

# TOTAL QUALITY MANAGEMENT



International School  
*Of* Management

— UNLOCKING KNOWLEDGE —

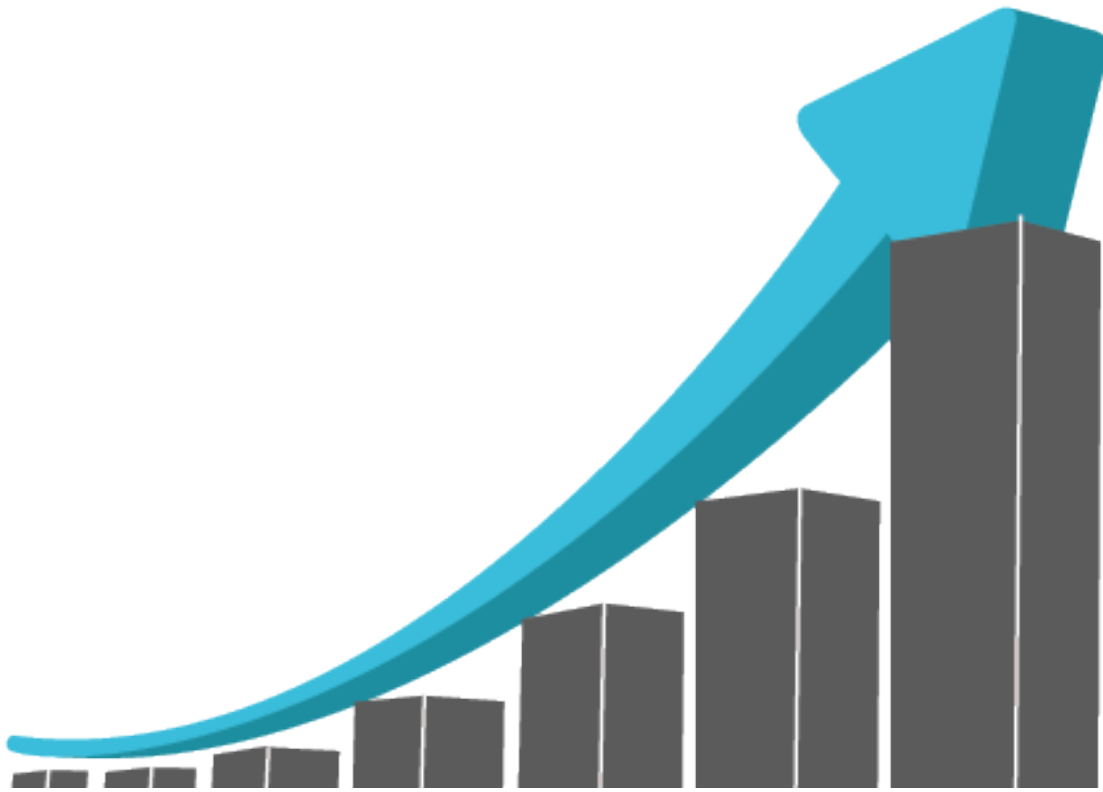
# INTRODUCTION



Total quality management (TQM) is a philosophy, methodology and system of tools aimed at creating and maintaining mechanism of organization's continuous improvement culture. It involves all departments and employees into improvement of processes and products. It helps to reduce costs and to meet and exceed needs and expectations of customers and other stakeholders of an organization. TQM encompasses the concepts of business and social excellence that is sustainable approach to organization's competition, efficiency improvement, leadership and partnership. The objectives of this course is to introduce the main principles of business and social excellence, to generate knowledge and skills of students to use models and quality management methodology for the implementation of total quality management in any sphere of business and public sector.

In the past, quality control in most organisations was the responsibility of the production department, and it was wrongly assumed to be synonymous with physical inspection of goods before they left the premises. The modern view is that quality control and management are the responsibility of everybody in the organisation, starting with the chief executive officer, including managers, drivers, cleaners and even some external stakeholders like suppliers.

# LEARNING OUTCOMES



After completing this course, students should be able to:

- Identify and explain the basic concepts in Total Quality Management (TQM)
- Differentiate between product quality characteristics and service quality characteristics
- List the key steps in the control of quality
- Distinguish between quality of design and quality of conformance to design
- Explain the process of planning for quality
- Explain the system of documentation, implementation and assessment of quality
- Identify and explain specific tools and techniques for quality improvement
- Explain the role of external and internal customers in setting quality parameters

# COURSE OUTLINE

## **1. The Foundations of Total Quality Management**

- Components of quality
- The total quality management approach
- Innovation, design and improvement
- Product quality characteristics and service quality characteristics
- Quality parameters and specific dimensions of quality

## **2. Key Aspects of the Quality System**

- Planning for quality
  - Flowcharting
  - Detailed flow process charts and flow diagrams
  - Planning for just-in-time (JIT) management
- System design and contents
- System documentation, implementation and assessment

## **3. Total Quality Management Tools and the Improvement Cycle**

- Measurement of quality
- Costs of quality
- Tools and techniques for quality improvement
- Statistical process control
- Quality improvement techniques in service industries
- Specific techniques for design, reliability, maintenance and process improvement

## **4. Conformance and Non-conformance to Quality Standards**

- Quality of design
- Quality of conformance to design
- Control of non-conforming products
  - Identifying and classifying non-conformance
  - Documenting non-conforming products
  - Reinspection of repaired and reworked products
- Corrective and preventive action

## **5. The Quality Organisation Within an Organisation**

- People and the organisational structure
- Responsibilities and performance management
- The relationship between the quality organisation and top management
- Culture change through teamwork for quality improvement
- Implementing teamwork for quality improvement: the DRIVE model

## **6. Control of Quality Records**

- Compilation and indexing of quality records
- Storage and maintenance of quality records
- Procedures related to quality records
- Authentication of quality records

## **7. Internal Quality Audits**

- Scope of requirements and audit procedures
- The audit programme and planning of quality audits
- Verifying compliance with planned arrangements
- Determining the effectiveness of the system
- Reporting the results of quality audits
- Follow-up audits

## **8. Quality and Business Process Re-engineering**

- Beyond tools to total quality management
- Stages in the development of quality and related activities:
  - inspection
  - quality assurance
  - company-wide quality control
  - total quality management
- Quality circles
- Stages in the evolution of a company's improvement capability:
  - traditional approach
  - structured continuous improvement
  - goal-oriented continuous improvement
  - proactive/empowered continuous improvement
  - full continuous improvement capability (the learning organisation)

# REGISTRATION & ENQUIRIES

**Duration :** 3 days

**Registration :** N10, 000 (non-refundable)

**Tuition :** N180, 000 only

**FOR FURTHER ENQUIRIES, PLEASE CONTACT:**

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**PLEASE MAKE CHEQUE AVAILABLE TO  
INTERNATIONAL SCHOOL OF MANAGEMENT**

