

Week 5 Lecture

“Quality means doing it right when no one is looking.”

- Henry Ford (Founder of modern assembly lines)

Total Quality Management (TQM) Program Management

The initiative by operations management to implement a complete TQM (Total Quality Management) program must go beyond its current level of achievement and transform it to be an aggressive organization that is customer-focused, employee-driven and measurable by data-based performance. This will require reorganizing, in many cases, by redesigning the different roles and taking people out of their comfort zone. This quality concentration will impact the bottom line of profits by allowing a dedicated effort to introduce strong inventory control systems that will have a direct impact on WIP turns. This closer coordination will be needed in order to progress into a true pull manufacturing system. An example would be to concentrate on the reduction of WIP (Work in Process) dollars and build cycle time over the next year. Workload scheduling, capacity planning, KANBAN (a Japanese scheduling system) sizing, and buffer inventory need to be major areas of focus. It is not a matter of one size fits all, and the TQM tools need to be investigated to see if they could be utilized by your facility. A result of an effective TQM program could be huge gains in flexibility of work scheduling. Of interest is the CONWIP (Constant Work in Process) inventory system developed by MIT. It is deemed to be the replacement for the KANBAN system of material scheduling.

Training for TQM

Initiatives for TQM will reflect five major trends in quality management in all industries (Priadarshi, 2017):

1. Quality is omnipresent – touches every industry;
2. Manage quality as a project – success depends on the way it is implemented;
3. Quality as a strategic tool – management by policy (MBP) is a new fad for implementing quality as a competitive weapon;

4. Sustainability and quality management – keen to use various tools & techniques of quality management in sustainability, ISO 26000 makes a connection between people and quality management systems.;
5. Quality management is SMACKed – Social Media, Mobility, Analytics & Cloud has disrupted every industry or getting ready to get disturbed;

Seven Quality Control Tools

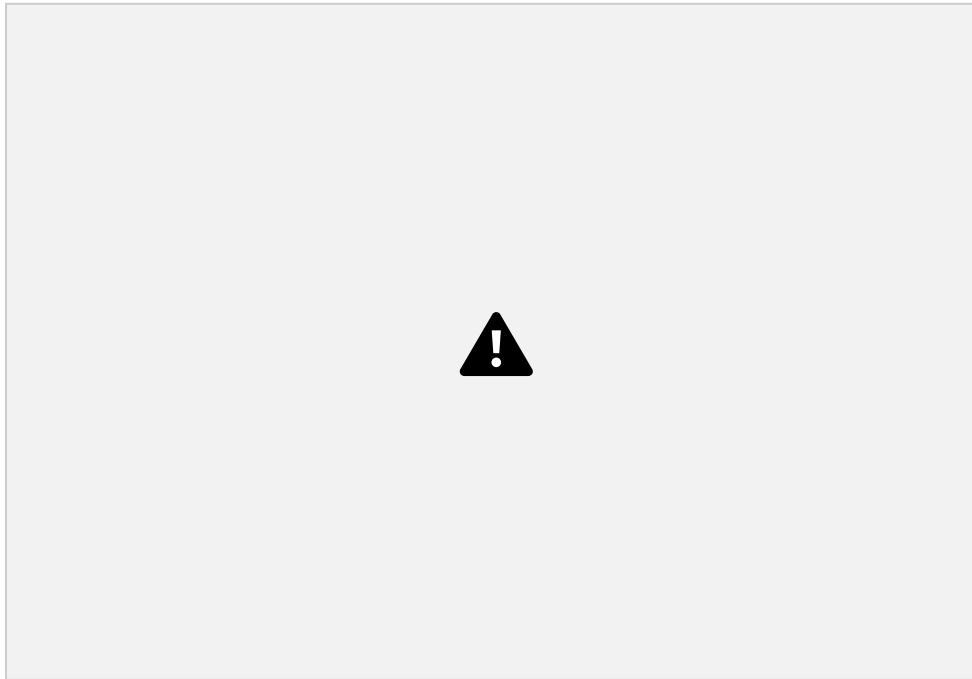


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Reference

Priyadarshi, (Sept 2017). 5 Quality Management Trends to Watch Out For in 2018.
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<https://www.greycampus.com/blog/quality-management/five-quality-management-trends-to-watch-out-for-in-2018>