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Principles and concepts of quality management



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Total Quality Management



Total Quality Management (TQM) originated in 1954 from the industrial sector of Japan. However, its history dates back to the 1920's. In the 1980s, this concept became more popular and has been continually developed for use in schools, hospitals, hotels and other organizations. Nowadays, e-businesses are also employing the Total Quality Management principles.





By definition, Total Quality Management is an approach that ensures all members of staff play a part in improving the process, products, services and culture of work. Total Quality Management principles are usually employed at the frontline level where clerical, production and low-level managers are very much involved.

Hence, the objective of Total Quality Management is to do the right things the first time continuously, thereby saving the time the organization would have used in correcting errors. Total Quality Management principles are beneficial to any organization because it reduces cost, increases staff morale, reduces errors and increases customer satisfaction.



In addition, Total Quality Management works better in organizations where management strongly supports these principles.



Therefore, this article will help you to:

- Understand how to employ Total Quality Management principles in organizations.
- Learn about the 8 principles of TQM.
- Grasp, in full, the concept of Total Quality Management.
- Explain the importance of Total Quality Management



Total Quality Management Principles



Organizations that have their core values centred on continuous improvement of the quality are better placed to benefit from Total Quality Management principles. Typically, these organisations have high-quality processes to meet and exceed the expectation of their customers. As such, everyone in the organization – management, customers, suppliers and employees – play a vital role in providing quality products and services.

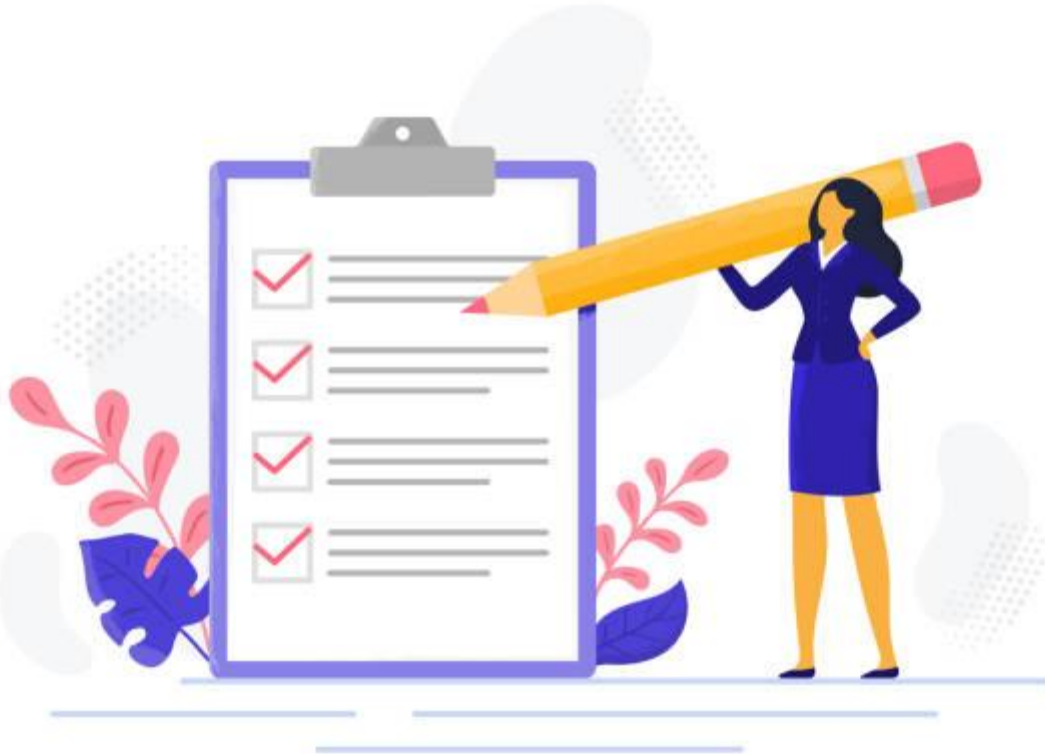
In other words, the principles of Total Quality Management centre around the customer, quality of work, mutual respect and teamwork. Continuous improvement involves constant analysis of the way work is carried out in order to determine more effective and efficient ways of making improvements and achieving excellence.



Benefits of TQM principles



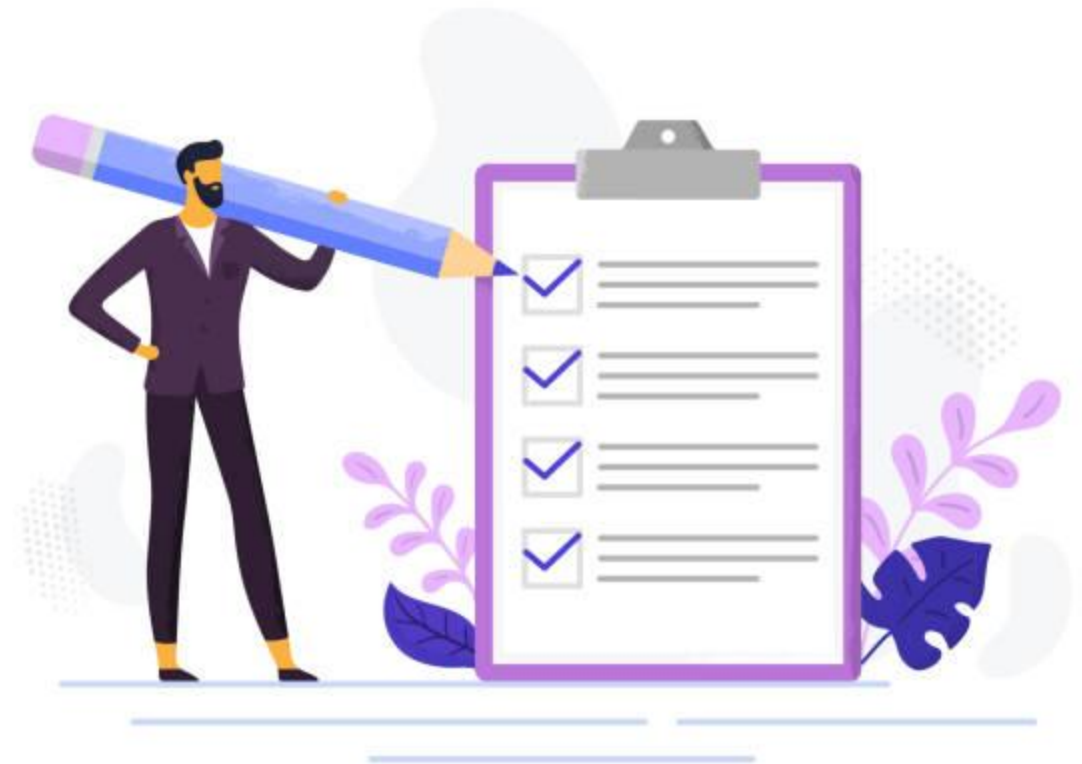
Hence, organizations that employ Total Quality Management principles foster mutual respect and teamwork amongst their employees. This is true because TQM principles foster a single-organizational culture of excellence and ensure that employees uphold the same principles of work.





Also, the application of TQM principles helps organizations to put strategic approaches in place to ensure the quality of products and services. This also means making sure their suppliers offer quality products.

Since Total Quality Management principles focus on the customer, it means that organizations should tailor their products and services to meet or exceed their customer's expectations. In addition, products and services must be designed in a way that its attributes, convenience and functionality satisfy customers.





Furthermore, it is important that organizations build quality into the processes involved in producing goods and services, and measures for continual improvement taken to ensure these processes work all the time. Likewise, it is important that organizations empower their employees with continuous training to develop their skills.

Most people would agree that quality is essential to have but difficult to execute. Among the many tools available, a Quality Management System (QMS) can provide a roadmap toward better quality. Without it, a company lacks direction. “The QMS is fundamentally how an organization does operate,”

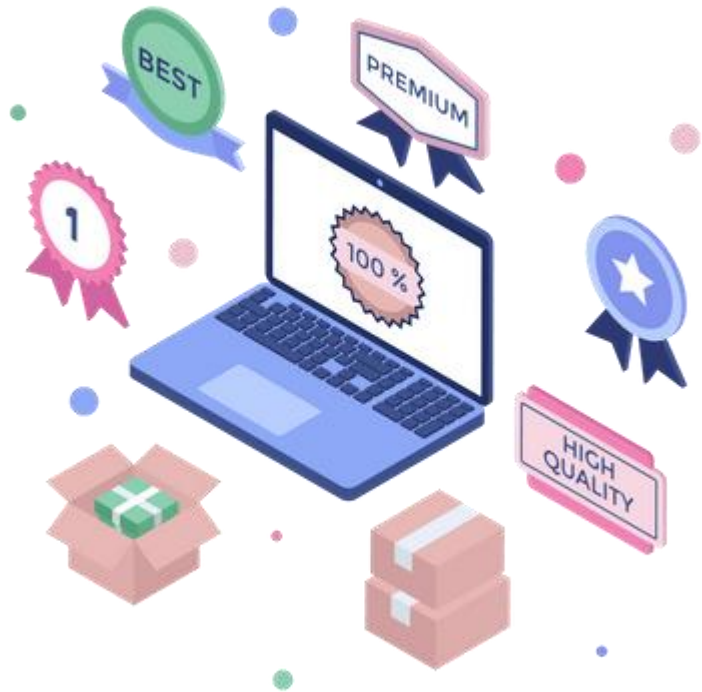




Colin Gray, president, Cavendish Scott Inc., said in an ASQ TV interview. “It’s a system for managing quality... It is the way our organization operates. And if you accept that, then it’s very easy to see the QMS really is the basic foundation for being successful as an organization.”

He went on to say, “It’s almost impossible to develop a quality system without thinking of where we as an organization want to be strategically.” To get where you want to be, quality management principles can guide the way.





What are the quality management principles? Like quality itself, they may seem difficult to define. While there may be some disagreement on what these fundamentals are, ISO seems like a safe place to start.

The ISO 9000:2015 and ISO 9001:2015 standards are based on seven quality management principles. According to ISO, the seven quality management principles are, in no particular order:



1. Customer focus
2. Leadership
3. Engagement of people
4. Process approach
5. Improvement
6. Evidence-based decision making
7. Relationship management

Let's take a closer look at these quality management principles and how you can adopt them to improve your organization.

1. Customer Focus



This almost goes without saying. An organization that doesn't focus on customers won't be around for long. Although a customer focus is critical, many times this can be lost in the priorities of a quality system and the various processes involved.

The focus should include current—and future—customers. Besides continuously meeting or exceeding customer expectations, companies should measure customer satisfaction. Conversely, failing to meet customer expectations should also be tracked. Every function and department should be involved.



2. Leadership



As with any quality idea, support must start at the top. Without good leadership, an organization will suffer. Leaders should set a vision and goals for the company.





Think back to an inspiring leader you've met. Perhaps this was at work or even at a quality event. For those who were at the 2014 ASQ conference, Mike Abrashoff, former commander of the USS Benfold, may come to mind. At the event, he described the challenges of taking over an underperforming war ship. Morale was low and turnover was high. By uniting his crew with their common purpose along with praise and appreciation, he was able to transform the ship. This theme continues in the next principle.

3. Engagement of People



An engaged workforce is one that you want to have. This means the abilities of the staff are used and valued. It also enables continuous improvement, learning, and discussion of any issues. With an engaged workforce, staff are held accountable for their actions. Rather being seen as a passive place to clock in every morning, the job requires everyone in the organization to be active and engaged in their work.



4. Process Approach



As with so many things in quality, a process approach outlines the steps for success. This means activities are managed as processes, measured, and connections between activities are identified. Opportunities for improvement are tracked. Quality doesn't just happen. It requires processes behind the scenes to ensure the success of the organization.

5. Improvement



A strong quality system requires change. Without improvement, companies will eventually be outshined by the competition. Aiming to maintain the status quo does not inspire anyone.



This means the company's performance and capabilities should be developed on an ongoing basis. These improvement activities should align with goals, and staff should be encouraged and empowered to make improvements.



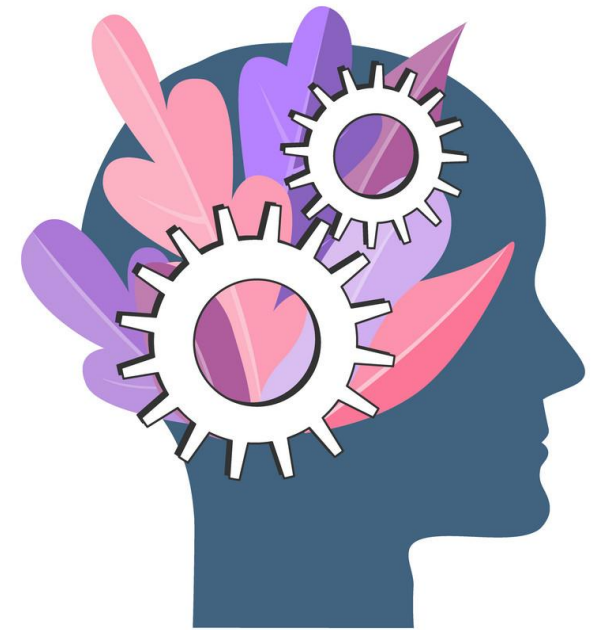


When improvements are made, these should be measured. And finally, celebrated! When things go well, it's important to acknowledge it. Quality isn't all stressful audits and data analysis. Sometimes it's formal recognition and praise.

6. Evidence-based decision making



As you may have guessed, gut feelings are not the way forward. Rather, data is king. Of course, this should be no surprise to the quality professional. Organizations should make sure data is accessible, accurate, and reliable. It should be analyzed and decisions made based on it. Still, data analysis should be balanced with practical experience. The numbers tell the story, but it is important not to discount experience as well.



7. Relationship management



Finally, the people are the important part of any organization, and the relationships between suppliers and other partners are critical. Suppliers should be selected carefully based on the ability to create value as well as manage costs.





Partners should be aware of plans and information that would help them in their work. A spirit of collaboration should be the goal. Coordinating improvement activities can help both parties. Recognizing supplier successes will also go a long way to maintaining a strong relationship.

Juggling ISO requirements may seem difficult, but these principles can light the way toward better quality. Maintaining a quality management system and improving your organization can be done. It takes work and consideration of a range of factors, but these seven principles are a good start.



Total Quality Management

Principles to Improve Processes

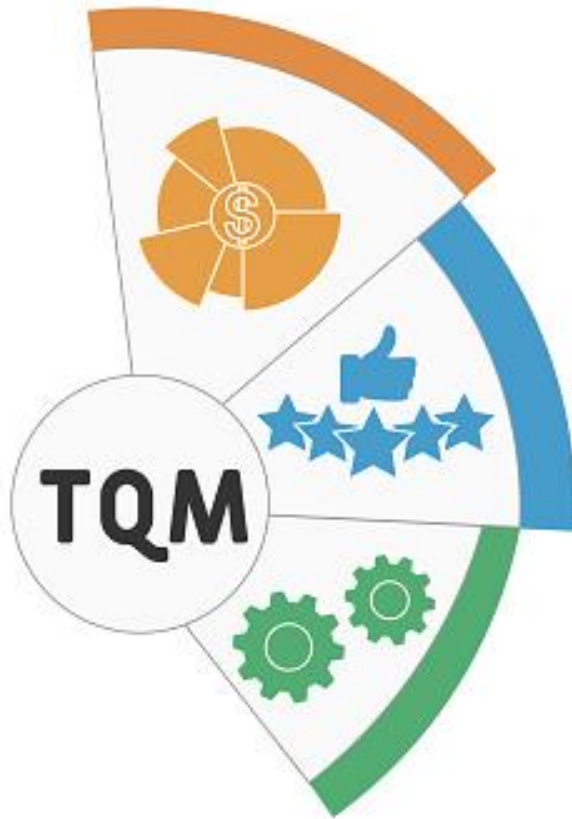
During the global recession of the late '70s and early '80s, the United States (and the rest of the world) faced stiff competition from Japan. The Japanese had captured the world automotive and electronics markets because they found a way to produce high-quality goods at lower prices. And as a result, corporations in the U.S. looked more closely at the quality of Japanese goods and services, trying to find ways to improve production and recapture market share.





Their solution was Total Quality Management. If your organization has just decided to incorporate TQM or if you want to see whether this process improvement methodology can help you improve production, learn more about Total Quality Management principles, plus TQM techniques that you start using now.

What is Total Quality Management?



According to the definitive text, Total Quality: A User's Guide for Implementation, Total Quality Management (TQM) is a management technique based on the idea that all “employees continuously improve their ability to provide on-demand products and services that customers will find of particular value.”

The concept of Total Quality Management can be found right in its name: The word “total” implies that all employees in the organization, from development to production to fulfillment, are obligated to improve operations.





And “management” insinuates that this methodology should be a focused effort. Leadership should provide funding, training, staffing, and clearly defined goals to actively manage product and service quality on an ongoing basis.

8 principles of Total Quality Management

As with most management methods and techniques, implementation and success will vary from one company to another. While there is not a single agreed-upon approach, the most common TQM definition includes the following eight principles.



1. Customer focus



The first of the Total Quality Management principles puts the focus back on the people buying your product or service. Your customers determine the quality of your product. If your product fulfills a need and lasts as long or longer than expected, customers know that they have spent their money on a quality product.

When you understand what your customer wants or needs, you have a better chance of figuring out how to get the right materials, people, and processes in place to meet and exceed their expectations.



To implement this TQM principle:



- Research and understand your customers' needs and expectations.
- Align your organization's objectives with customer needs.
- Communicate with customers, measure satisfaction, and use the results to find ways to improve processes.
- Manage customer relationships.
- Find a balance for satisfying customers and other interested parties (such as owners, employees, suppliers, and investors).

The benefits of being customer-focused include:

- More sales, increased revenue, market share, and mindshare
- Strong customer loyalty leading to repeat business
- Increased possibility that satisfied customers will tell others about your products and services



2. Total employee commitment



You can't increase productivity, processes, or sales without the total commitment of all employees. They need to understand the vision and goals that have been communicated. They must be sufficiently trained and given the proper resources to complete tasks in order to be committed to reaching goals on time.





To implement this TQM principle:

- Clearly communicate and acknowledge the importance of each individual contribution to the completed product.
- Stress that each team or individual accepts ownership and give them the responsibility and opportunity to solve problems when they arise.
- Encourage employees to self-evaluate performance against personal goals and objectives, and make modifications as necessary to improve workflow.

- Acknowledge successes and optimized performance to build confidence in your employees and your stakeholders.
- Make responsibilities clear, provide adequate training, and make sure your resources are used as efficiently as possible.





- Encourage people to continually seek opportunities to learn and move into other roles to increase their knowledge, competence, and experience.
- Create an environment where employees can openly discuss problems and suggest ways to solve them.

The key benefits of total employee commitment include:

- Increased employee retention because employees are motivated, committed, and actively involved in working toward customer satisfaction
- Individual and team innovation and creativity in problem-solving and process improvement
- Employees who take pride and accountability for their own work
- Enthusiasm for active participation and contribution to continual improvement

3. Process approach



Adhering to processes is critical in quality management. Processes ensure that the proper steps are taken at the right time to ensure consistency and speed up production.

To implement this TQM principle:

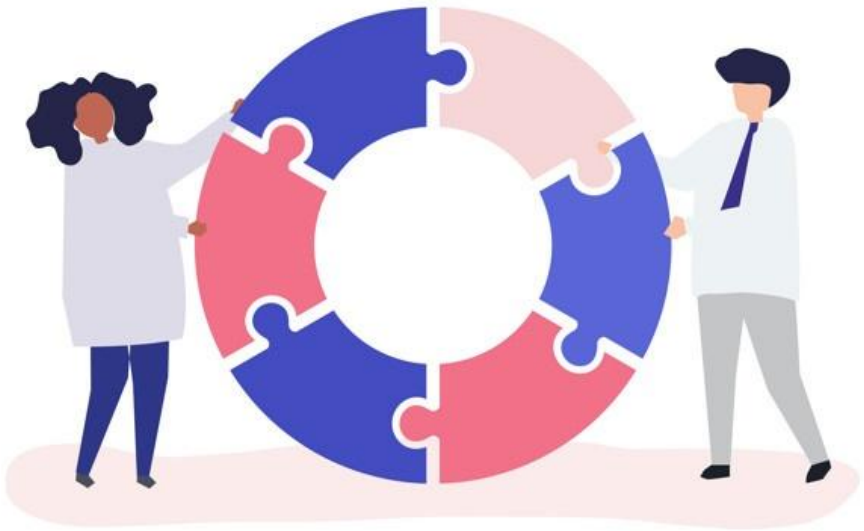
- Use Total Quality Management tools such as process flowcharts to define and delineate clear roles and responsibilities so everybody knows who does what at certain times.



- Create a visual action plan so everybody can easily see the specific activities that need to be completed to achieve the desired result.
- Analyze and measure current activities to see where improvements can be made or where steps in the process are creating bottlenecks.
- Evaluate the impact your processes and activities may have on your customers, suppliers, and all stakeholders.



Benefits of a process approach include:



- Faster development and production cycles, lower costs, and increased revenue
- More consistency and predictable outcomes
- Focus on continued improvements and success

4. Integrated system



Typically a business has many different departments, each with their own specific functions and purposes. These departments and functions should be interconnected with horizontal processes that should be the focus of Total Quality Management. But sometimes these departments and functions operate in isolated silos.

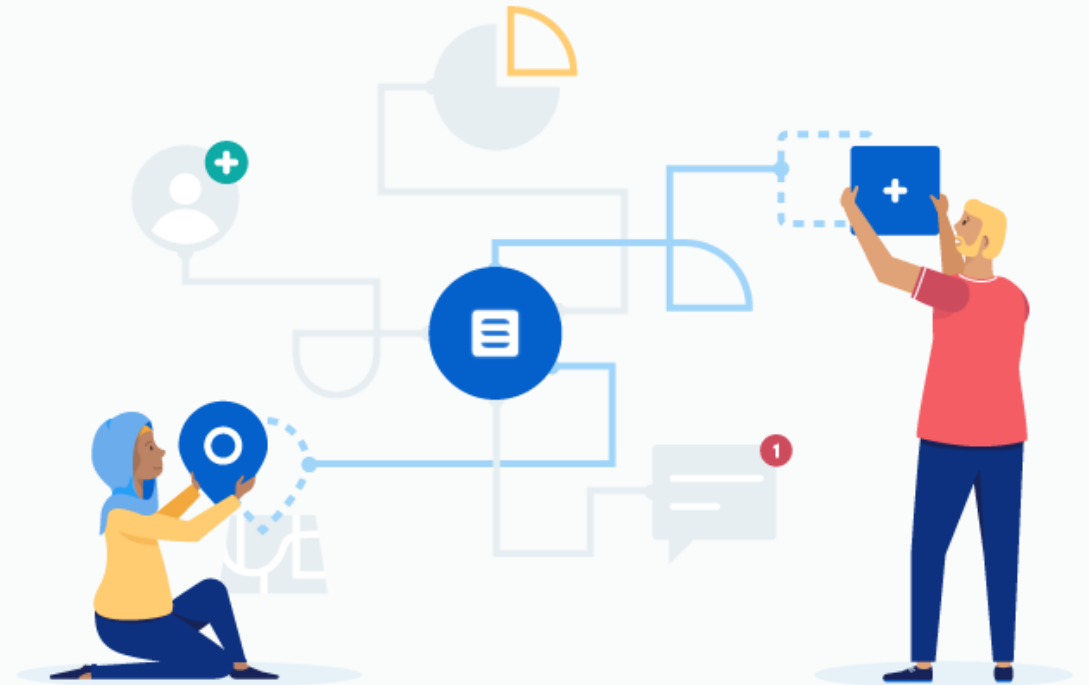


To implement this TQM principle:

- Promote a work culture focused on quality.
- Use flowcharts and other visual aids to help employees understand how their functions fit in with the rest of the company.
- Use as-is process analysis to see where improvements can be made.
- Make training available for employees who need to learn new processes and who want to explore opportunities for advancement.

Benefits include:

- Focus on quality that will help your business achieve excellence and meet or exceed customer expectations



5. Strategic and systematic approach



The International Organization for Standardization (ISO) describes this principle as:



“Identifying, understanding and managing interrelated processes as a system contributes to the organization’s effectiveness and efficiency in achieving its objectives.”

Multiple processes within a development or production cycle are managed as a system of processes in an effort to increase efficiency.

To implement this TQM principle:

Provide your people with the proper training and resources that will help them complete their individual steps in the process.





Continually improve processes and products, and upgrade equipment as necessary to reach goals. Make continual improvement a measurable objective for all employees. Recognize, acknowledge, and reward innovations and process improvements.

Benefits include:

- An ability to quickly identify, react, and fix process bottlenecks or breakdowns
- Overall improved organizational capabilities and improved performance



6. Continual improvement



Optimal efficiency and complete customer satisfaction doesn't happen in a day—your business should continually find ways to improve processes and adapt your products and services as customer needs shift. As previously stated, the other Total Quality Management principles should help your business keep an eye toward continual improvement.

To implement this TQM principle:



- Implement policies to establish product, process, and system improvements as measurable goals for individuals, teams, and departments.

- Recognize, acknowledge, and encourage innovation to improve processes and development.
- Encourage employees to participate in available training sessions to learn and take on new and additional roles.



Benefits include:

- Improved knowledge and capabilities to increase performance
- Improvement goals strategically aligned with organizational capabilities and goals
- Quick reaction times to recognize and fix bottlenecks and broken processes



7. Fact-based decision-making



Analysis and data gathering lead to better decisions based on the available information. Making informed decisions leads to a better understanding of customers and your market.





To implement this TQM principle:

- Analyze and check data to ensure that it is reliable and accurate.
- Make relevant data available to stakeholders.
- Use valid methods to gather and analyze data.
- Make decisions based on the facts learned from the data in addition to your experience and intuition.

Benefits include:

- Ability to make informed decisions
- Ability to analyze and defend past decisions by referencing factual records
- Ability to change past decisions based on data review



8. Communications



Everybody in your organization needs to be aware of plans, strategies, and methods that will be used to achieve goals. There is a greater risk of failure if you don't have a good communication plan.

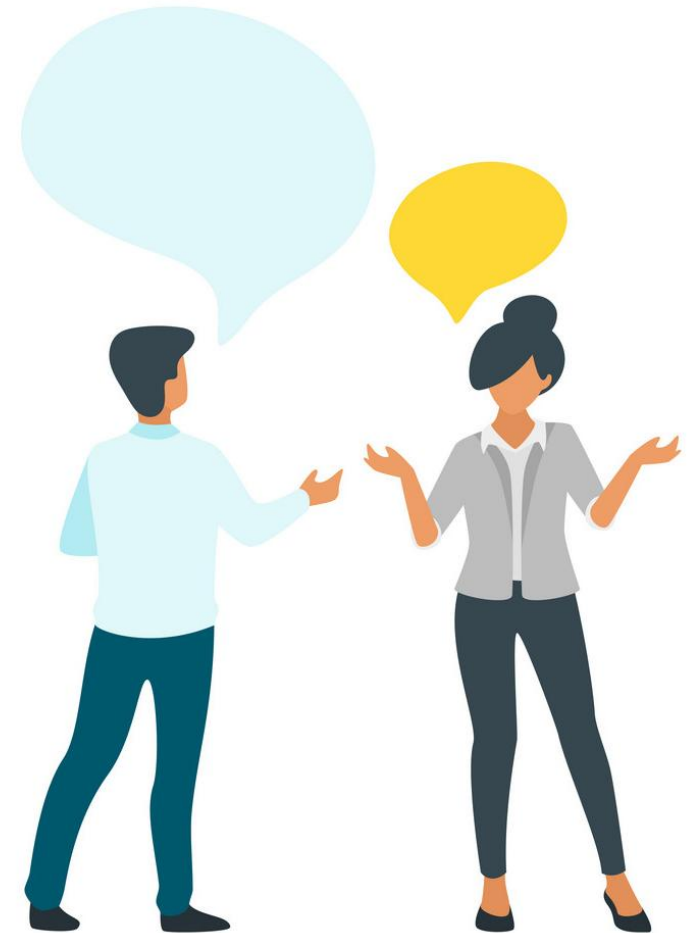


To implement this TQM principle:

- Establish an official line of communication so that all employees know about updates, policy changes, and new processes.
- Where possible, involve employees in decision-making.
- Make sure everybody in every department understands their roles and how they fit in with the rest of the company.

Benefits include:

- Boost in morale and motivation when employees understand how their contributions help the company achieve its goals
- Interdepartmental coordination and cooperation





- Elimination of silos
- Ability to more accurately measure the effectiveness of current policies and procedures
- Higher motivation from employees to achieve goals because they are part of the decision-making process

Successful implementation of these Total Quality Management concepts will not come overnight. Because TQM often represents a large cultural shift, you may want to implement these changes in phases to lessen the impact.



Presentation 1st homework



What are the indicators of educational quality in your opinion?



1. As well as specifying the details of the indicators.
2. Do your homework in PPT.
3. Individual presentation

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2	65561802084	Miss Qing Yuan	
3	65561802085	Miss Qiushi Zheng	
4	65561802086	Miss Yating Xiao	
5	65561802087	Mr.Biao Lyu	
6	65561802088	Miss Hua Fu	
7	65561802089	Mr. Shining Zhao	
8	65561802090	Mr. Xiaoyu Chen	
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19	65561802101	Miss Yang Cui	51

