



Total Quality Management (TQM)

This is a comprehensive theory-and-practice overview course, incorporating decades of Total Quality management (TQM) learning. After World War II, the U.S. became complacent in focusing on quality products/services. The American consumer essentially bought whatever was made as fast as it became available. It wasn't until 20 years later when the quality of American products (compared to imports) began to dramatically “slip” and a sense of urgency throughout many manufacturing communities began to drive greater focus on tools of quality for continuous improvement in product development and manufacturing and in service industries.

Having a background in understanding or using TQM is not a course prerequisite. This course takes participants through a brief history and introduction to universal TQM principles. This forms the basis of understanding the application of all the practical TQM tools that they will learn and practice for both personal and professional examples.

- The course will begin with an historical perspective – especially the impact of post-WWII consumerism on the quality of goods and services in the U.S. and around the world. Participants will learn and discuss the history of TQM and its major components, terms and definitions.
- Next, participants will learn primary, secondary and tertiary tools for continuous process improvement as they are used in business today in a variety of manufacturing and service organizations.
- Finally, participants will learn how to tie TQM tools to everyday situations so that they can demonstrate a vital role in improvement for any organization with which they become a member.



Course Syllabus

I IDENTIFYING INFORMATION

Course:	Total Quality Management (TQM)
Prerequisite:	None
Time Frame:	40 total contact hours
Instructors:	Cindy Miller BA Communication Arts & Sciences President, C. Miller & Associates 23 years managing corporate functions
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II REFERENCE MATERIALS

1. Quality as a Business Strategy by Associates in Process Improvement
2. Quality Toolbox by Nancy R. Tague
3. Course Workbook by Mark Marheineke

III COURSE GOALS AND OBJECTIVES

1. Create baseline of current knowledge for all participants to set foundation for course
2. Understand the definition of Total Quality Management & the scope of this subject
3. Understand the history of TQM in the world and in the U.S.
4. Understand how any business or organization is a “system” and how to draw one
5. Understand how strategy, vision, mission and organizational objectives are tied to continuous improvement
6. Understand how “improvement” and “learning” are the same
7. Understand the role of process documentation and learn three methods of drawing flowcharts to document processes at a variety of levels (high level to detailed levels)
8. Understand KPMs – Key Performance Metrics and their importance to business
9. Understand how to diagnose and establish a “dashboard” of metrics for any business
10. Understand how to tie measurement to process inputs and outputs as well as to processes themselves.
11. Learn the application of measurement tools for use in a variety of situations
12. Learn how to conduct team-based improvement and manage “Opportunities for Improvement (OFIs)



IV METHODOLOGY

This course is mostly an “applications” course, but will be a combination of lectures and exercises intended to teach participants the history and background of TQM and how to use the tools of improvement and learning in everyday life. The beginning of the course (first session) requires participants to learn basic TQM history and theory, so this portion will be more lecture-intensive. However, once these basic elements have been described and discussed, the course moves to a highly interactive learn-and-do methodology so that students have ample practice using a variety of improvement tools.

Lectures

The first session will be presented in more of a lecture format, outlining concepts and their application throughout the 20th century. Lectures will be highly interactive, but students will be required to understand the historical significance of TQM and how it has brought us to where we are today in our environment and economy. 9 of 10 sessions will be less lecture-intensive with more of an emphasis on review, practice and application of a variety of tools. A PDF file of the lecture material will be provided for the student’s personal use as reference material.

Specific Industry Examples

Real life industry examples will be used to demonstrate the applicability of the concepts and tools in a multitude of circumstances. This will give the students a clear understanding of how and why similar tools can be used at different companies and in different industries to achieve common results of “continuous improvement”.

In-Class Assignments

Most assignments for this course will be done in class and with partners or within small groups or teams. Depending on how much is accomplished during class time, some outside work may be required. Participants will focus their time for in-class assignments on practice using individual as well as team-based improvement tools and techniques. We will review all in-class assignments together to enhance every participant’s learning opportunity.

Specific Personal Application

One of the best ways to verify that students have learned how to apply the tenants of TQM is to see if they can use most (if not all) of the tools in everyday life. Since the basics of TQM are in the Plan/Do/Study/Act framework (which is essentially the cycle of learning), TQM is really how we grow and change. Opportunities to apply the skills learned in this course abound and will certainly be valuable for future application for any employer.



V COURSE OUTLINE & ASSIGNMENTS

Module 1 – Setting the Foundation

Course Introduction / Instructor Introduction	Discussion & Ice-breaker
Course Overview & Logistics	PowerPoint Lecture
Participant Objectives	I-Time; Flip-Chart
TQM Defined: What is the Mission?	Brainstorm & Lecture
Brief...Very Brief History of TQM	PowerPoint Lecture
TQM in the Marketplace: Where it “shows up”	PowerPoint Lecture
Key Success Criteria for Continuous Improvement	PowerPoint Lecture
The Organization as a “System”	Lecture & Exercise
The Seven Activities	Lecture & Exercise
Activity 1 - Securing Management Support	Lecture & Exercise

Module 2 – The Seven Activities of TQM

Activity 2 - Establishing Direction: Why? Examples?	Lecture & Exercise
Tools for Establishing Direction	PowerPoint Lecture
Activity 3 - Understanding Customers Int/Ext	Lecture & Exercise
Linking Customer Need to Direction	PowerPoint Lecture
Tools for Understanding (& Measuring) Customers	Lecture & Exercise
Activity 4 - Define Key Processes	Lecture & Exercise
- The System Diagram	Lecture & Exercise
- SLPs vs. Work Instructions	Lecture & Exercise

Module 3 – The Seven Activities of TQM (cont’d)

Process Flowcharting Workshop	Lectures & Exercises
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Module 4

Activity 5 – Study Measures	PowerPoint Lecture
KPI’s & “The Dashboard”	Lecture & Exercise
Measurement Workshop	Lecture & Exercises

Module 5

Activity 6 – Select Opportunities for Improvement	Lecture & Exercise
Activity 7 – IMPROVE – Team Based Improvement	Lectures & Exercises
Wrap-up; Review Personal Course Objectives	Flip Chart; Discussion