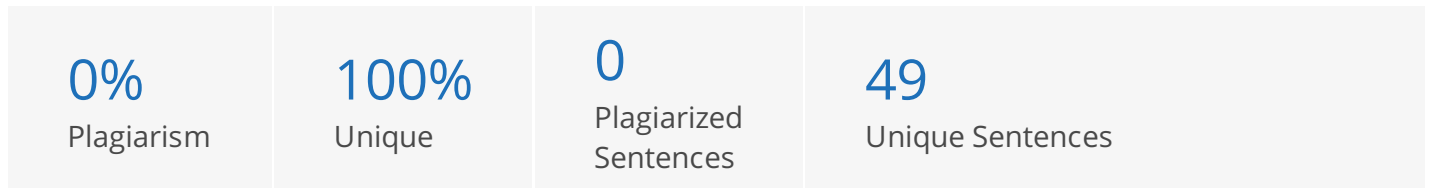


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TOTAL QUALITY MANAGEMENT Quality is the key word that plays a vital role in the goods as well as services. Quality gains attention of consumers and maintains the existing consumers, affording net worth to the business people. Total quality management is an enhancement of the traditional way of doing the business. The words total quality management stands for: TOTAL- Made up of the whole QUALITY- it is defined as degree of excellence that a product or service provides MANAGEMENT – Act, art, manner of planning, controlling, directing “Therefore, Total quality management is the process of managing the whole to achieve excellence” DEFINITION: TQM is a method by which management and employees are involved in the continuous improvement of the production of goods and services. The goal is customer satisfaction. CONCEPT OF TQM : Fig1: Represents concepts of TQM EVOLUTION OF TOTAL QUALITY MANAGEMENT: The concept of quality has been existed since many years. In the early 20thcentury, quality management meant inspecting products to ensure that they meet specifications. In the 1940s during World War II, it became more statistical in nature. Statistical sampling techniques are used to evaluate quality. used to monitor the production. In the 1960s, “quality gurus” took this concept in a broader meaning. Not only the production process quality began to be viewed as something that covers the entire organization, However in 1970s and 1980s US industries lost market share to foreign competition. In the present scenario, manufacturers such as Toyota and Honda have become major players. These foreign competitors were producing lower price products with good quality. Today successful companies recognize that quality provides a competitive advantage. Table 1 presents a timeline of the old and new concepts of quality TIME: Early 1900s 1940s 1960s 1980s and beyond FOCUS: Inspection Statisticalsampling Organizational quality focus Customer driven quality Old concept of quality: Inspect for quality after production New concept of quality: Build quality into the process. Identify and correct causes of quality problems Table1: Represents a timeline of old and new concepts of quality THREE ASPECTS OF TQM: COUNTING: Tools, techniques, and training in their use for analyzing, understanding, and solving problems. CUSTOMERS: Quality for the customer is the driving force and central concern. CULTURE: Shared values and beliefs were expressed by leaders, that define and support quality. Fig2: Represents TQM and Organizational Culture change CHARACTERISTICS OF TQM: 1. Committed management 2. Adopting and communicating about TQM 3 .Closer customer and provider relations 4. Benchmarking 5. Increased training and open organizations 6. Employee empowerment BASIC CONCEPTS: A committed management is responsible to provide long term organizational support- The management must participate in the quality program. Quality council is established to develop a clear vision. TQM is a continuous activity that must be entrenched in the culture. It must be communicated to all people in the organization. An wavering focus on the customer, both internally and externally The key to an effective total management program is to focus on its customers by satisfying internal customers. The management must listen to the voice of the customer and emphasize design quality and defect prevention. Effective involvement and utilization of work force TQM is an organization challenge that is everyone’s responsibility. All members must be trained in TQM, statistical process control{SPC} including internal customers. Employees must be empowered at the lowest possible level to perform processes in optimum manner. Continuous improvement in business and production process There must be a continuous effort to improve all business and production processes. Technical techniques such as SPC , bench marking, quality function development, ISO 9000 are excellent for problem solving. Treating suppliers as partners On an average 40% of the sales is purchase of product or service, therefore the supplier quantity must be outstanding. The focus must be on quality and life cycle costs rather than price. Fig3: Represents the TQM system ADVANTAGES: • Faults and problems are spotted and sorted quickly which improves reputation. • Low cost • Decrease waste and no need for separation DISADVANTAGES: • Initial introduction cost • For several years there may not be any benefits • Workers may be resistant to change WAYS OF IMPROVING QUALITY: Fig4: Plan-Do-Study-Act Cycle (PDCA) Plan, Do, Study, Act, cycle Also called the Deming wheel after its originator Circular, never ending problem solving

(PDCA) Plan-Do-Study-Act cycle Also called the Deming wheel after its originator Circular, never ending problem solving process Quality function development: Used to translate customer preferences to design Seven tools of Quality Control Fig 5: Seven basic quality tools HISTOGRAMS: A chart that shows frequency distribution and displays whether the distribution is symmetrical or skewed. PARETO ANALYSIS: Technique that displays degree of importance for each element. Often called 80-20 rule. CONTROL CHARTS: It is an important tool used in Statistical process control. CAUSE AND EFFECT: It is also called fish bone diagram. Focused on solving identified quality problem CHECKLIST: Used for evaluation SCATTER DIAGRAMS: Data can be used in regression analysis to establish equation for the relationship Fig6: Quality tools QUALITY IN PROCESS: Motorola has one of the best quality management programs in the world. SIX SIGMA was implemented: Level of defects reduced to 3.4ppm. Many of the people are trained in quality improvement principles and techniques. Black belt- Their full time job is used to identify and solve quality problems. FOUR DIMENSIONS OF QUALITY: 1.Quality of design: Determining the features to include in the final design. 2.Quality of conformance to design: Production processes are set up to meet design specifications. 3.Ease of use: Instructions, operations, maintenance, safety. 4.Post sale service: Responsiveness, rapid repair MANUFACTURING SERVICE • Conformance to specifications • Performance • Reliability • Features • Durability • Serviceability • Tangible factors • Consistency • Responsiveness to customer needs • Courtesy/friendliness • Timeliness/promptness • Atmosphere Table2: Dimensions of quality for manufacturing Vs service organizations Fig7: Represents importance of TQM in Pharmaceutical industry REFERENCES: <https://www.slideshare.net/justinsolin/total-quality-management-56112246> <https://www.slideshare.net/adnanjanjua1/tqm-ppt-44679445> https://www.slideshare.net/Mudassar_Salman/total-quality-management-tqm-4830885 [https://svcp.gnomio.com/pluginfile.php/728/mod_resource/content/1/Total Quality Management.pdf](https://svcp.gnomio.com/pluginfile.php/728/mod_resource/content/1/Total%20Quality%20Management.pdf) <https://www.scribd.com/doc/58737623/Total-Quality-Management-govindrajan> https://www.taxmanagementindia.com/visitor/detail_article.asp?ArticleID=5413 (Govindarajan mariappan, 31st December2013, Basic concepts of total quality management)

Sources

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