



24MG208 – TOTAL QUALITY MANAGEMENT

SYLLABUS

UNIT I:

INTRODUCTION TO TOTAL QUALITY MANAGEMENT

TQM definition, Framework, Benefits, awareness and obstacles, Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

PILLARS OF TQM

BENEFITS OF TQM

The Benefits of Total Quality Management promote innovation, enhance operational efficiency, and support sustainable success in today's highly competitive environment. There are two types of benefits in TQM they are,

1. **Tangible Benefits**
2. **Intangible Benefits**

Tangible benefits

Tangible benefits in TQM are the measurable and visible improvements that an organization achieves after implementing TQM practices. These benefits can be quantified in numbers or money and clearly observed.

- **Increased profitability:** Improved products and services lead to greater market share and customer loyalty, which drives up profits.
- **Reduced costs:** Organizations experience lower costs related to waste, rework, and product recalls.
- **Improved productivity:** Streamlined processes and better-trained employees lead to higher output.
- **Increased market and customers:** Higher quality products and services make a company more competitive and attract more customers.

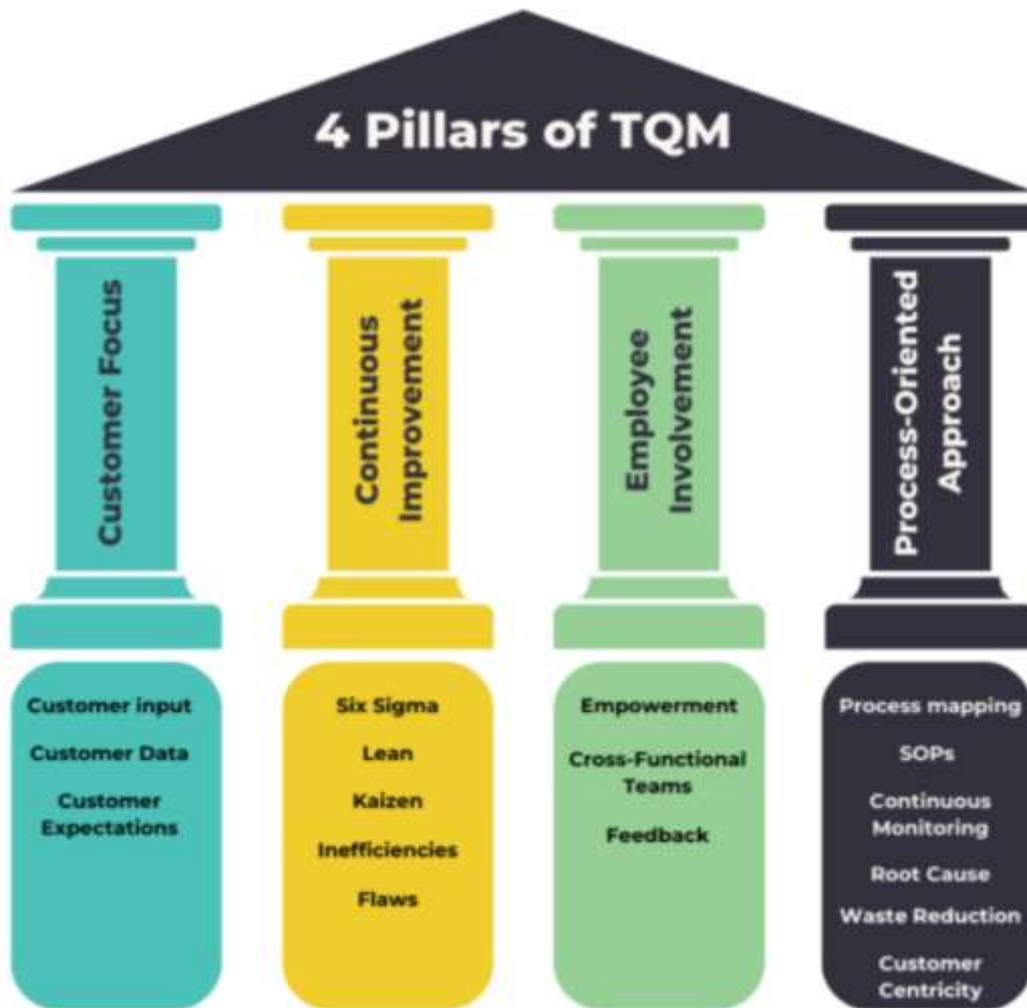
- **Reduced employee grievances:** Improved working relationships and job satisfaction can lead to fewer complaints.

Intangible benefits

Intangible benefits in TQM are the non-measurable improvements that cannot be easily expressed in numbers or money, but strongly support long-term success.

- **Improved employee participation and teamwork:** TQM fosters a culture where employees are more involved in decision-making and work better together.
- **Enhanced company image:** A reputation for quality and customer focus improves brand awareness and loyalty.
- **Better communication:** TQM encourages open and effective communication throughout the organization.
- **Improved employee morale and job interest:** Employees feel more invested when they are part of a quality-focused team, leading to greater job satisfaction.
- **Enhanced problem-solving capacity:** Teams are better equipped to identify and solve problems through continuous improvement initiatives.

Four Pillars of Total Quality Management (TQM)



Total Quality Management (TQM) is a comprehensive approach to improving the quality of products and services within an organization. The four fundamental pillars that support TQM are:

1. **Customer Focus**

- The primary focus is on meeting or exceeding customer expectations by delivering quality products and services.

2. **Continuous Improvement**

- Organizations strive for ongoing improvement of processes, products, and services to enhance quality and efficiency.

3. **Employee Involvement**

- All employees at every level are encouraged to participate actively in quality initiatives, fostering teamwork and responsibility.

4. **Process Approach**

- Emphasizes managing and improving organizational processes systematically to ensure consistent quality outcomes.

Together, these pillars help organizations achieve sustained excellence in quality and customer satisfaction.

Awareness of TQM:

TQM awareness refers to the understanding and appreciation of TQM principles and practices among employees at all levels of an organization. It is essential for creating a culture of continuous improvement, where everyone is committed to delivering high-quality products and services. TQM awareness is important because it enables organizations to respond to changing customer needs, improve efficiency, and reduce costs.

1. Communication

Communication is an essential element of quality awareness. The management can reach the minds of its employees and plant the seeds of quality performance and nurture them with a continual flow of honest and factual inspiration, the management will develop cooperation beyond its greatest expectations.

2. Quality Training

- The necessary education to assure that appropriate skills are available to keep pace with technological developments and advancements.
- Continual upgrading of the educational level of quality professionals is necessary.
- Quality specialists need strong, basic scientific technical training plus statistical and computer skills.

3. Quality Policy

- The quality policy of any organization-small or large should be stated by top management as a formal and written document in such a manner that the quality objectives are clearly understood by every employee of the organization.
- Quality policy statement shows the direction in which to go and is a tool to position the customers perception of the organization and of course the organization's image of itself.

4. Specification

- Specification is one of the factors which plays a vital role in quality awareness.
- The International Standards Organization(ISO) defines specification in ISO 8402 as "The document that prescribes the requirements with which the product or service has to confirm."

Obstacles of TQM

Many organizations, especially small ones with niche products, are comfortable with their current state. They are satisfied with their current level of performance and profits. Organizations with this culture will see little need for TQM until they begin to lose market share.

Once an organization embarks on TQM, the following are some of the major obstacles encountered in implementation:

- **Lack of management commitment:** Management does not allocate sufficient time and resources for TQM implementation. The purpose is not clearly, consistently communicated to all personnel. Management's compensation is not linked to quality goals such as failure costs, customer complaints, and cycle time reduction.

- **Inability to change organizational culture:** Even individuals resist change; changing an organization's culture is much more difficult and may require as much as 5 years or more. Exhortations, speeches, slogans are effective only in the short run.

- **Improper planning:** Absence of two-way communication of ideas during the development of the plan and its implementation.

- **Lack of continuous training and education:**

Training and education is an ongoing process for everyone in the organization. Needs must be determined and a plan developed to achieve those needs. Training and education are most effective, when senior management conducts the training on the principles of TQM.

Lack of training in group discussion and communication techniques, quality improvement skills, problem identification, and the problem-solving method was the second most important obstacle.

- **Inadequate use of empowerment and teamwork:**

TQM is all about teamwork, participative management and empowerment of employees. However, working in teams is an approach that has to be learned. The Team members need to have proper training. Supervision must learn how to be effective coaches. Further employees need to be empowered to take decisions that affect the efficiency of their process. The lacks of these result in frustration.

- **Lack of employee involvement.**

Lack of employee involvement in TQM is a common reason why TQM initiatives fail or produce weak results. Employee involvement is a core principle of TQM. It means that employees at all levels actively participate in improving processes, solving problems, and maintaining quality. A lack of employee involvement occurs when workers are excluded from decision making, quality initiatives are imposed from the top, or employees feel their contributions do not matter.

- **Non-cooperation of first-line managers and middle management.**

In Total Quality Management Non cooperation of first line managers and middle management is a major organizational barrier that can seriously weaken TQM implementation. Their non cooperation creates a gap between strategy and action leading to ineffective TQM implementation. Successful TQM requires their full involvement, training, empowerment and alignment with organizational goals.

• **Lack of clarity in vision.**

A clear and well communicated vision is the foundation of TQM. Without it quality efforts become fragmented and mechanical. Strong leadership, consistent communication and alignment of goals are essential to create a shared quality vision and ensure successful TQM implementation.

- Emphasis on short-term results.
- Setting of unmanageable, unrealistic goals.
- Bureaucratic system.
- TQM is considered as a quick-fix solution to current problems.
- .Paying inadequate attention to internal and external customers..