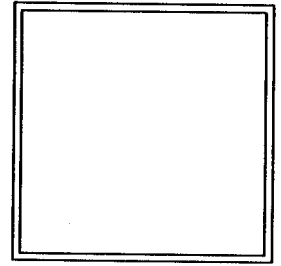


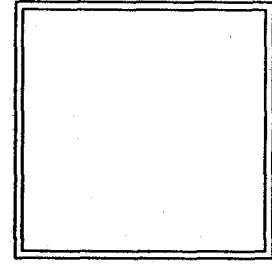
Total Quality Management



Total Quality Management

James R. Evans





Contents

	About This Course	ix
	How to Take This Course	xi
1	Quality in Manufacturing and Service	1
	Introduction	
	A Brief History	
	Modern Developments in Quality	
	A Race Without a Finish Line	
	Definitions of Quality	
	Fitness for Use	
	Conformance to Specifications	
	Quality in Manufacturing and Service Systems	
	Quality in Manufacturing Systems	
	Quality in Services	
	Economic Issues	
	Quality and Price	
	Quality and Market Share	
	Quality and Cost	
	The Taguchi Loss Function	
	Quality, Strategic Planning, and Competitive Advantage	
	Competitive Advantage	
	Multiple Dimensions of Quality	
	Review Questions	
2	Principles of Total Quality Management	17
	Introduction	
	Elements of Total Quality Management	
	Strategic Planning and Leadership	
	A Customer Focus	
	Fact-Based Management	

	Continuous Improvement	
	Teamwork and Participation	
	TQM and Traditional Management Practices	
	Influence of the Malcolm Baldrige National Quality Award	
	Award Criteria	
	Benefits of Total Quality Management	
	Review Questions	
3	Leadership and Strategic Planning	35
	Introduction	
	Perspectives on Leadership for Quality	
	Leadership Styles	
	The Baldrige View of Leadership	
	The Deming Management Philosophy	
	Profound Knowledge	
	The Impact of Profound Knowledge	
	Deming's 14 Points for Management	
	The Juran Philosophy	
	The Juran Quality Trilogy	
	The Crosby Philosophy	
	Review Questions	
4	A Focus on the Customer	53
	Introduction	
	The Customer-Driven Quality Cycle	
	Identifying Customer Needs	
	Achieving Customer Requirements in Production	
	Implications of the Customer-Driven Quality Cycle	
	Quality Function Deployment	
	The Quality Function Deployment Process	
	Building the House of Quality	
	Implementing Quality Function Deployment	
	Designing Quality into Services	
	Service Needs Identification	
	Service System Design	
	Customer Relationship Management	
	Customer Satisfaction Measurement	
	Review Questions	
5	Quality Measurement	71
	Introduction	
	Financial Aspects of Quality Measurement	
	Quality Cost Analysis	
	Quality Cost Measurement and Reporting	

- Measuring Quality Costs
- Quality Cost Reporting
- Activity-Based Costing
- Measuring Operations Performance
- Types of Data
- Tools for Data Collection and Analysis
 - Flowcharts
 - Check Sheets
 - Histograms
 - Pareto Diagrams
 - Cause-and-Effect Diagrams
 - Setter Diagrams
 - Control Charts
- Measurement and the Baldrige Award
- Review Questions

6 Methods for Continuous Improvement 89

- Introduction
- Kaizen
 - Kaizen and Innovation
- Improving Human Resources
 - Recruitment and Training
 - Performance Appraisal
 - Compensation
- Improving Management Practices
 - Benchmarking
- Improving Products and Services
 - Value Engineering/Value Analysis
 - Design Reviews
- Improving Production Processes
 - Just-in-Time
 - Poka-yoke
- Improving the Quality System
- Problem Solving for Continuous Improvement
 - Mess-Finding
 - Fact-Finding
 - Problem-Finding
 - Idea-Finding
 - Solution-Finding
 - Implementation
- Programs for Quality Improvement
 - The Deming Cycle
 - Juran's Improvement Program
 - The Crosby Program
- Review Questions

7	Participation and Teamwork	109
	Introduction	
	Psychological Basis for Employee Involvement	
	Employee Involvement Practices	
	Sharing Information	
	Increasing Knowledge	
	Rewarding Performance	
	Redistributing Power	
	Individual Participation	
	Suggestion Systems	
	Empowerment	
	Partnerships	
	Cross-Functional Teams	
	Supplier/Customer Partnerships	
	Problem-Solving Teams	
	Quality Circles	
	Self-Managed Teams	
	Resistance to Change	
	Review Questions	
8	Implementation Issues and Strategies	123
	Introduction	
	The First Barrier: Why TQM?	
	Internal Organizational Quality Audits	
	Planning for Implementation	
	Senior Management	
	Middle Management	
	The Workforce	
	The Role of Union/Management Relations	
	Common Implementation Mistakes	
	Managing Crises	
	Strategies for Success	
	Best Practices	
	Review Questions	
	Bibliography	139
	Post Test	145
	Case Study	155
	Case Study Solution	165
	-	-
	Selected Readings	175
	Index	195