



Quality Management

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Abstract: *In this paper you will learn that making quality a priority means putting customer needs first. It means meeting and exceeding customer expectations by involving everyone in the organization through an integrated effort. Total quality management (TQM) is an integrated organizational effort designed to improve quality at every level. In this paper you will learn about the philosophy of TQM, its impact on organizations, and its impact on your life. You will learn that TQM is about meeting quality expectations as defined by the customer; this is called customer-defined quality. However, defining quality is not as easy as it may seem, because different people have different ideas of what constitutes high quality. Let's begin by looking at different ways in which quality can be defined. The definition of quality depends on the role of the people defining it. Most consumers have a difficult time defining quality, but they know it when they see it. For example, although you probably have an opinion as to which manufacturer of athletic shoes provides the highest quality; it would probably be difficult for you to define your quality standard in precise terms. Also, your friends may have different opinions regarding which athletic shoes are of highest quality. The difficulty in defining quality exists regardless of product, and this is true for both manufacturing and service organizations. Think about how difficult it may be to define quality for products such as airline services, child day-care facilities, college classes, or even OM textbooks. Further complicating the issue is that the meaning of quality has changed over time. Today, there is no single universal definition of quality. Some people view quality as "performance to standards." Others view it as "meeting the customer's needs" or "satisfying the customer."*

Keywords: *TQM, OM, Organization, Manufacturing, Service.*

I. INTRODUCTION

For more than two decades "quality" and "quality management systems" have been leading buzzwords in the business world. Numerous consultants have built their careers around these topics, and quality issues in business have been responsible for the development of new organizations and even industries, for instance, the American society for Quality and six sigma consulting.

The motion of quality in business focuses on the savings and additional revenue that organizations can realize if they eliminate errors through their operations and produce products and services at the optimal level of quality desired by their customers. All of these errors are very common, and the costs incurred seem minimal. But over time when mistakes are repeated the costs add up to a significant amount. So eliminating errors can result in significant increases to the bottom line of a business.

Before we study the subject of quality in any depth, we must be clear on what we mean by the term "Quality" when talking to others about quality we must be sure that we have the same understanding of the term. Consider the following features:

- A degree of excellence
- Fitness for purpose
- The totality of features and characteristics that bear on the ability of a product or service to satisfy a given need
- Conformance to requirements

Feigenbaum's definition of quality is interesting because it brings into consideration departments other than manufacturing which contribute to the quality of product and service provided by the company to meet the expectation of the customer. It is perhaps worth contemplating whether meeting the expectations of the customer is a higher level of achievement than providing a product or service that is fit for purpose. Customers expectations would reasonably include a product or service meeting any declared 'purpose'; however, as we shall see later, there may be things that the customer does not explicitly state, but that nevertheless form a legitimate part of their expectations.

- Quality is defined by the customers, and as such will change over time, often in unpredictable ways.
- Quality is associated with creating customer value.
- A quality good or service meets or exceeds the whole range of customer expectations, some of which may be unspoken.
- As a complex concept, quality can only be addressed by the whole organization working together.

Successful companies understand the powerful impact customer-defined quality can have on business. For this reason many competitive firms continually increase their quality standards. For example, both the Ford Motor Company and the Honda Motor



Company have recently announced that they are making customer satisfaction their number one priority. The slow economy of 2003 impacted sales in the auto industry. Both firms believe that the way to rebound is through improvements in quality, and each has outlined specific changes to their operations. Ford is focusing on tightening already strict standards in their production process and implementing a quality program called Six-Sigma. Honda, on the other hand, is focused on improving customer-driven product design. Although both firms have been leaders in implementing

II. QUALITY AND STRATEGY

- ✓ An operations manager's objective is to build a total quality management system that identifies and satisfies customer needs.
- ✓ Managing quality supports differentiation, low cost and response strategies.
- ✓ Quality helps firms increase sales and reduce cost.
- ✓ Building a quality organisation is a demanding task.
- ✓ Quality Improves profitability because it gains Sales by improved response, flexible pricing and improved reputations. It also reduced cost by increased productivity, Lower scrap costs and Lower scrap costs and lower warranty costs.

III. DEFINING QUALITY

Dictionary has many definitions "Essential Characteristics" "superior" etc. Quality is Customer satisfaction and quality is fitness for use.

The totality of features and characteristics of a product or service that bears on its ability to satisfy stated or implied needs. TQM is defined "A Comprehensive, organisation wide effort to improve the quality of products and services and applicable to all organisation"

American Society for quality

Two main dimension of customer satisfaction

1. product features and freedom from deficiencies
2. Refers to quality of conformance.

Higher conformance means fewer complaints and increased customer satisfaction.

Quality is

- ❖ Meeting our Customer's Requirements.
- ❖ Doing Things Right the first time and freedom from failure.
- ❖ Consistency (Reduction in variation)
- ❖ Continuous Improvement.
- ❖ Conformance to specification and fitness for use.
- ❖ Based on Customer's perceptions of a product, Service's design and how well the design matches the original specifications.
- ❖ Ability of a product /service stated or implied needs.
- ❖ Achieved by Conforming to established requirements within an organisation.

Today there is no single Universal definition of quality. Some people view quality as performance to standards. Other view it as "Meeting the Customer's needs" or "satisfying the customer".

IV. DIFFERENT VIEWS OF MANAGEMENT

User-based- better performance, more features.

Manufacturing based- Conformance to standards making it right the first time.

Product based- specific and measurable attributes of the product.

V. IMPLICATIONS OF QUALITY

- ❖ It's Increase company reputation
 - Perception of new products
 - Employment practices
 - Supplier relations
- ❖ Product liability
- ❖ Global implications
 - It's improved ability to compete.



VI. KEY DIMENSION OF QUALITY

- ❖ Performance
- ❖ Features
- ❖ Reliability
- ❖ Conformance
- ❖ Durability
- ❖ Aesthetics
- ❖ Perceived quality
- ❖ Value

VII. NEED FOR PRIORITY OF QUALITY FOR ORGANISATION

Why quality focusing by organisations reasons for quality becoming cardinal priority for most organisations.

❖ **Competition:**

Today market demand high quality products at low cost. Having high quality reputation is not enough internal cost of maintaining the reputation should be less.

❖ **Changing Customers:**

The new customer is not only commanding priority based on volume but is more demanding about the quality system

❖ **Changing product Mix:**

The shift from low volume high volume, low price have resulted in a need to reduce the internal cost of poor quality.

❖ **Product Complexity:**

As system have become more complex, the reliability requirements for suppliers of components have become more stringent.

❖ **Higher level of Customer satisfaction:**

Higher Customers expectations are getting spawned by increasing competition.

Relatively simpler approaches to quality viz. Product inspection for quality control and incorporation of internal cost of poor quality into the selling price, might not work for today's complex market environment.

❖ **Quality perspectives:**

Everyone defines quality based in his own perspective of it. Typical responses about the definition of quality would include perfection ,Eliminating waste, consistency, speed of delivery, compliance with policies and procedures, Delighting or pleasing customers, total customer satisfaction and service.etc. These are involved in quality perspectives.

VIII. GUIDING PRINCIPLES OF QUALITY MANAGEMENT

There is no single path to achieving total quality within an organisation. There are no hard and fast rules to follow to become a world class company. The only constant are basic guidelines that when followed, lead to success. This is because all organizations have their own cultures, people and technologies.

1. **Leadership and Commitment:**

The leadership on an organisation must be committed and continuous improvement. The Commitment must be visible through all layers of management. Management must walk the talk. It makes to change work cultures and work habits.

2. **Customer focus:**

The organisation must be customer focused .Everyone in the organisation must understand that without the customer there would be no propose to their work, no paycheck ,no capital Investment. What must also be understood is that the external customers are served by internal customers (Employees). There is, therefore a need to focus on the requirement and expectations of both internal and external customers.

One of the first steps management should take in this regard is to conduct surveys of internal and external customers. Employees should be appraised of the results of external customer survey. A truly committed management team will also allow employees to see the results of internal surveys. This brings “the good, the bad and the ugly” to table for discussion. The good can be improved upon. The bad can lead to opportunities to improvements. The ugly must be addressed through open, two-way communication with cross functional teams to find solutions.

3. **Training:**

The organisation must address the current skill level and awareness of total quality principles of all employees. The idea is to start with top management and move through the organisation. Begin by training top management, with their commitment and



knowledge of total quality. It will be easy to train commitment and knowledge of total quality. It will be easy to train those who follow. This training will pay high dividends at every level in the organisation.

Through training we assure that our employees have the necessary skills and technical knowledge to perform this job effectively. We can also count on them to be effective participants in contributing to the total quality process. Information should be provided to employees describing educational programme available to them through various professional organisations and community colleges.

4. Empowerment and Involvement:

Soon after the commencement of training management must provide opportunities for employees to apply what they have learned. They need to test their skills. They will not and should not be content with the way things are. Every aspect of their job should be evaluated and measured against the new paradigms. This will bring new challenges to their supervisors. The supervisors in turn through their own training will now be equipped with attitudes and analytical skills to consider their suggestions. They will no longer feel the threat of losing control.

5. Measurement:

Before those of us in management can find out if we have made improvements. We need to know where we have. If we don't have historical data to let us know. We must at least determine where we are through a short term study.

The first step is to define the organisational Critical performance indicators(CPIs), Critical performance indicators are defined as those measures that contribute to customer satisfaction. There are several times of indicatorism any organisation and they can be broken down as primary, secondary and tertiary. Example: first tier CPIs include on time delivery, customer satisfaction indicators and cost of quality. Second tier CPI's on time delivery may be quote turn around, manufacturing lead time reduction and supplier performance .In a third tier CPIs for manufacturing lead time reduction could be (1) set up reduction (2) scrap and reward reduction.

6. Recognition & Awards:

Everyone appreciates a pat on the back after they have achieved a noteworthy goal or successfully completed a difficult or important task. This encourages further participations by the employees shows other employees that their efforts are appreciated. When a team has met an established goal, the entire team should be recognised. The value of the recognition should be communicate with the value of the accomplishment. When recognition is given, it should be consistent.

7. Communication:

This last guideline is by no means the least important. The organisation must communicate with the work force. Their supplies and their customers all participants in this trilogy of communication must interface for an organisation must interface for an organisation to be truly successful within the organisation. employees at all level need information on continuous improvement projects so they can become aware of progress then contribution and effect these projects have on critical performance indicators.

Business goals must be communicated to suppliers and they should be part of decisions to utilize purchased services, their input should be required when decisions are made to use them.

The voice of the customers' needs, we must listen to their message. Invite existing and potential customers to your facilities and ask them to apprise your teams of their business activities.

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