

- Every one in quality awareness program
- Conduct survey of supplier, customer & employee
- Employee should not rush up for good yield
- Develop implementation plan
- Form 3 types of team

2MARK QUESTIONS AND ANSWERS

1. Define quality.

Quality is defined as the degree to which a set of inherent characteristics fulfills requirements. Degree means that quality that can be used with adjectives such as poor, good and excellent. Inherent is defined as existing in something especially as a permanent characteristic. Characteristic can be quantitative or qualitative. Requirements is a need or expectation that is stated, generally implied by the organization, its customers, and other interested parties. Quality fulfills or exceeds our expectations. It is quantified as

$$Q = P/E$$

Where,

Q – Quality

P – Performance

E – Expectations.

It is also defined as the degree of excellence a product or service provides.

According to Deming “It is the predictable degree of uniformity, at low cost and suited to the market”. According to Joseph Juran “Quality is fitness for use”. According to Philip B. Crosby “Quality is conformance to requirements”.

2. What are the dimensions of Quality?

The dimensions of Quality are:

1. **Performance** – Primary product characteristics such as the brightness of the picture.
2. **Features** – Secondary characteristics, added features, such as remote control.
3. **Conformance** – Meeting specifications or industry standards.
4. **Reliability** – Consistency of performance over time, average time for the unit to fail.
5. **Durability** – Useful life includes repair.
6. **Service** – Resolution of problems and complaints, ease of repair.
7. **Response** – Human to human interface, such as the courtesy of the dealer.
8. **Aesthetics** – Sensory characteristics such as exterior finish.
9. **Reputation** – Past performance and other intangibles, such as being ranked first.

3. Define TQM?

TQM is a management philosophy which seeks to integrate all organizational functions (marketing, finance, design, engineering, and production, customer service ...) to focus on meeting customer needs and organizational objectives. It views organizations as a

collection of processes. It maintains that organizations must strive to continuously improve these processes by incorporating the knowledge and experiences of workers.

The Simple Objective of TQM

“Do the right things, right the first time, every time.”

Some Basic Tenets of TQM

1. The customer determines quality.
2. Improving quality requires the establishment of effective quality metrics. We must speak with data not just opinions.
3. People working within systems create quality.
4. Quality is a moving target. It requires a commitment toward sustained continuous improvement.
5. Prevention not detection is the key to producing high quality. We must design quality into products and reduce variability.
6. Top Management must provide leadership and support for all quality initiatives.

4. What are the Points in Deming's Philosophy?

Deming defines quality in terms of design, quality of conformance and quality of the sales and service functions. The 14 principles are,

1. Create and publish the aims and purposes of the organization
2. Learn the new philosophy.
3. Understand the purpose of inspection
4. Stop awarding business based on price alone
5. Improve constantly and forever the system
6. Institute training
7. Teach and institute leadership.
8. Drive out fear, Create trust, create a climate for innovation
9. Optimize the efforts of teams, groups and staff areas
10. Eliminate Exhortations for the workforce.
- 11(a). Eliminate numerical quotas for the workforce
- 11(b) Eliminate management by objective
12. Remove barriers that rob people of pride of workmanship
13. Encourage Education and self – improvement for every one
14. Take action to accomplish the transformation

5. What are the barriers to TQM ?

The main barriers to TQM are as follows :

- 1) Lack of management commitment. – Management must consistently apply the principles of TQM.
- 2) Do-Combine & work
- 3) Check it- Conduct review and performance checking
- 4) Plan to check act- Try to eliminate the non- linearities

- 5) Inability to change organizational culture- People change if their needs are met. Remove fear & instill trust.
- 6) Improper planning – Implementation plan ; modify plan as the plan evolves
- 7) Lack of continuous training and education – Training & education are ongoing process
- 8) Incompatible organizational structure and isolated individuals and department – Use of multi functional teams can break down the barriers of TQM implementation
- 9) Ineffective measurement techniques and lack of access to data and results- Key characteristics of organizations have to be measured for effective decision making.
- 10) Paying inadequate attention to internal and external customers – Organizations must understand the changing needs & expectations of customers
- 11) Inadequate use of empowerment and team work – Teams needs training & individuals should be empowered to make decisions.
- 12) Failure to continually improve – It is tempting to sit back and rest . Lack of continuous improvement would tamper the progress. Even if you are in right track, you will get run over if you just sit there

6.What are the six basic concepts of T.Q.M ?

The six basic concepts of T.Q.M are

1. Top management commitment:
2. Focus on the customer:
3. Effective involvement and utilization of the entire work force:
4. Continuous improvement:
5. Treating suppliers as partners
6. Establishing performance measures for the processes:

PART-B Questions

1. Explain in detail about the need for TQM?
2. Describe the barriers of TQM?
3. Describe the six basic concepts of TQM?
Explain the various dimensions of quality?
4. Discuss the Deming's philosophy for TQM?
5. Explain Juran's contribution to Quality Planning?