

2 topic: Total quality management

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Reflection (5 min.)

Student license number:

Date:

Topic: **Total quality management.**

What I already know about it?	What else do I want to know?	What I have learned?	Where I will apply this?

Definition of TQM

- TQM “is a strategy for continuously improving performance at every level, and in all areas of responsibility” (USA Department of Defense, 1988).

Definition of TQM

- TQM is “a management philosophy and company practices that aim to harness the human and material resources of an organization in the most effective way to achieve the objectives of the organization“ (British Standards Institution, *BS 7850-1:1992*).

Definition of TQM

- TQM is “a management approach to long-term success through customer satisfaction” (American Society for Quality)

Definition of TQM

- TQM is “a philosophy for managing an organisation in a way which enables it to meet stakeholder needs and expectations efficiently and effectively, without compromising ethical values“ (Chartered Quality Institute”

Definition of TQM

- TQM is “a management approach of an organisation centred on quality, based on the participation of all its members and aiming at long term success through customer satisfaction and benefits to all members of the organisation and society“ (ISO, *8402:1994*)

Self-control tasks (1):

TQM can be applied in:

- a) Private business sector**
- b) Non-governmental sector**
- c) Public sector**
- d) Everywhere**

Principles of TQM

- **Customer-focused**
- **Total employee involvement**
- **Integrated system**
- **Continual improvement**
- **Fact-based decision making**

Principles of TQM

Customer-focused

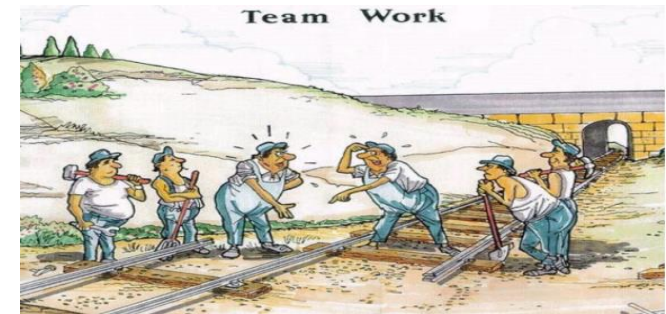
- The customer ultimately determines the level of quality.
- Quality is defined by customers' requirements.
- Meet or exceed customer expectations.
- Improvements in quality should improve customer satisfaction.



Principles of TQM

Total employee involvement

- All employees participate in working toward common goals - from top management to the workers.
- Self-managed work teams are one form of empowerment.
- Team work is a crucial element of TQM.



Principles of TQM

Integrated system

- Everyone must understand the vision, mission, guiding principles, quality policies, objectives, and critical processes of the organization.
- An integrated business system (e.g., [Baldrige National Quality Program](#), [ISO 9000 standards](#)).
- Integration of all functions and processes (marketing, finance, design, engineering, and production, customer service, etc.) throughout the company.



Principles of TQM

Continual improvement

- Companies should continuously work towards improving manufacturing and quality procedures.
- Mistakes can be avoided and defects can be prevented.
- Mistakes may be made by people, but most of them are caused by faulty systems and processes.



Principles of TQM

Fact-based decision making

- Organization must continually collect and analyze data in order to improve decision making.
- Quality decisions should be made based on measurements.



Self-control tasks (2):

TQM is:

- a) An integrated management of the organization
- b) An independent part of the organization management

Self-control tasks (3):

Fact-based decision making means:

- a)** Mistakes can be avoided and defects can be prevented.
- b)** Integration of all functions and processes throughout the company.
- c)** Quality decisions should be made based on measurements.
- d)** Improvements in quality should improve customer satisfaction.

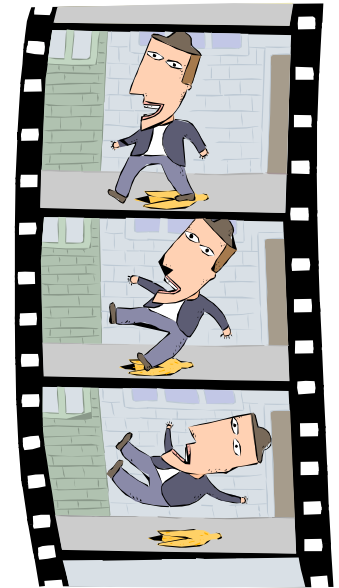
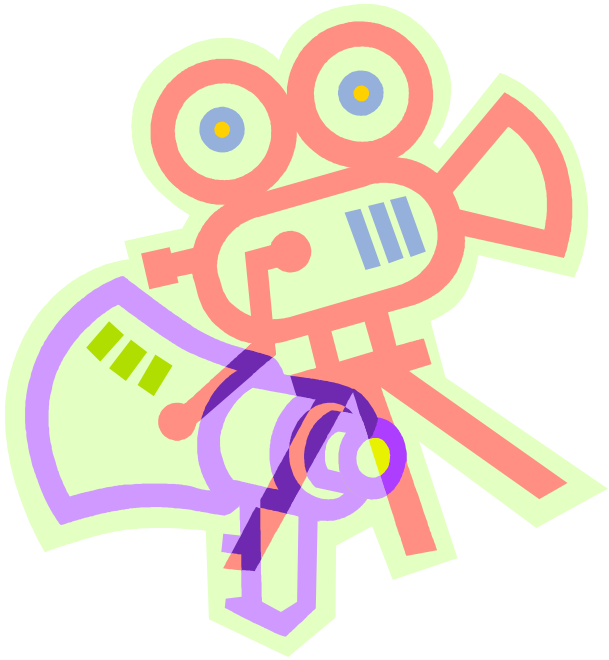
Self-control task (4):

Total employee involvement means:

- a) All employees participate in working toward common goals.
- b) Everyone must understand the vision, mission, guiding principles, quality policies, objectives, and critical processes of the organization.
- c) Team work is a crucial element of TQM.
- d) Meet or exceed customer expectations.

Basics of TQM

Short movies on TQM



Self-control task (6):

What are the main principles common to all theories of total quality management?

Questions?



Reflection (10 min.)

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