$$Q = P/E$$

where, Q = quality
 P = performance
 E = expectations.

Dimensions of Quality

- 1) Performance: - Primary product characteristics, such as the brightness of the picture.
- 2) Features: - Secondary characteristics, added features, such as remote control.
- 3) Conformance: - Meeting specifications or industry standards, workmanship.
- 4) Reliability: - Consistency of performance over time, average time for the unit to fail.
- 5) Durability: - Useful life, includes repair.
- 6) Service: - Resolution of problems & complaints, ease of repair.
- 7) Response: - Human-to-human interface, such as the courtesy of the dealer.
- 8) Aesthetics: - Sensory characteristics, such as exterior finish.
- 9) Reputation: - Past performance and other intangibles, such as being ranked first.

Obstacles in implementing TQM.

- 1] Lack of management Commitment.
- 2] Inability to change organizational culture.
- 3] Improper Planning.
- 4] Lack of Continuous Training and Education.
- 5] Incompatible organizational structure and Isolated Individuals and Departments.
- 6] Ineffective Measurement Techniques and Lack of Access to data and Result.
- 7] Paying Inadequate Attention to Internal and External customers.
- 8] Inadequate Use of Empowerment and Teamwork.
- 9] Failure to continually Improve.

Benefits of TQM

Benefits of TQM are,

- 1] Improved quality
- 2] Employee participation
- 3] Teamwork
- 4] working relationships
- 5] customer satisfaction
- 6] Employee satisfaction.
- 7] Productivity.
- 8] Communication
- 9] Profitability
- 10] Market share.

- Leadership :- "Leadership is we, not me; mission, not my show; vision, not division; and Community, not domicile;"
- The action of leading a group of people or an organisation.

Characteristics of Quality Leaders.

- 1] They give priority attention to external and internal customers and their needs.
- 2] They empower, rather than control, subordinates.
- 3] They emphasize improvement rather than maintenance.
- 4] They emphasize prevention.
- 5] They encourage ~~collection~~ collaboration rather than competition.
- 6] They train and coach, rather than direct and supervise.
- 7] They learn ~~pro~~ from problems.
- 8] They continually try to improve communications.
- 9] They continually demonstrate their commitment to quality.
- 10] They choose suppliers on the basis of quality, not price.
- 11] They establish organizational systems to support the quality effort.
- 12] They encourage and recognize team effort.

Deming Philosophy

- 1] Create and Publish the Aims and Purposes of the Organization.
- 2] Learn the New Philosophy.
- 3] Understand the Purpose of Inspection.
- 4] Stop Awarding Business Based on Price Alone.
- 5] Improve Constantly and Forever the System.
- 6] Institute Training.
- 7] Teach and Institute Leadership.
- 8] Drive Out Fear, Create Trust, and Create a Climate for Innovation.
- 9] Optimize the Efforts of Teams, Groups, and Staff Areas.
- 10] Eliminate Exhortations for the work force.
- 11] a] Eliminate Numerical Quotas for the work force.
b] Eliminate Management by objective.
- 12] Remove Barriers That Rob People of Pride of workmanship.
- 13] Encourage Education and self-Improvement for Everyone.
- 14] Take Action to Accomplish the Transformation.