MODULE 4

Total Quality Management

Total Quality Management

• Management Approach of an Organization centered on Quality based on participation of all its members and aiming at long term success through customer satisfaction, and benefits to all members of the organization and to society.

• TQM is based on continuous improvement and involves a cultural change

Definition Of Quality

• The totality of characteristics of an entity that bear on its ability to satisfy the stated and implied needs (ISO 8402 - 1994).

• Ability of a set of inherent characteristic of a product, system or process to fulfill requirements of customers and other interested parties.

Elements Of Tqm

• Top management commitment
• Customer involvement
• Design products for quality
• Design production process for quality
• Control production process for quality
• Develop supplier partnerships
• Customer service, distribution
• Building teams of empowered employees
• Benchmarking and continuous improvement
The Customer

• A customer is the most important person in the organization
• He is not an interruption in our work. He is the purpose of it.
• Nobody has ever won an argument with a customer
• Customer brings is his wants. It is our job to handle it profitably for both.

Total Quality Management

Continuing Education

• Training just-in-time
• Resource Empowerment ISO
• Impart to right person to back to the right environment
• Education for all
• Developed in-house

Participation

• TQM practiced by everybody
• People at all levels in all divisions

Vision And Mission

• A vision is a dream created in our waking hours of how we would like our organization to be. It is a living picture of a future desirable state. It is the deepest expression of what we want.

• Mission defines the business we are in. It states the purpose of existence of an organization. It defines WHO is the customer, WHAT their needs are and HOW it is to be met.
IIT Madras Vision

• To be an academic institution in dynamic equilibrium with its social and economic environment striving continuously for excellence in education, research and technological service to the nation.

IIT Madras - Mission

• To create and sustain a community of learning in which students acquire knowledge and learn to apply it professionally with due consideration for ethical, ecological and economic issues
• To pursue research and disseminate research findings
• To provide knowledge based technological services to satisfy the needs of society and the industry
• To help in building national capabilities in technology, education and research

Quality Policy

• To pursue global standards of excellence in all our endeavours namely, teaching, research, consultancy and continuing education and to remain accountable in our core and support functions, through process of self-evaluation and continuous improvement

» M. S Ananth
» Director
» July 2002.

Core Values

• Dedicating ourselves to developing human resources in the service of the nation
• Recognizing teaching as our unifying activity
• Nurturing integrity, creativity and academic freedom
• Retaining a willingness to experiment with new paradigms
Kaizen

- Kai = Change
- Zen = For the better
  
  kaizen = Continuous Improvement
- Total Quality Control
- Quality Circle
- Suggestion scheme
- Automation
- TPM
- JIT
- Zero defects

Kaizen - 5s Campaign

- SEIRI - Sort out Waste
  - Eliminate Waste
- SEITION - Systematic Arrangement - Place for everything and everything in place
- SEISO - Shine the place
  - Cleanliness
- SEIKETSU - Self care
- Proper maintenance of machines, tools and workplace
- SHITSUKE - Self Discipline
- Stick to rules and make it a habit

Quality Circles

- Identification of work related problems
- Problem selection
- Flowchart
- Data collection
- Relevant causes
- Develop and implement solutions
Quality Circles - 7 Qc Tools

- Checksheet
- Flowchart
- Histogram
- Control chart
- Pareto Chart
- Cause and Effect diagram
- Scatter Diagram

7 Muda List

- Muda of over production
- Muda of waiting
- Muda of transport
- Muda of processing
- Muda of inventory
- Muda of motion
- Muda of repair/rejects

Benchmarking

- Benchmarking is a reference point to compare yourself
- Constantly emulating the best and bring about change
- Creates world class performer
- Identify core competency and improve on it - IT, miniaturization

Steps

- Determine benchmarking object
- Select partner
- Compare to dig up gaps
- Determine objectives and action plans
- Implement and review