

WEEK 3



THE QUALITY GURUS

Crosby

- 1926 – 2001
- Profitability through quick improvement

Crosby approach based on:

- a. Quality defined as conformance to requirements;
- b. System for achieving it is prevention not appraisal;
- c. Standards is zero defects and measurement is cost of quality.

Crosby's 14 steps:

1. Management commitment
2. Quality improvement team
3. Quality measurement
4. Cost of quality
5. Quality awareness
6. Corrective action
7. Establish an ad hoc team
8. Supervisor training
9. Zero defects
10. Goal setting
11. Error caused removal



12. Recognition

13. Quality councils

14. Do it over again.

- He played a role as a great motivator. However, most of his theory can be argued because it is based on management aspects and not quality.

Deming

- 1900 – 1993
- The main guru for quality aspects;
- The creator of Deming wheel or known as PDCA cycle;
- Philosophy: top management must adopt the new religion of quality, lead the drive for improvement and be involved in all stages of the process.

Deming's 14 points for management:

1. Create constancy of purpose towards improvements;
2. Adopt new philosophy;
3. Cease dependence on inspection to achieve quality;
4. End the practice of awarding business on price tag;
5. Improve constantly and forever the system;

6. Institute training on job;
7. Institute leadership;
8. Drive out fear;
9. Break down the barriers;
10. Eliminate slogans;
11. Eliminates management by objectives;
12. Remove barriers;
13. Institute a vigorous programme of education;
14. Put everyone in the company to work.

Feigenbaum

- 1922
- Total quality: an effective system for integrating the quality development, quality maintenance and quality improvement; Quality improvement on managing a business;
- Goal of quality to reduce cost. Introduction of appraisal cost, prevention cost and failure cost.

He said that management must:

- Strengthening the quality improvement process itself;
- Making sure that quality improvement becomes a habit;
- Managing quality and cost as complementary objectives;
- Identify the benchmarking system;
- Quality requires continuous improvement;
- Quality is what customer says.

Juran

- 1904 -
- Company must reduce cost to reduce quality;
- He defines “fitness for use”;
- Developed a quality trilogy comprising quality planning , quality control and quality improvements.



Juran's methods:

1. Build awareness of the need and opportunity for improvements;
2. Set goals for improvements;
3. Organize to reach the goals;
4. Provide training;
5. Carry out projects to solve problems;
6. Report progress;
7. Give recognition;
8. Communicate result;

9. Keep the score;

10 . Maintain momentum by making annual improvements part of the regular system and processes of the company.

- In summary: Juran emphasises the cost of quality and relates it to the agency theory.

Imai

- 1930 -
- Brings together various philosophies, theories and techniques;
- Introduces Kaizen;
- Kaizen: process of incremental, systematic, gradual, orderly and continuous improvement.

Concept:

- Continuous focus on improvement;
- Everyone in the company should be involved;
- Delighting the customer;
- Everything should be considered from a total system standpoint.

Kaizen:

Adaptability of both people and equipment,
creative involvement of all employees.

Taguchi

- 1924 -
- A statistician;
- “the loss function” and “off line control”;
- Consumer satisfaction involved in their perception on viewing the quality;
- Three ways of designing quality: system design, parameter design, tolerance design.

Summary

- TQM depends on a systematic approach which is applied consistently throughout the entire organization;
- There must be a permanent management;
- Planning involved;
- Depends on incremental process.