

UNIT-J
INTRODUCTION

16 MARKS

1) What is quality cost? Explain the techniques used for Quality cost?

Quality Costs are defined as those costs associated with the nonachievement of product or service quality as defined by the requirements established by the organization and its contracts with customers and society.

- Preventive cost category
- Appraisal cost category
- Internal failure cost category
- External failure cost category

typical cost bases

- Labor
- Production
- Unit
- Sales

2) Explain the principles of TQM?

Constancy of purpose: short range and long range objectives aligned

Identify the customer(s); Customer orientation

Identification of internal and external customers

Continuous improvement

Workflow as customer transactions

Empower front-line worker as leader

Quality is everybody's business

For a service industry, some elements of quality are:

- empathy
- trust; i.e. expertise, integrity, courtesy
- responsiveness
- tangible product attractiveness (curb appeal)
- reliability, on time, no interruptions

Customer orientation to child care services, a marketing perspective

Barriers that exist to a customer orientation

How do we find out what customers want?

Present Art Emlen findings on flexibility

3) Explain Deming Philosophy?

- Create and publish the aim and purpose of the organization
- Learn the new philosophy
- Understand the purpose of inspection
- Stop awarding business based on price alone.
- Improve constantly and forever the system.
- Institute training.
- Teach an institute leadership.
- Dry out fear, create trust and create climate for innovation.
- Optimize the efforts of teams, groups on staff.
- Eliminate exhortations for the work force.
- Eliminate management by objective (MOB).
- Remove barriers that rob people of workmanship.
- Encourage education and self improvement for everyone.
- Take action to accomplish transformation.

4) Explain the barriers to TQM implementation?

- Lack of management commitment
- Inability to change organizational culture
- Improper planning
- Lack of continuous training and education
- Incompatible organizational structure and isolated individuals and departments
- Ineffective measurement techniques and lack of access to data and results.
- Paying inadequate attention to internal and external customers.
- Inadequate use of empowerment and teamwork

5) Explain the concepts of Leadership?

To be effective, a leader needs to know and understand the following:

- People, paradoxically, need security and independence at the same time.
- People are sensitive to external rewards and punishments and yet are also strongly self-motivated.
- People like to hear a kind word of praise.
- People can process only a few facts at a time; thus, a leader needs to keep things simple.
- People trust their gut reaction more than statistical data.
- People distrust a leader's rhetoric if the words are inconsistent with the leader's actions.