Foundations of Quality

Individual Assignment 1.2

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1. What are the differences and similarities between their quality philosophies?

The two guru's I have chosen are Joseph M. Juran and Philip B. Crosby. Juran focused on strategic and planning issues and suggested that the biggest risk to good quality results is ineffective planning. Juran created the Juran Trilogy as a guide for effective planning, which included quality planning, quality control, and quality improvement. He suggested that quality accounts for "product features and freedom from failures" (Rose, 1947, p. 35). He also suggested that quality improvement depends on control, which ensures that processes are performed consistently with little to no variation, and breakthrough, which occurs when an improvement becomes available that improves quality.

Crosby saw quality as conformance to requirements and, similarly to Juran's "freedom from failures", a prevention of defects. Crosby suggested that quality is free in that the benefits will eventually outweigh the costs, which Juran strongly disagreed with. Crosby suggested that the goal should be to have "*zero defects*" (Rose, 1947, p. 36). Crosby focused on behavioral and motivation aspects to improve conformity and therefore quality, however, they are not detailed in the textbook.

2. How do their contributions apply in practice?

In practice, a project that follows Juran's philosophy would focus heavily on planning the project to ensure good quality. The project would also involve quality control and quality improvement activities. For instance, when developing a software, it may be helpful to plan days to go back and run the code to identify errors and make those corrections. Also, it is useful to stay up to date on improvements to various coding libraries, such that you use the tools at your disposable.

A project following Crosby's philosophy would focus heavily on fulfilling the requirements of the stakeholders. For instance, if Crosby were to plan to manufacture a vehicle, he would dedicate as much resources as possible to eliminate any defects (airbag defects, break defects, etc.) and fulfil stakeholders' requirements (paint type, seat material, etc.), while also ensuring employee conformity to these requirements and eliminating defects.

3. What is your preferred quality philosophy and why?

I prefer Juran's quality philosophy. This is because as project management students, we often hear planning is crucial for the success of a project and I entirely agree. Furthermore, Juran supports quality planning and quality control activities and the PMBOK includes quality planning, management, and control activities. Furthermore, his two aspects of quality, "product features and freedom from failures", are mentioned in Garvin's "Eight Dimensions of Quality" (Garvin, 1984). However, I resonate more with Garvin's Dimensions than Juran's aspects, as Juran's aspects are broad, and Garvin's dimensions are basic elements that are distinct and can very in

importance from project to project. I do like that control and breakthroughs improve quality. Control processes can limit variance and breakthroughs in tech, resources, intelligence, etc. can result in higher quality products.

Furthermore, it is hard to believe that quality is free and it seems like a lot of time, as stated by Crosby. However, I do like Crosby's idea of focusing on identifying potential defects in the planning stage, as that is useful in ensuring good quality.

4. How does your preferred quality philosophy influence your personal life? (10 points)

I enjoy fishing and find that I have the best quality trips when I plan. I often face planning and strategic issues, as it is difficult to find entry points to ponds and lakes. However, when I plan by choosing a day with good weather, researching where the fish will be and what they will be eating, looking at the lake bottom and depths, and figuring out my route, I know that I will have a care-free, safe day on the water and will have a good chance of catching some fish. Furthermore, I manage and control trip quality and safety by checking the weather and making changes if I must, making changes to my target depth, applying sunscreen, etc.

5. What advice do you have for an organization that would like to apply this philosophy in the workplace?

For an organization applying this philosophy, I would first suggest following the Juran Trilogy, create a similar system, or follow the PMBOK. The PMBOK is a great guide for planning, as well. Regardless of what system they choose to follow, I would suggest dedicating plenty of resources to the planning stages. In fact, I might suggest making job posts for positions that will focus on quality planning. Lastly, I would look for breakthroughs and maybe even dedicate resources to research and technology such that more breakthroughs present themselves.

References:

Garvin, D. A. (1984). What does "product quality" really mean? Sloan Management Review, 26 (1), 25-43. http://oqrm.org/English/What_does_product_quality_really_means.pdf

Rose, K. (1947) Project Quality Management (2nd Ed). J. Ross Publishing, Inc. ISBN-13: 978-1-60427-102-7