

Chapter 10- quality management and six sigma

- Total Quality Management (TQM)
- Is managing the entire organization so that it excels on all dimensions of products and services that are important to the customer
- Two fundamental operational goals
 - 1. Carefully design of the product or service
 - 2. Assurance that the organizations systems can consistently produce the design
 - Start with good quality, execute well and continuously improve, reduce waste and variance
- Quality specifications
 - Design quality- the inherent value of the product in the marketplace
 - Conformance quality- the degree to which the product or service design specifications are met
 - Quality at the source- making the person who does the work responsible for ensuring that the specifications are met
- Dimensions of design

Measure		
Description	Product Example: Lexis Printer	Service Example: Online Account of a Bank
Performance	Pages per minute Print density	Time to process customer requests
Features	Multiple paper trays Color capability	Automatic bill paying
Reliability/ Durability	Mean time between failures Estimated time to arrive/replace Expected life of major components	Variability of time to process requests Arriving prior to industry trends
Serviceability	Availability of authorized repair centers Number of copies per print cartridge Modular design	Online repairs Ease of getting updated information
Aesthetics	Control button layout Case style Coloring of dials	Appearance of bank lobby Courtesy of teller
Perceived quality	Brand name recognition Rating in Consumer Reports	Endorsed by community leaders

-
- Costs of Quality (COQ)
- Investment costs
 - Appraisal costs
 - Cost of the inspection, testing, and other tasks to ensure that the product or process is acceptable
 - Prevention costs
 - Sum of all the costs to prevent defects
- loss/waste costs
 - Internal failure costs
 - Costs for defects incurred within the system, scrap, rework, repair
 - External failure costs
 - Costs for defects that pass through the system
- ISO (international organization for standardization)
 - Series of standards agreed upon by the international organization for standardization (ISO)

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CH Cherryholmes

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