

# **TOTAL QUALITY MANAGEMENT**

**T. VASUKI**

Head, Department of Hospital  
Administration

# Synopsis

- Total quality management (TQM) is a participative, systematic approach to planning and implementing a continuous organizational improvement process. Its approach is focused on satisfying customers' expectations, identifying problems, building commitment, and promoting open decision-making among workers.
- TQM applies analytical tools, such as flow and statistical charts and check sheets, to gather data about activities within an organization. TQM uses process techniques, such as nominal groups, brainstorming, and consensus forming to facilitate communication and decision making.

# Introduction

- Total Quality Management (TQM) has captured the worldwide attention in recent years.
- TQM has become a buzzword for all the successful business organizations world over. All organizations have realized the potential benefits of TQM approach.

# What is TQM?

- **Total**- Made up of the world
- **Quality** – Degree of Excellence a product or service provides
- **Management** – Act, art, or manner of handling, controlling, directing etc.,  
Therefore, TQM is the art of managing the whole to achieve excellence.



## Definition:

# Total Quality Management

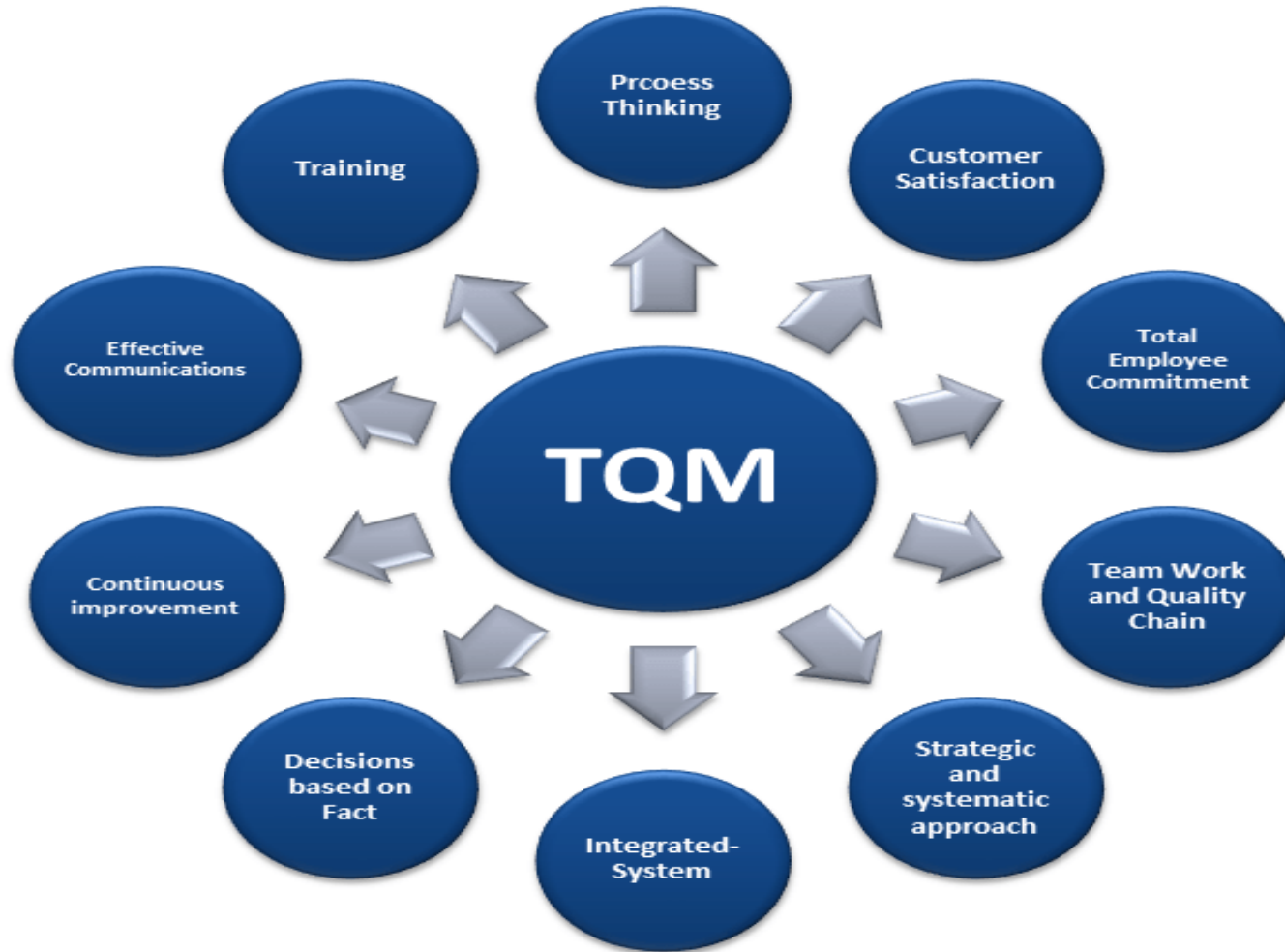
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- Total Quality Management (TQ, QM or TQM) and Six Sigma ( $6\sigma$ ) are sweeping “culture change” efforts to position a company for greater customer satisfaction, profitability and competitiveness.
- TQM may be defined as managing the entire organization so that it excels on all dimensions of products and services that are important to the customer.

# Characteristics of TQM

- TQM is a customer oriented
- TQM required a long term commitment for continuous improvement of all processes.
- TQM is a teamwork.
- TQM requires the leadership of top management and continuous involvement.
- TQM is a strategy for continuous improving performance at all levels and in all areas of responsibility.

# Elements of TQM

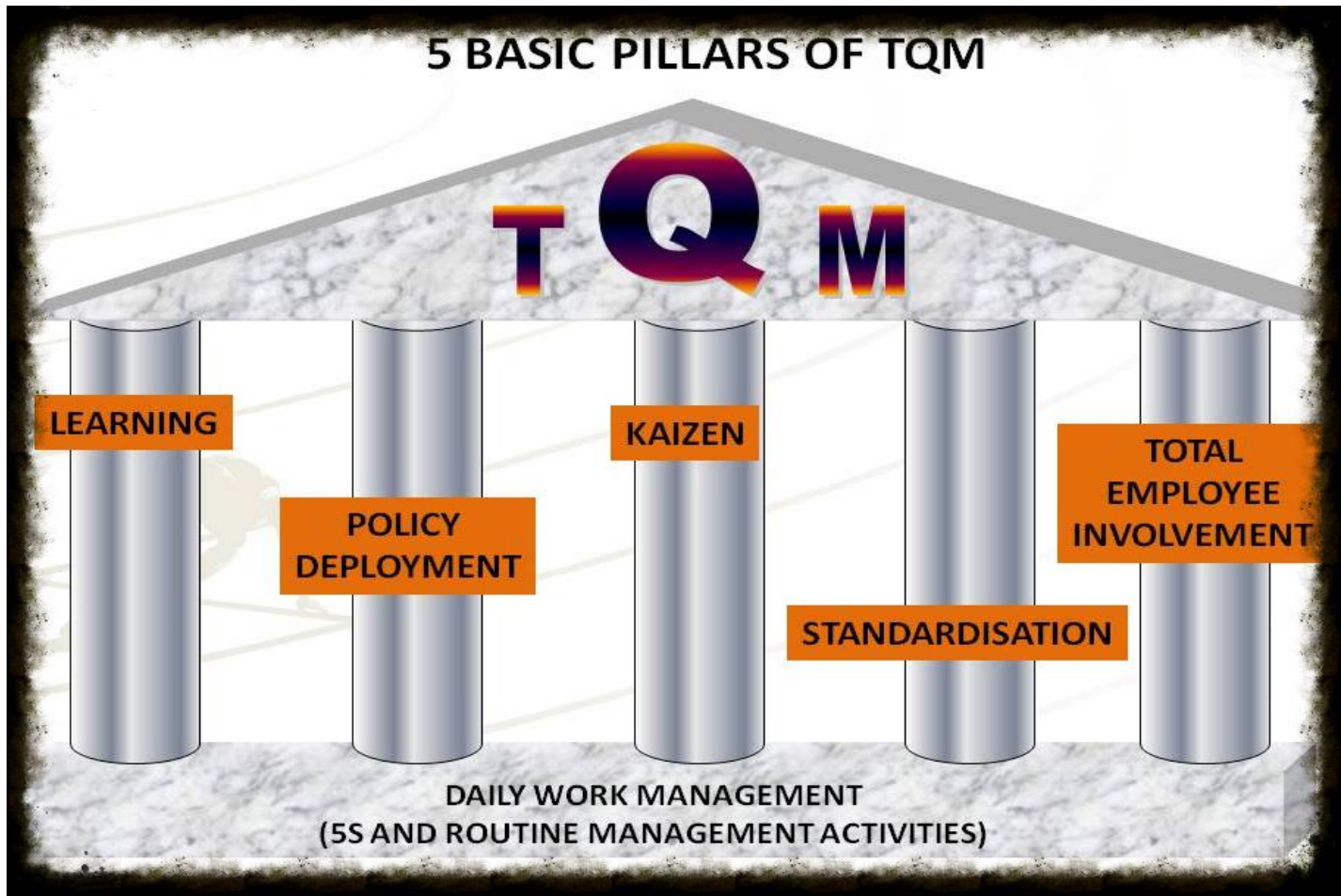


# Components of TQM





# Pillars of TQM



# Principles of TQM

## Principles of TQM

1. **Customer -Driven Quality**
2. **Top Management Commitment**
3. **Continuous Improvement**
4. **Employees Participation and Development**
5. **Treating Suppliers as Partners**
6. **Fast Response**
7. **Management by Facts**
8. **Design Quality and Prevention**

# Benefits of TQM

1. Tangible Benefits
2. Intangible Benefits

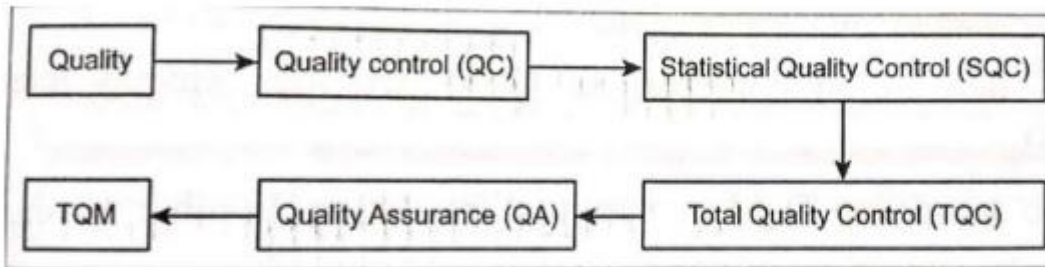
# Tangible Benefits

- Improved product quality
- Improved productivity
- Reduced quality costs
- Increased market and customers
- Increased profitability
- Reduced employee grievances

# Intangible Benefits

- ✓ Improved employee participation
- ✓ Improved teamwork
- ✓ Improved working relationships
- ✓ Improved communication
- ✓ Enhancement of job interest
- ✓ Enhanced problem-solving capacity
- ✓ Better company image.

# Evolution of TQM



*Fig. 1.6. Evolution of TQM*

## Barriers to TQM implementation

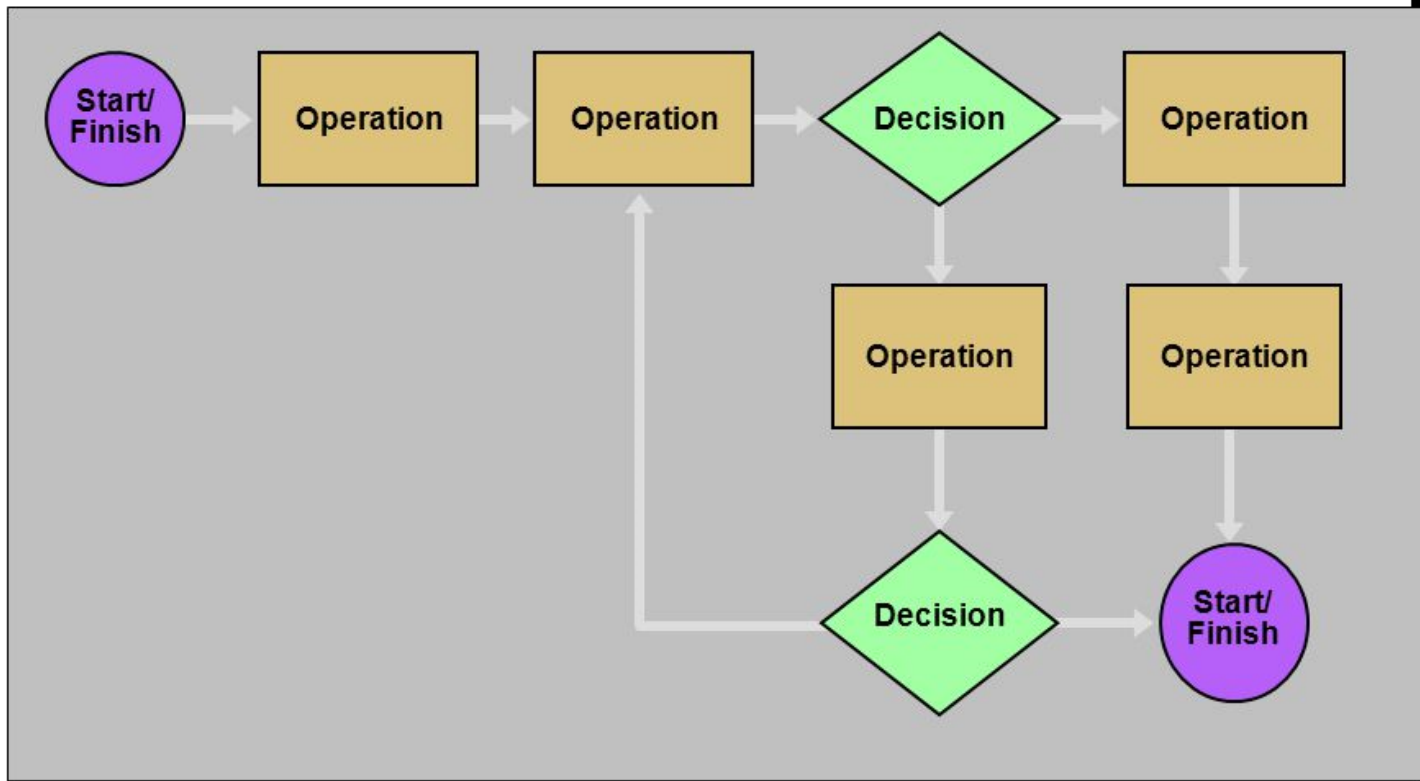
- Lack of Management commitment
- Inability to change Organisation culture
- Improper planning
- Inadequate use of empowerment
- Lack of continuous training and education
- Paying inadequate attention to internal and external customers.
- Failure to continually improve.

# Seven Tools of TQM

1. Flowchart
2. Cause and effect analysis
3. Pareto analysis
4. Control Chart
5. Histogram
6. Scatter diagram
7. Run chart



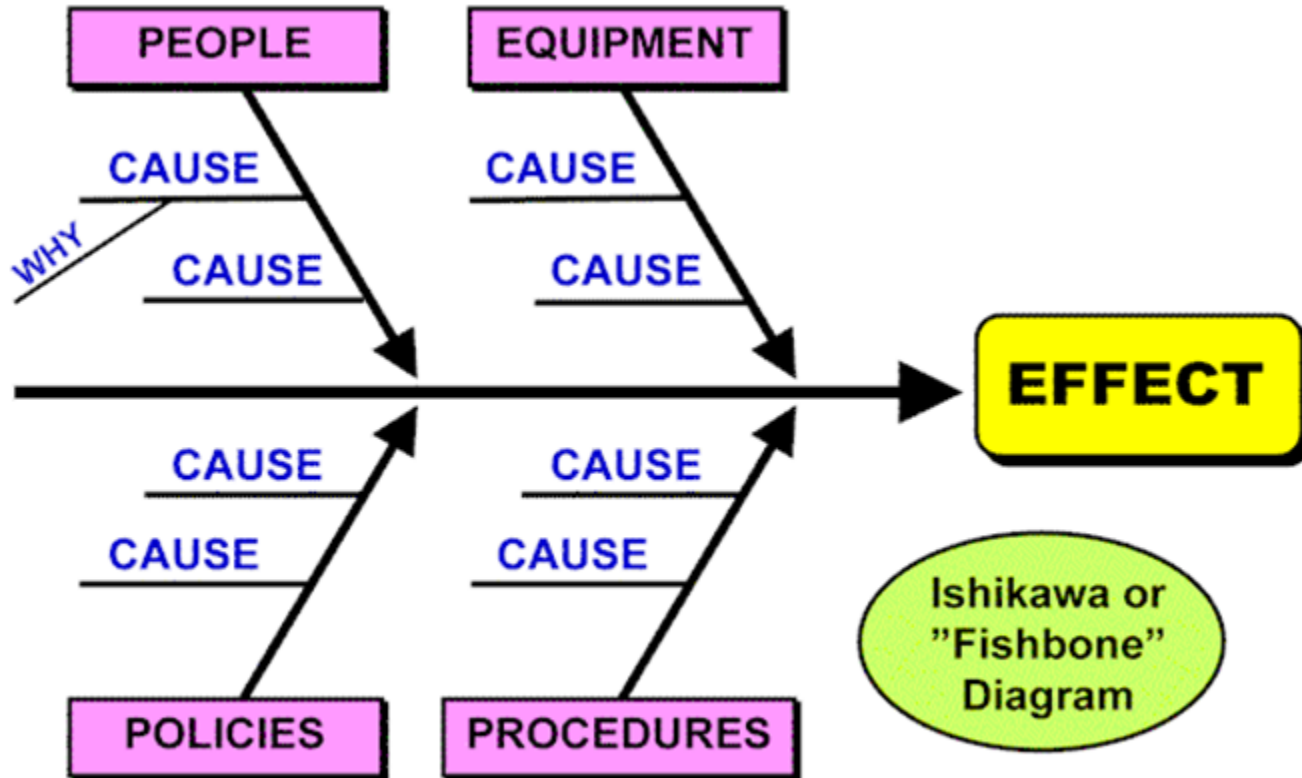
# Flow Chart



# Causes and effect diagram

- A causes and effect diagram is a graphical – tabular chart to list and analyze the potential causes of a given problem.

# Causes and effect diagram



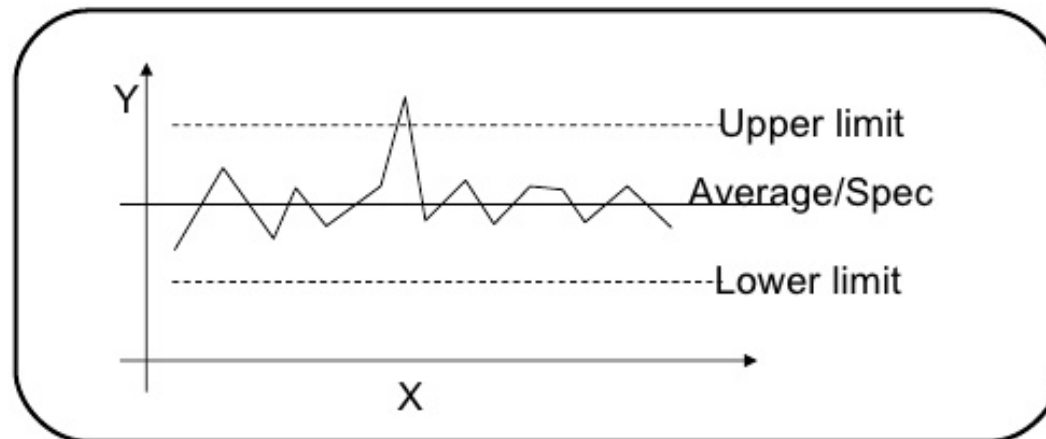
(by: Julia Rutherford Silvers, CSEP, accessed 2013, [http://www.juliasilvers.com/embok/Guide/RSK/RiskAssessmentMgmt/causeeffect\\_analysis.htm](http://www.juliasilvers.com/embok/Guide/RSK/RiskAssessmentMgmt/causeeffect_analysis.htm))

# Pareto diagram

- A pareto diagram is a diagnostic tool commonly used for separating the vital few causes that account for a dominant share of quality loss

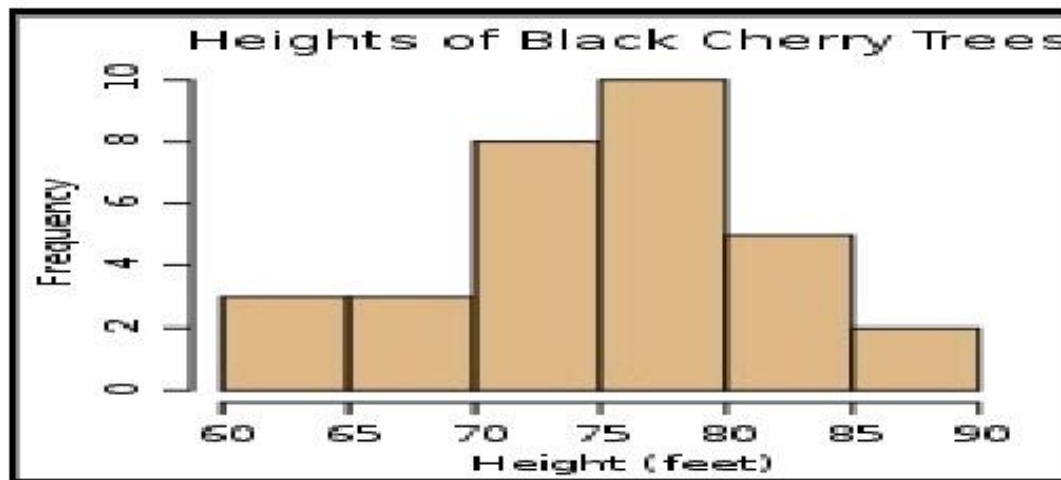
# Control Charts

- Statistical tool, showing whether a process is in control or not
- Taking samples of a process and detect possibility of process being out of control
- Define Upper limit, lower limit and medium value
- Draw Chart.



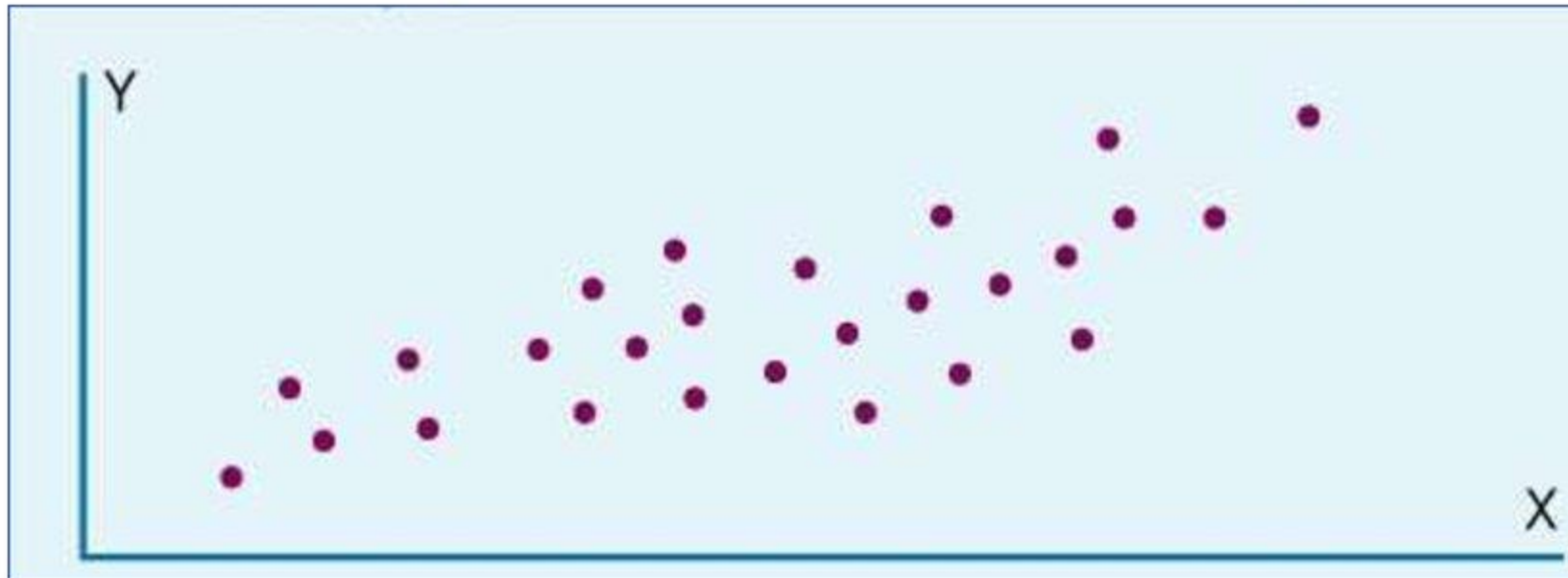
## *Histograms*

- A Histogram is a bar graph
- Usually present frequency data
- Histograms provide an easy way to evaluate the distribution of Data over different categories



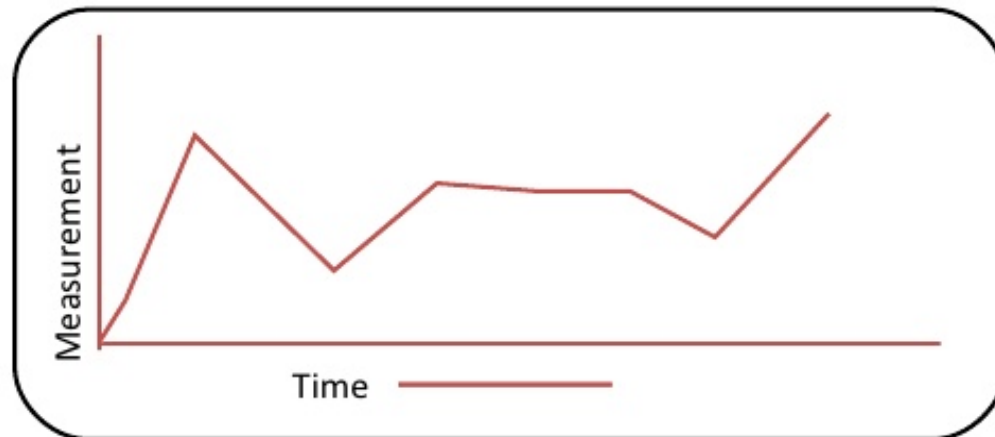
# Scatter Diagrams

- A graph that shows how two variables are related to one another
- Data can be used in a regression analysis to establish equation for the relationship



# Run Charts

- Run Charts are representing change in measurement over a sequence or time
- Determining Cyclic Event
  - Gather Data
  - Organize Data





# Conclusion

- A successful TQM implementation requires a significant training for the employees involved in it. Since the training program can take employees away from their day to day work, this eventually can have a negative short-term impact. Also, since Total Quality Management tends to result in a consistent series of incremental changes, it can lead to creating an unpleasant response from those employees who prefer existing system, or employees who are afraid of losing their jobs because of it.
- Total Quality Management works best in an environment where there are strong support and commitment from the management.

# Possible Questions

- What is TQM
- Explain about the components of TQM
- Write the principles of TQM
- Explain in detail about the benefits of TQM
- What are the barriers to implementation of TQM?
- Describe the seven tools of TQM.