

What is quality?

A good or service that meets customers' expectations and is 'fit for purpose'.

- Read Activity 24.3. Discuss questions 1 and 3 and be prepared to offer your thoughts.



Perspective

Quality is often viewed by students as an absolute concept, not a relative one.

What does this mean? How should you handle quality in the exam?



Approaches to Quality

Quality Control

Quality control is based on inspecting or checking, usually a completed product or during the provision of the service.



Quality control true or false?

1. Quality inspection is cheap *false*
2. Inspection can contribute to negative culture *true*
3. Inspectors can be demotivated and ineffective *true*
4. Faults are more likely to be spotted immediately, saving time *false*
5. Inspection is related to Herzberg's motivator factors. *false*



Quality Assurance *Lean Production*

A system of agreeing and meeting quality standards before and at each stage of production:

1. Design
2. Inputs/supplies
3. Production process
4. Delivery/provision
5. After-sales service

Jakob (built in quality)

Quality Assurance Benefits

- ▶ Job enrichment, responsibility and motivation
- ▶ Can 'track back' issues easily
- ▶ Cheaper – 'right first time'

Depends on/requires...

- ▶ Teamwork/quality circles
- ▶ SMART standards and communication
- ▶ Culture of quality, trust and respect
- ▶ High initial investment?

Quality Standards - ISO 9000

International quality standard that 'assures' consumers that the product has met minimum quality requirements

TQM – Total Quality Management

An approach to quality that aims to involve all employees in the quality-improvement process.

Cram pages 452-3 to prep. for a quiz...

(1) Right first time	(2) Uses inspectors at the end of the process	(3) Takes responsibility away from the workers	(4) Empowers employees	Values 10-20
(5) Increases a firms labour costs	(6) Quality standards need to be agreed	(7) Everyone responsible for quality	(8) Workers may not welcome extra responsibility	20-30
(9) Can meet workers esteem needs	(10) Quality checked at the end of the process	(11) Need to spend money on staff training	(12) May slow down production when first implemented	30-40
(13) Possible staff resistance	(14) Can improve staff motivation	(15) Does little to encourage staff to improve quality	(16) Increases workers responsibility	40-50

Which are features of TQM? Next

