



- *Minimum requirement for entering global market*
- *Provides opportunity to increase value to the activities of the organization by streamlining quality management system*
- *Improves performance of processes thereby reducing cost of production*
- *Gives customer satisfaction*

- *Concerned with Environmental Management Systems*
- *Improves industry government relations*
- *Helps in conservation of raw materials and energy*
- *Reduces incidents that result in liability*

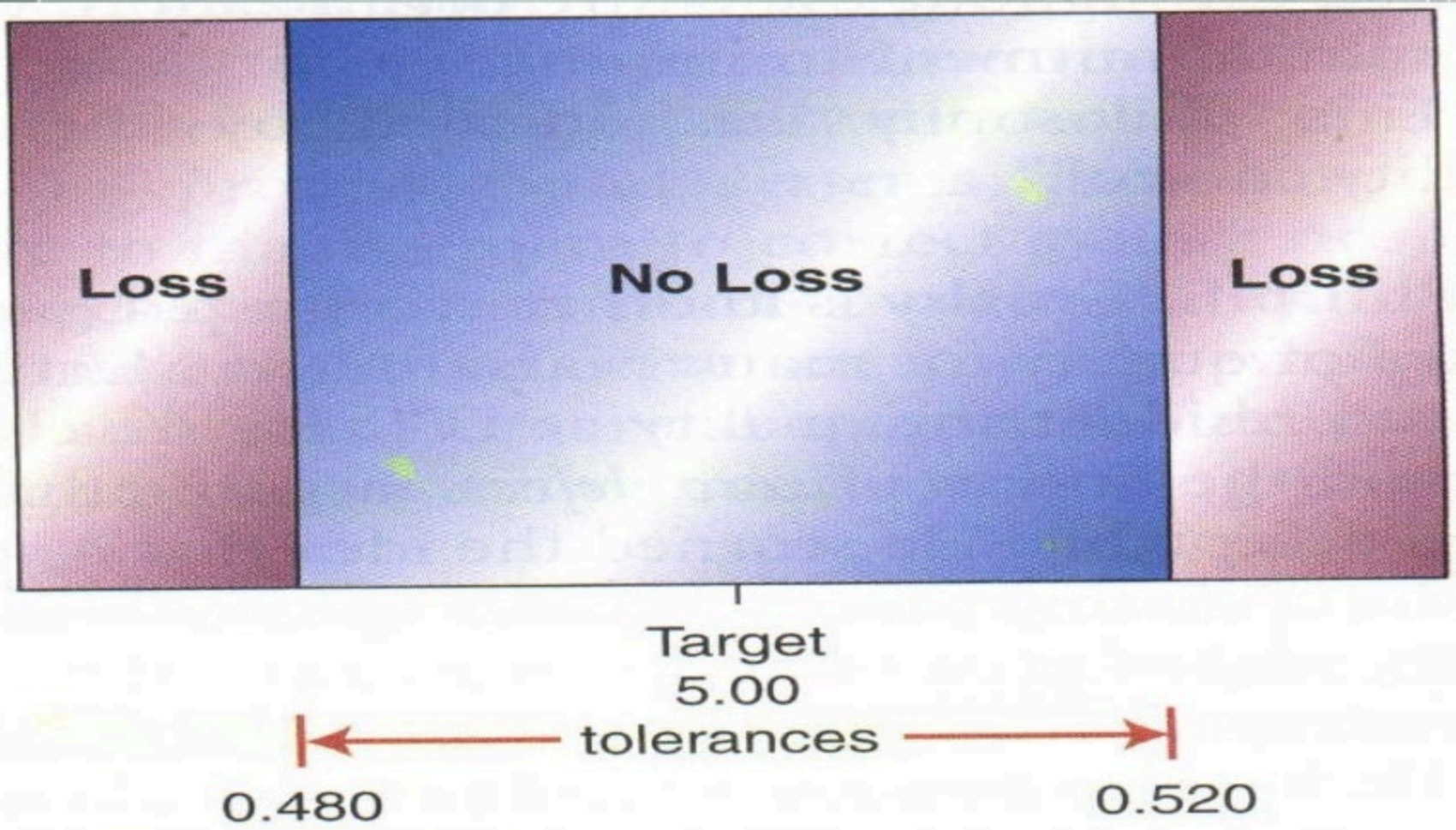
# Evolution of TQM – New Focus

<b>TIME:</b>	Early 1900s	1940s	1960s	1980s and Beyond
<b>FOCUS:</b>	Inspection	Statistical sampling	Organizational quality focus	Customer driven quality
	 <p>Old Concept of Quality: Inspect for quality after production.</p>			 <p>New Concept of Quality: Build quality into the process. Identify and correct causes of quality problems.</p>

- *Constancy of purpose*
- *Philosophy for economic stability*
- *Continually search for problems*
- *Institute modern methods of training*
- *Supervision should focus on helping people to do a better job*
- *Encourage two way communication*
- *Break barriers between departments*

- *Use statistical methods for continuing improvement*
- *Worker's pride to workmanship*
- *Educate to keep up with changes*
- *Define top management's commitment to quality and productivity and its obligation to implement these principles*

Traditional view of the cost of conformance

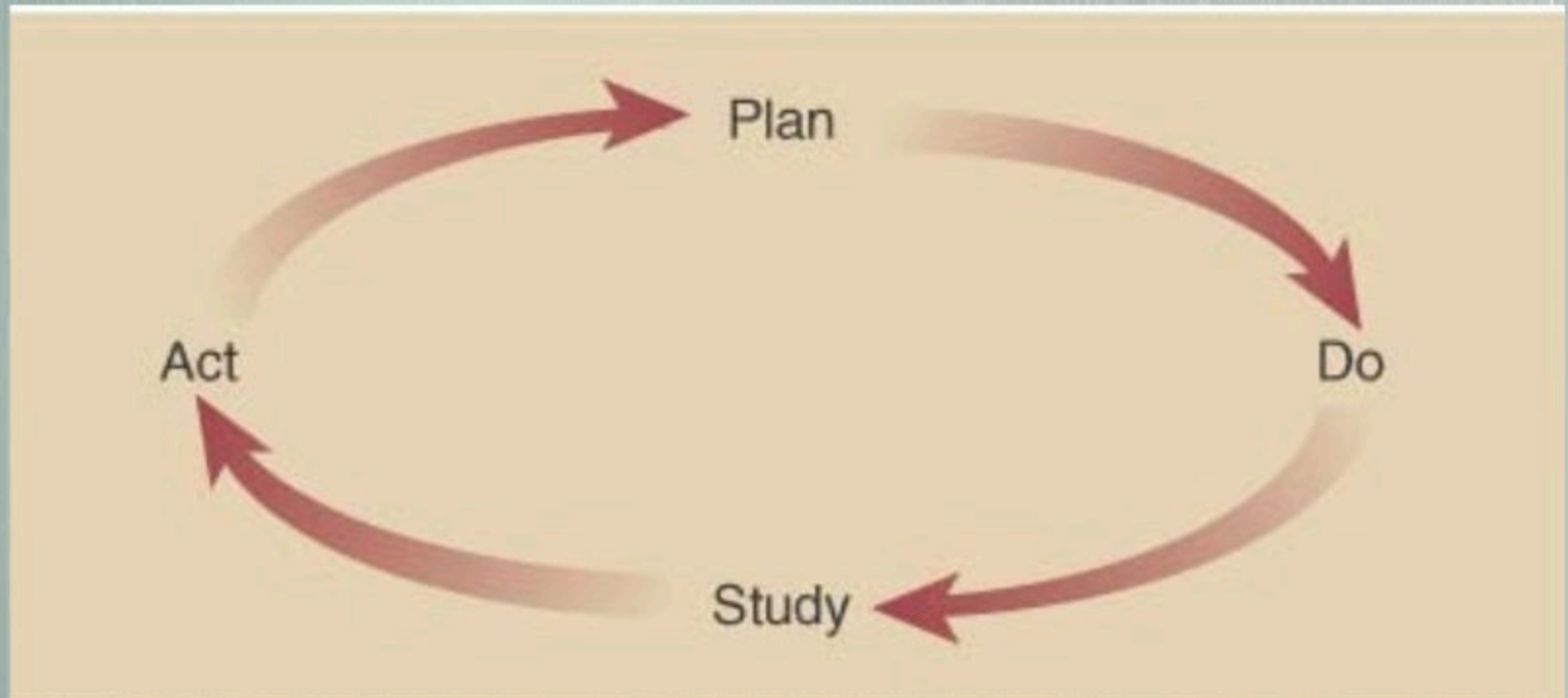


- **Plan-Do-Study-Act Cycle (PDSA)**
  - Also called the Deming Wheel after its originator
  - Circular, never ending problem solving process
- **Quality Function Deployment**
  - Used to translate customer preferences to design
- **Seven Tools of Quality Control**
  - Tools typically taught to problem solving teams

- *Plan*
  - Evaluate current process
  - Collect procedures, data, identify problems
  - Develop an improvement plan, performance objectives
- *Do*
  - Implement the plan – trial basis
- *Study*
  - Collect data and evaluate against objectives
- *Act*
  - Communicate the results from trial
  - If successful, implement new process



- *Cycle is repeated*
  - *After act phase, start planning and repeat process*



- A tool used to translate the preferences of the customer into specific technical requirements
- QFD begins by identifying customer requirements, coming from marketing department
- These requirements are numerically scored, based on their importance, and scores are translated into specific product characteristics
- Comparison of product is made with its competitors, relative to identified characteristics
- Specific goals are set to address identified problems
- The resulting matrix looks like a picture of house and is often called the “house of quality”