

Operations Management C215 Study Guide

Competency 1: Quality Management Methods (16%)

Chapter 5: Total Quality Management

- **Total Quality management (TQM) Philosophy**
 - TQM focuses on identifying quality problem root causes
 - Encompasses the entire organization
 - Involves the technical as well as people
 - Relies on seven basic concepts of
 - Customer focus
 - Continuous improvement
 - Employee empowerment
 - Use of quality tools
 - Product design
 - Process Management
 - Managing supplier quantity
- **Quality Gurus and their contributions to TQM**
 - **Walter A. Shewhart:** Contributed to understanding of process variability. Developed concept of statistical control charts.
 - **W. Edwards Deming:** Stressed management's responsibility for quality. Developed "14 Points" to guide companies into quality improvement
 - **Joseph M. Juran:** Defined quality as "fitness for use" and developed concept of cost of quality.
 - **Armand V. Feigenbaum:** Introduced concept of total quality control.
 - **Phillip B. Crosby:** Coined phrase "quality is free" and introduced concept of zero defects.
 - **Kaoru Ishikawa:** Developed cause and effect diagrams. Identified concept of "internal customer."
 - **Genichi Taguchi:** Focused on product design quality. Developed Taguchi loss function.
- **Definitions of Quality**
 - **Conformance to Specifications:** How well a product or service meets the targets and tolerances set by designers
 - **Fitness for Use:** How well the product performs its intended purpose or use.
 - **Value for Price Paid:** Quality defined in terms of consumer's perception of usefulness of service or product related to prices paid.
 - **Support Services:** Quality defined in terms of the support provided after the product or service is purchased
 - **Psychological Criteria:** Way of dealing quality, focuses on the judgmental evaluation of what constitutes product or service excellence
- **Four Costs of Quality**
 - **Prevention and Appraisal:** Costs that are incurred to prevent poor quality
 - **Internal and External Failure:** Costs that the company hopes to prevent

Operations Management Study Guide Questions

Camilla Rothe



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Table of Contents Operations Management Study Guide Questions

1. Understanding the eBook Operations Management Study Guide Questions
 - The Rise of Digital Reading Operations Management Study Guide Questions
 - Advantages of eBooks Over Traditional Books
2. Identifying Operations Management Study Guide Questions
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Operations Management Study Guide Questions
 - User-Friendly Interface
4. Exploring eBook Recommendations from Operations Management Study Guide Questions

- Personalized Recommendations
- Operations Management Study Guide Questions User Reviews and Ratings
- Operations Management Study Guide Questions and Bestseller Lists
- 5. Accessing Operations Management Study Guide Questions Free and Paid eBooks
 - Operations Management Study Guide Questions Public Domain eBooks
 - Operations Management Study Guide Questions eBook Subscription Services
 - Operations Management Study Guide Questions Budget-Friendly Options
- 6. Navigating Operations Management Study Guide Questions eBook Formats
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 - Operations Management Study Guide Questions Compatibility with Devices
 - Operations Management Study Guide Questions Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Operations Management Study Guide Questions
 - Highlighting and Note-Taking Operations Management Study Guide Questions
 - Interactive Elements Operations Management Study Guide Questions
- 8. Staying Engaged with Operations Management Study Guide Questions
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Operations Management Study Guide Questions
- 9. Balancing eBooks and Physical Books Operations Management Study Guide Questions
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Operations Management Study Guide Questions
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Operations Management Study Guide Questions
 - Setting Reading Goals Operations Management Study Guide Questions
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Operations Management Study Guide Questions

- Fact-Checking eBook Content of Operations Management Study Guide Questions
- Distinguishing Credible Sources

13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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