

Total Quality Management

Before studying this chapter you should know or, if necessary, review

1. Trends in total quality management (TQM), Chapter 1, page
2. Quality as a competitive priority, Chapter 2, page

LEARNING OBJECTIVES

After studying this chapter you should be able to

- 1 Explain the meaning of total quality management (TQM).
- 2 Identify costs of quality.
- 3 Describe the evolution of TQM.
- 4 Identify key leaders in the field of quality and their contributions.
- 5 Identify features of the TQM philosophy.
- 6 Describe tools for identifying and solving quality problems.
- 7 Describe quality awards and quality certifications.

CHAPTER OUTLINE

Defining Quality 138

*Links to Practice: General Electric Company;
Motorola, Inc.* 140

Cost of Quality 140

The Evolution of Total Quality Management
(TQM) 142

The Philosophy of TQM 147

*Links to Practice: The Walt Disney
Company* 150

*Links to Practice: The Kroger Company;
Meijer Stores Limited Partnership* 153

Quality Awards and Standards 159

Why TQM Efforts Fail 162

OM Across the Organization 162

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Case: Gold Coast Advertising (GCA) 166

Case: Delta Plastics, Inc. 167