

Total Quality Management

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Meaning of total quality management

- The modern view of quality is that product should satisfy customer needs and expectations on a continuous basis.
- Quality is a customer's determination and not manufacturer's or marketer's determination.
- This concept of quality calls for well designed products with functional perfection, prompt satisfaction of customer's expectations, excellence in service and absolute sympathy with customer.

DEFINITION

A number of definitions have been given by experts, some of them are given as follows:

“Quality is fitness for use or purpose.”

- Joseph M. Juran

“Total composite of product and service characteristics of marketing, engineering, manufacturing and maintenance through which the product and service in use will meet the expectation by the customer.

- Armand V. Fiegenbaum

“A predictable degree of uniformity and dependability at low cost and suited to market “

- W. Edward Deming

ISO 8402 : QUALITY VOCABULARY

- The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.
- The definitions given above emphasize the customer satisfaction and economic cost of products.
- The customer satisfaction will come when product satisfies his needs and aspirations from it.

TOTAL QUALITY

- Total quality is the mobilization of the whole organization to achieve quality continuously, economically and in entirety.
- Quality improvement is possible through an improvement in purchasing, marketing, after sales service and many other factors.
- The producing of zero defect products may not bring out a required quality .
- Total quality can be achieved with the coordination of various aspects relating to purchase , production, sales etc.
- In the words of Atkinson, total quality is a strategic approach to producing the best product and service possible through constant innovation.

TOTAL QUALITY MANAGEMENT

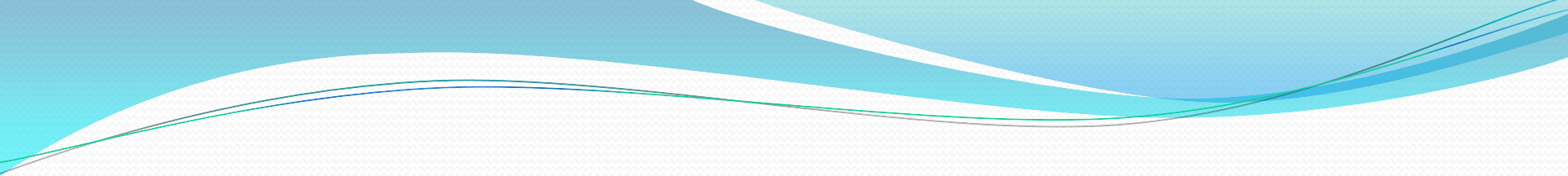
- Worldwide competition, deregulation and rapid technological changes are bringing focus on quality awareness.
- The organizations will be required to be customer focused instead of product focused.
- Total Quality management is becoming a key variable in the strategic business policy of the organization at present.
- In order to stay in competitive international market , TQM is an important area which will require maximum attention of top management.
- The various attributes of quality such as performance, features, conformance, reliability, aesthetics should constantly evaluated and upgrade so as to cope with the current and future demands.

TQM DEFINED

- According to **BRITISH QUALITY ASSOCIATION**, TQM is a corporate business management philosophy which recognizes that customer needs and business goals are inseparable.
- According to **INDIAN STATISTICAL INSTITUTE, HYDERABAD**, TQM is an integrated organizational approach in delighting customers by meeting their expectations on continuous basis through everyone involved with the organization working on continuous improvement in all products, services, and processes along with proper problem solving methodology.

ELEMENTS OF TOTAL QUALITY MANAGEMENT

- **Commitment to quality** : The first element of quality management is the full commitment of top management to quality.
- **Customer Satisfaction** : TQM is supposed to meet the requirements and expectations of customers.
- **Measurement of Quality** : Since quality is measurable entity, one should understand the current quality levels.
- **Prevention rather than detection** : TQM revolves around the process of quality improvement .
- **Proper Training** : TQM can be achieved only if the staff engaged in production is proper trained for this work.

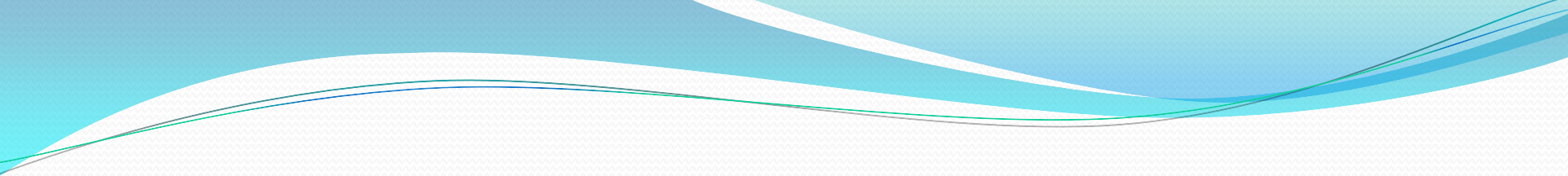
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- **Continuous Improvement** : The persons, equipment, suppliers, materials, procedures etc. related to TQM are improved continuously for achieving higher quality standards.
 - **Reasons for problems solved** : Bad or low quality may be the result of certain defective systems or certain drawbacks somewhere.
 - **Benchmarking** : Benchmarks are standards against which a firm can measure its performance.

CHARACTERISTICS OF TQM

- **Totality** : It implies that all areas, functions, activities, and employees are striving for optimum all the time.
- **Documentation** : Documentation helps in dissemination of information to all persons.
- **Improvements** : Improvements will help in achieving highest levels of quality and competitiveness in operations, products and services.
- **Foundation** : Good organizational systems equip management and employees of company to grips to customer requirements and satisfaction.

FUNDAMENTALS OF TQM

- ❖ **Focus on CUSTOMER** : The main fundamental of TQM is its focus on customer requirements and satisfaction.
- ❖ **Management by Fact** : The concept of management by facts means that decisions should be based on facts. Facts here mean the information which is essential for reaching and solving a problem.
- ❖ **Focus on Prevention** : The focus of TQM is on avoiding the recurrence of same problems. When a problem is solved then the mechanism should be so designed that it should be solved forever.

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- ❖ **Principle of PDCA cycle** : The plan-do-check-act principle is also an essential tool for implementing TQM programme. This is the principle of continuous improvement.
 - ❖ **Employee Involvement** : TQM will be successfully implemented if employees are fully involved in this programme.

PROCESS COMPONENTS OF TQM

- Policy Management
- Daily Management
- Team Activity
- Vendor Quality

OBJECTIVES OF A TQM SYSTEM

- Defined and specific quality policies and objectives.
- Strong customer focus.
- Organization of quality activities in conformance with stated quality policies and objectives.
- Specific vendor control quality.
- Through quality equipment identification.

TQM GURUS

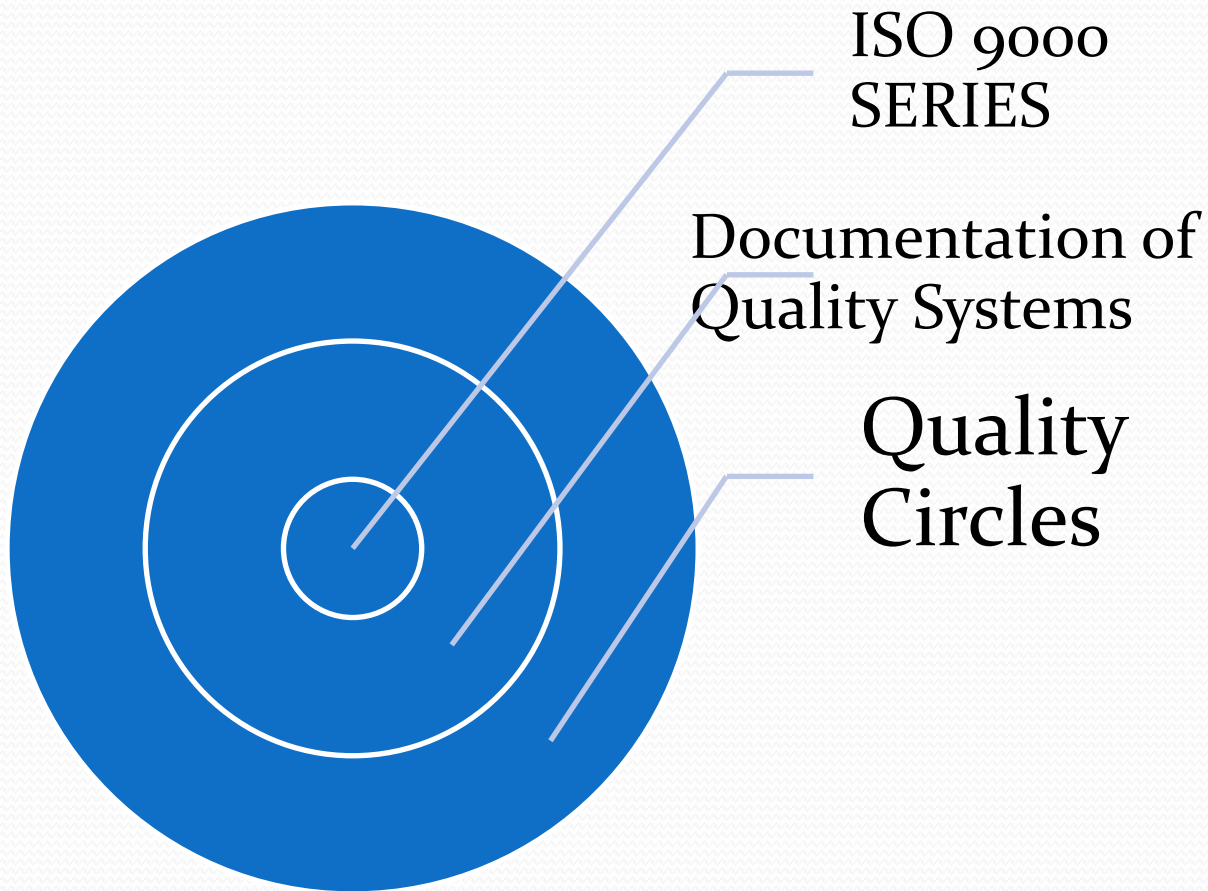


W. Edward
Deming

Joseph M. Juran

Philip B. Crosby

QUALITY SYSTEM STANDARDS



ISO 9000 SERIES

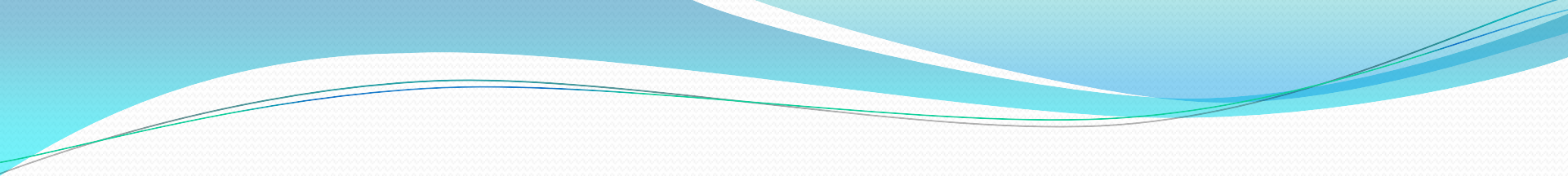
- The roots of ISO 9000 CAN BE TRACED TO THE DEFENCE PROCUREMENT PHILOSOPHY PREVALENT IN THE North Atlantic Treaty Organization (NATO) in the 1950s and 1960s.
- The international Organization for Standardization (ISO) is a specialized agency for standardization.
- It is a worldwide federation of national standards bodies in more than 100 countries.
- The Bureau of Indian Standards (BIS) is the national standards body of India represented on ISO.

COMPONENTS OF ISO 9000 SERIES

- ISO 9000: Quality Management and QUALITY Assurance Standards Guidelines for selection and use.
- ISO 9001: Quality Systems Model for Quality Assurance in Design/Development, Production, Installation and Servicing.
- ISO 9002: Quality Systems Model for Quality Assurance in Production and Installation.
- ISO 9003: Quality Systems Model for Assurance in Final Inspection and Test.
- ISO 9004: Quality Management and Quality System Elements Guidelines.

DOCUMENTATION OF QUALITY SERIES

- ISO 9000 is very clear that there should be proper documentation.
- The documentation will include quality manual, manual, quality procedures, work instructions and forms etc.

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- Quality Manual
 - Quality Procedures
 - Work Instructions
 - Forms and Records

QUALITY CIRCLES

- Quality circle is a small group of people who voluntarily perform quality improvement activities at the work place.
- This technique was started by Kaora Ishiwaka in Japan in 1960s.

OBJECTIVES OF QCs

- To aid self and mutual development.
- To increase quality and cost awareness.
- To utilize the creativity of the work force.
- To improve productivity.



Thank you