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CONSULTING AND TRAINING

Total Quality Management (TQM) for Banks

Overview

The principles of TQM have proven very valuable to various organizations of all types. These organizations have discovered a relationship between quality, efficiency, and profitability.

This course aims to give participants a deeper knowledge of the principles and core concepts of Total Quality Management. It will also help them learn and appreciate the role of measurement, quality strategy, quality systems, etc., in developing the Total Quality Management process.

This course is designed to help participants understand the problem-solving process and the tools to overcome the difficulties created by process development. It will also give them the know-how of various statistical methods that can be applied to the control and improvement of processes.

COURSE CONTENT

1. **Definitions of quality**
2. **Principles and concepts of TQM**
3. **Methods of TQM**
   - *Management methods*
     - Acceptable quality level (AQL)
     - Affinity diagram
     - Arrow diagram
     - Benchmarking
     - Consensus reaching
     - Contingency planning
     - Cost-benefit analysis
     - Criteria testing
     - Customers' contingency table
     - Deming wheel (PDCA)
     - Departmental purpose analysis (DPA)
     - Error proofing (poka-yoke)
     - Force analysis
     - Gannt charts
     - ISO 9000
     - Just in time (JIT)
     - Kaizen
     - Mystery shopping
     - Objective ranking

- Pareto analysis
- Potential problem analysis (PPA)
- Problem prevention plan
- Process decision program chart
- Program evaluation and review (PER) technique
- Quality circles
- Quality function deployment (QFD)
- Relation diagram
- Total productive maintenance
- Why-how charting
- Zero defects

- *Analytical methods*
  - Cost-benefit analysis
  - Error proofing (poka-yoke)
  - Failure mode and effect analysis (FMEA)
  - Fault tree analysis
  - Minute analysis
  - Paired comparisons
  - Parameter design
  - Process cost of quality
  - Robust design (off-line quality control)
  - Solution effect analysis
  - Stratification
  - System design
  - Taguchi methods
  - Tolerance design
  - Data collection analysis and display
  - Box and whisker plots
  - C chart
  - Concentration diagrams
  - Cusum chart
  - Dot plots
  - Geometric moving average
  - Hoshin kanri (quality policy deployment)
  - Is/is not a matrix
  - Matrix data analysis
  - Matrix diagram
  - Moving average
  - Multi-vari charts
  - NP chart
  - P chart
  - Process analysis
  - Process capability

- Sampling
- Scatter diagrams
- Spider web diagrams
- Statistical process control (SPC)
- Stem and leaf diagram
- Tally charts
- Tree diagrams
- U chart
- X moving range (X-MR) chart
- X-R chart

4. **Measurement of customer satisfaction**
5. **Measurement of employment satisfaction**
6. **Benchmarking**
    - What is benchmarking?
    - What can be benchmarked?
    - How is benchmarking carried through?
7. **Approaches to Quality**
    - Deming's Approach
    - Total Quality Control in Japan
    - Total Quality Management (TQM)
    - Six Sigma

8. **Quantifying Process Variation**

    - Descriptive Statistics
    - Acceptance Sampling
    - Statistical Control Charts
    - Variable Control Charts
    - Control Charts for Attributes Data
    - Control Chart Selection
    - Control Chart Interpretation
    - Using Specifications for Process Control
    - Statistical Analysis of Process Capability Data

9. **Quality Audits**
    - Types of Quality Audits
    - Process Audits
    - Systems Audits
    - Internal Audits
    - Two-Party Audits
    - Third-Party Audits
    - Work Instructions
    - Deviations and Waivers

10. **Quality planning process**
11. **Quality control process**
12. **Quality improvement process**
13. **Human Resources and Quality**
14. **Processes re-design / reengineering**
15. **Continuous improvements – Lean systems**