



NSCET E-LEARNING PRESENTATION

LISTEN ... LEARN... LEAD...





DEPARTMENT OF ELECTRONICS AND COMMUNICATION ENGINEERING



IV YEAR / VIII SEMESTER

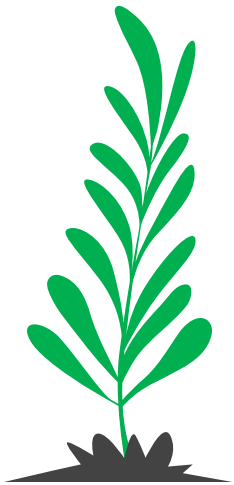
GE6757- TOTAL QUALITY MANAGEMENT

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Syllabus-UNIT-II

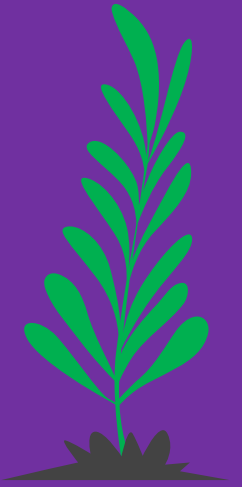
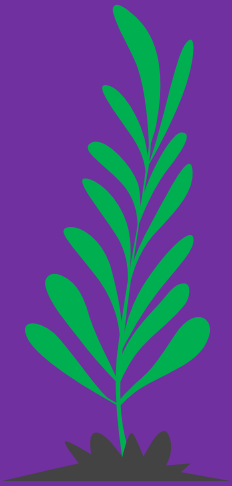
TQM PRINCIPLES

Leadership - Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating.



UNIT 02 - TQM PRINCIPLES

LECTURE 02



Objectives

- The students Will understand the TQM concepts like customer Focus, Employee Focus and their involvement, continous process improvement and Supplier Management.

LEADERSHIP

A leader is one who instills purposes, not one who controls by brute force. He strengthens and inspires the followers to accomplish shared goals. The important roles are,

- Shape the Organization's value
- Promote the Organization's value
- Protect the Organization's value and
- Exemplifies the Organization values

CHARACTERISTICS OF QUALITY LEADERS

1. They give priority attention to external and internal customers and their needs.
2. They empower, rather than control, subordinates.
3. They emphasis improvement rather than maintenance.
4. They emphasis prevention.
5. They emphasis collaboration rather than competition.
6. They train and coach, rather than direct and supervise.

CHARACTERISTICS OF QUALITY LEADERS

7. They learn from the problems.
8. They continually try to improve communications.
9. They continually demonstrate their commitment to quality.
10. They choose suppliers on the basis of quality, not price.
11. They establish organizational systems to support the quality effort.
12. They encourage and recognize team effort.

Team and Teamwork

- A team can be defined as a group of people working together to achieve common objectives or goals. Teamwork is the cumulative actions of the team during which each member of the team subordinates his individual interests and opinions to fulfill the objectives or goals of the group.

Different types of teams.

The different types of teams are

1. Process improvement team
2. Cross-functional team
3. Natural work team and
4. Self-directed work team.

Different members in a team.

The different members in a team are

1. Team leader

2. Facilitator

3. Recorder

4. Timekeeper and 5. Member

Needed for a leader to be effective

To be effective, a leader needs to know and understand the following:

People, paradoxically, need security and independence at the same time. People are sensitive to external rewards and punishments and yet are also strongly self-motivated.-People like to hear a kind word of praise. People can process only a few facts at a time; thus, a leader needs to keep things simple. -People trust their gut reaction more than statistical data. People distrust a leader's rhetoric if the words are inconsistent with the leader's actions.

Basic ways for a continuous process improvement

1. Reduce resources
2. Reduce errors
3. Meet or exceed expectations of downstream customers
4. Make the process safer
5. Make the process more satisfying to the person doing it.

Components of the Juran Trilogy

The three components of the Juran Trilogy are

i. Planning

ii. Control

iii. Improvement

PDCA cycle or Deming's Wheel

PLAN What is needed

DO it

CHECK that it works

ACT to correct problems or improve performance

CUSTOMER SATISFACTION

Who is the Customer?

External Customer -- those who receive the final products. Occurs normally at the organizational level

Internal Customers -- occur at the process and cross-departmental levels within the company

Identifying Customers:

- What parts or products are produced?
- Who uses our parts or products?
- Who do we call, correspond/interact with?
- Who supplied the inputs to the process?

CUSTOMER PERCEPTION OF QUALITY

1. Performance
2. Features
3. Service
4. Warranty
5. Price
6. Reputation

FEEDBACK (INFORMATION COLLECTING TOOLS)

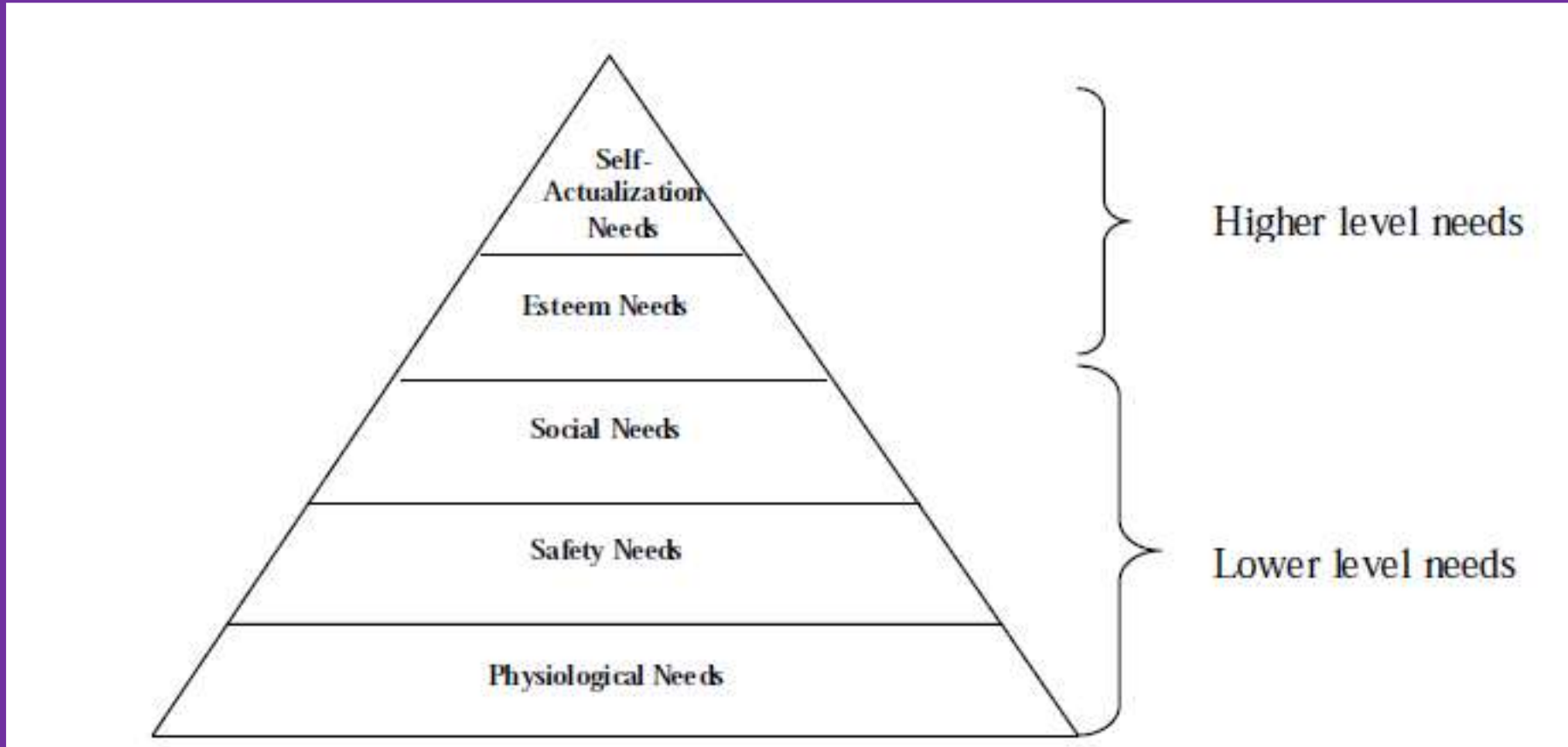
Feedback enables organization to

- Discover customer satisfaction
- Discover relative priorities of quality
- Compare performance with the competition
- Identify customer needs
- Determine opportunities for improvement

EMPLOYEE INVOLVEMENT

- Motivation
- Empowerment
- Team and teamwork
- Recognition and reward
- Performance appraisal

MOTIVATION



RECOGNITION AND REWARD

Various ways for Recognition and Rewards are

1. Recognition can be expressed using verbal and written praise.
2. Rewards may be in the form of certificates and plaques.
3. Reward is normally in the form of cinema tickets, dinner for family etc.
4. The financial compensation (for recognition) can be paid in terms of increased salaries, commissions, gain sharing etc.
5. The efforts of employees can be recognized by promotions, special job assignments etc.
6. A letter of appreciation from the CEO or the Top Management will increase the employee"s involvement.

RECOGNITION AND REWARD

Various ways for Recognition and Rewards are

7. Reward may be delayed but recognition should be in a timely basis.
8. Rewards should be appropriate to the improvement level.
9. People like to be recognized than any reward.
10. Special forms of recognition include pictures on the bulletin board, articles in news letters, letter to families etc.
11. Supervisors can give on-the-spot praise for a job which is done well.

IMPORTANCE OF PERFORMANCE APPRAISALS

1. It is necessary to prevail a good relationship between the employee and the appraiser.
2. Employee should be informed about how they are performing on a continuous basis, not just at appraisal time.
3. The appraisal should highlight strength and weakness and how to improve the performance.
4. Employee should be allowed to comment on the evaluation and protest if necessary.
5. Everyone should understand that the purpose of performance appraisal is to have employee involvement.
6. Errors in performance evaluations should be avoided.
7. Unfair and biased evaluation will render poor rating and hence should be eliminated.

BENEFITS OF EMPLOYEE INVOLVEMENT

- Employees make better decisions using their expert knowledge of the process
- Employees are better able to spot and pin-point areas for improvement.
- Employees are better able to take immediate corrective action.
- Employee involvement reduces labour / management friction.
- Employee involvement increases morale.
- Employees have an increased commitment to goals because they are involved.

SUPPLIER PARTNERSHIP

- Customers and suppliers have the same goal – to satisfy the end user. The better the supplier's quality, the better the supplier's long term position., because the customer will have a better quality. Customers and suppliers must work together to maximize their return on investment.



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THANK YOU