

Contents

- 1. Introduction. Problems with quality..... 5
- 2. Defining quality 6
- 3. What is the difference between Manufacturing and Service Organizations 8
- 4. Cost of Quality 10
- 5. The Evolution Of Total Quality Management (TQM) 12
- 6. The Philosophy of TQM 18
 - 6.1 Continuous Improvement 18
 - 6.2 Plan – do – study – act (PDSA) cycle..... 19
 - 6.3. Employee Empowerment 20
 - 6.4 Use of Quality Tools 22
 - 6.5 Product Design 26
 - 6.6 Process Management 29
 - 6.7 Managing Supplier Quality 29
- 7. Reliability..... 30
- 8. Quality awards and standards 32
 - 8.1 The Malcolm Baldrige National Quality Award (MBNQA) 32
 - 8.2 The Deming Prize 33
 - 8.3 ISO 9000 Standards..... 33
- 9. Why TQM Efforts Fail? 35
- 10. Quality Management across the organization 36
- 11. Inside Quality Management 38
- 12. Case 1: 42
- 13. Case 2: 43
- 14. Bibliography 44