



THIRD
EDITION

JOHN S. OAKLAND

TQM

TEXT WITH CASES



Total Quality Management

text with cases

Third edition

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AMSTERDAM BOSTON HEIDELBERG LONDON NEW YORK OXFORD
PARIS SAN DIEGO SAN FRANCISCO SINGAPORE SYDNEY TOKYO

Butterworth-Heinemann
An imprint of Elsevier
Linacre House, Jordan Hill, Oxford OX2 8DP
200 Wheeler Road, Burlington MA 01803

First published 1995
Reprinted 1996, 1997, 1998
Second edition 2000
Reprinted 2000, 2001, 2002
Third edition 2003

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British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

Library of Congress Cataloguing in Publication Data

A catalogue record for this book is available from the Library of Congress

ISBN 0 7506 5740 5

For information on all Butterworth-Heinemann publications
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Composition by Genesis Typesetting Limited, Rochester, Kent
Printed and bound in Great Britain by Martins the Printers

real value of the findings is that they flesh out in some detail those people management activities that are being used to good effect in some world class organizations which are reaping the benefits of putting theory into practice.

■ Organizing people for quality

In many organizations management systems are still viewed in terms of the internal dynamics between marketing, design, sales, production/operations, distribution, accounting, etc. A change is required from this to a larger process-based system that encompasses and integrates the business interests of customers and suppliers. Management needs to develop an in-depth understanding of these relationships and how they may be used to cement the partnership concept. A quality function can be the organization's focal point in this respect, and should be equipped to gauge internal and external customers' expectations and degree of satisfaction. It should also identify deficiencies in all business functions, and promote improvements.

The role of the quality function is to make quality an inseparable aspect of every employees' performance and responsibility. The transition in many companies from quality departments with line functions will require careful planning, direction, and monitoring. Quality professionals have developed numerous techniques and skills, focused on product or service quality. In many cases there is a need to adapt these to broader process applications. The first objectives for many 'quality managers' will be to gradually disengage themselves from line activities, which will then need to be dispersed throughout the appropriate operating departments. This should allow quality to be understood as a 'process' at a senior level, and to be concerned with the following throughout the organization:

- Encouraging and facilitating improvement.
- Monitoring and evaluating the progress of improvement.
- Promoting the 'partnership' in relationships with customers and suppliers.
- Planning, managing, auditing, and reviewing quality management systems.
- Planning and providing training and counselling or consultancy.
- Giving advice to management on:
 - establishment of process management and control;
 - relevant statutory/legislation requirements with respect to quality;
 - quality and process improvement programs;
 - inclusion of quality elements in all processes, job instructions and procedures.

Quality directors and managers may have an initial task, however, to help those who control the means to implement this concept – the leaders of industry and commerce – to really believe that quality must become an integral part of all the organization's operations.

The author has a vision of quality as a strategic business management function that will help organizations to change their cultures. To make this vision a reality, quality professionals must expand the application of quality concepts and techniques to all business processes and functions, and develop new forms of providing assurance of quality at every supplier/customer interface. They will need to know the entire cycle of products or services, from concept to the *ultimate* end user. An example of this was observed in the case of a company