

**Chapter 1 : Total Quality Management: Continuous Process Improvement and Juran's Trilogy**

*The Juran Trilogy was developed by Dr. Joseph Juran, and it's something I learned about recently in my Total Quality Management and Six Sigma course. The Juran Trilogy is an improvement cycle that is meant to reduce the cost of poor quality by planning quality into the product/process.*

Get Full Essay Get access to this section to get all help you need with your essay and educational issues. Get Access Juran Trilogy Essay Sample With the dawn of the Industrial Revolution at the turn of the 19th century, the threat of war, the Great Depression, some manufacturing companies were looking to increase production rates, thus hoping to increase their overall profitability margins. Many challenges were faced by these companies through these difficult times and some leaders offered ideas and solutions that they hoped would help solve some of these grave concerns. J M Juran was one of these great scholars, whose ideas were centered on Total Quality Management in the modernization effort of the workplace. He believed that improving the quality output of a product to the consumer would increase the profitability rate back to the companies and thus reduce downtime at the manufacturing plants. We will research his contribution towards this goal.

Introduction Several leaders of the early 19th and 20th centuries had many different visions and views on how to increase production throughout the assembly plants. J M Juran was one of those pioneers who believed in employees, sought to change ways that products were manufactured, identify problems within the plant site and create solutions to resolve stumbling blocks thereby increasing morale, productivity and profitability. The underlying concept of the quality trilogy is that managing for quality consists of three basic quality-oriented processes. Each of these processes is universal; it is carried out by an unvarying sequence of activity. Without change, there will be a constant waste. During change there will be increased costs, but after the improvement, margins will be higher and the increased costs get recouped. Juran was born December 24, and died February 28, He was a 20th-century management consultant who is principally remembered as an evangelist for quality and quality management. This is where he got his first job troubleshooting in the Complaint Department. In , Bell Labs wanted all Hawthorne Works personnel to be trained in statistical sampling and control chart techniques. This is the job that started his whole career. Juran was promoted to Department Chief in , and the following year became a Division Chief. Around this time the Great Depression was on going. He graduated in and never worked in law again. He then became a professor of industrial engineering at the New York University. He also worked at a small management consulting firm on projects for Gillette, Hamilton Watch Company and Borg-Warner. When he finally arrived in Japan in , he visited 10 companies. He taught companies that they need to be trained from management down and it took Japan 20 years to catch on. During his life, he made ten visits to Japan, the last in In , Italian economist Vilfredo Pareto created a mathematical formula to describe the unequal distribution of wealth in his country, observing that twenty percent of the people owned eighty percent of the wealth. This principle can be a very effective tool to help you manage effectively. He also contributed to management theory. Management theory was a principle that focused on the quality at the end or finished product. The tools used were sampling, inspection plans and control chart. Juran is credited for adding the human side to this theory created by Pareto. Juran pushed for education and training and he thought that dealing with the change was going to be the hard part of this theory. He also made The Juran trilogy-the cost of poor quality. This was the first approach to cross-function management, which is composed of three managerial processes: The Juran trilogy was about planning, educations and continuous improvement but evaluating. As stated above Juran retired in , but work did not stop. He was still active well in to his 90s and only gave up traveling internationally at Quality can be found looking at the pyramids in Egypt. Today we can trace quality back to the s when statistical theory was first applied to quality control. To get products of quality it takes effort, specific theories, inspections and production management. It was not done systematically but worked well for small volumes of product being produced. Taylor began to look at individual workers and work methods. The result was Time Study and standardized work. He called this Scientific Management. Scientific management was used to improve economic efficiency, especially labor productivity. Process charts focused attention on all work elements including those non-value added elements

which normally occur. Shewharts grandfather of TQM developed the statistical methods, one of which were the modern control charts that were used to track and show problems in production so he could find a solution to the problem. Statistical process and quality control focus on the product and finding and controlling quality problems. It should be carried out in stages and relies on trained production personnel and quality control professionals. A lot of industries leaders noticed the quality of their products and wanted to fix it so they invited some professionals to help with this problem – Deming, Juran and Feigenbaum. They gained success in producing quality products and never looked back. Ten years after in the s quality control and management developed quickly and became the new era for Japan. Devoted workers made up groups called quality circles and in the s were groups of volunteer workers who meet and discussed ways to improve quality. The effect of these groups was wonderful causing an employee movement. Workers felt motivated and involved so this not only improved the quality of products but the quality of the whole organization. This was thought of as the real start to total quality. Total quality in terms was first heard of in paper by Feigenbaum at the First International Quality Control Meeting and its term covered a lot of organization issues. In Japan the term meant companywide quality control from worker to management where everyone played a big part in an organization. The model was the first internationally recognized TQM model. In the Europeans created a model just like the States. While major companies competed to win the award, the main purpose was to encourage companies to take on quality management principles and to measure where they are and where they want to be. Today, an increasing number of organizations, large and small have become total quality management leaders. We have business excels model which are similar to the TQM model just more clearly defined. Therefore, we can trace quality back from the pyramids but over the years quality in organizations has grown and changed our way of thinking. It does that with a lot of planning, effort, specific theories, inspections and production management. Quality is better now than it ever was and is still getting better but without a beginning we probably would have never started. History of Quality , Contribution to Industry Juran is one of those rare individuals whose contribution to society equals the most elective work spans generations to make a contribution by anyone in the recent century. His ground breaking works in quality, his inspiration and instruction were all used in a practical management and leadership way. They were catalyst ways that have been applied by many institutions. One of his contributions to the industry was the Juran Trilogy, also known as The Quality Trilogy, a universal approach to quality which is an approach that takes into account the various product lines etc. The Trilogy is an effective way to get top management involved in the quality management process. Ultimately, the quality is top managements responsibility. These three stages, taken as a whole, form the basis for the entire quality management effort. All three processes are universal and could be applied to a particular process, product, internal or external customers, etc. Further, these processes could be performed by top management or by middle management. For example, top management could determine overarching quality goal. These and other goals then would be deployed throughout the organization. Middle managers and operating forces then bear the main responsibility to translate those quality goals into sub-goals, pertaining to the respective functional processes and activities. At times, middle managers could undertake initiatives for quality improvement, without being directed from above. In any way, the universality of the Trilogy makes it an effective and appealing model for significant quality improvements. Pradeep, Quality planning is the first stage of the Juran Trilogy and is essentially concerned with designing products and processes that align with customer needs. According to Juran, quality planning is comprised of the following steps: Determine who your customers are. Where customers are numerous, customers should be segmented using the Pareto principle. This allows you to place more of your planning emphasis on your most important customers. Keep in mind that your customers may have needs that they do not voice explicitly. Utilize tools such as Quality Function Deployment – also known as the House of Quality – to translate customer needs into product specifications. Develop processes that are capable of producing these products along with their accompanying features. Hand these plans off to operations. Often this entails an abrupt transition of responsibilities as the quality planning team The second stage of the Juran Trilogy is Quality Control. After the planning team hands its plans off to operations and production begins, the firm should simultaneously take steps to ensure that its operations maintains the level of quality that was planned for. This is the purpose of

quality control. Evaluate actual operating performance. It is important that you know what to measure; for example those dimensions that are important enough have operating goals attached to them. Statistical tools are very useful for evaluating operating performance. Compare actual performance to operating goals. In addition to merely comparing, you should again use statistical tools to interpret the meaning of any differences between performance and goals. Take action in response to differences. Often the corrective actions for such problems are as simple as replacing a worn-out part or re-adjusting a machine component.

**Chapter 2 : Joseph M. Juran - Wikipedia**

*JURAN'S TRILOGY - consists of three managerial processes: planning, control, and improvement. With similar analogy for better quality results, quality trilogy consists of the same managerial processes aimed at improving quality of products and services.*

Juran Introduction Joseph M. His book, the Quality Control Handbook, is a classic reference for quality engineers. He revolutionized the Japanese philosophy on quality management and in no small way worked to help shape their economy into the industrial leader it is today. Juran was the first to incorporate the human aspect of quality management which is referred to as Total Quality Management. The process of developing ideas was a gradual one for Dr. Top management involvement, the Pareto principle, the need for widespread training in quality, the definition of quality as fitness for use, the project-by-project approach to quality improvement--these are the ideas for which Juran is best known, and all emerged gradually. The threadbare Jakob Juran family welcomes a newborn son, Joseph Moses. Five years later Jakob leaves Romania for America. By , he has earned enough to bring the rest of the family to join him in Minnesota. Despite this hopeful emigration and American opportunities, the family continues in poverty. Young Joseph Juran demonstrates his affinity for knowledge; in school, his level of mathematical and scientific proficiency so exceeds the average that he eventually skips the equivalent of four grade levels. In , he enrolls at the University of Minnesota, the first member of his family to pursue higher education. By , he had received a B. The complexity of this enormous factory, manned by 40, workers, presents Juran with his first challenge in management. The program, designed to implement new tools and techniques, required a training program. From a group of 20 trainees, Juran became one of two engineers for the Inspection Statistical Department, one of the first of such divisions created in American industry. His work involved visiting other companies and discussing methods of quality management. During that time, he served in Washington, D. Rather, he chose to devote the remainder of his life to the study of quality management. He also created a thriving consulting practice, and wrote books and delivered lectures for American Management Association. It was his time with NYU and the AMA which allowed for the development of his management philosophies which are now embedded in the foundation of American and Japanese management. His classic book, the Quality Control Handbook, first released in , is still the standard reference work for quality managers. The following table outlines the major points of Dr. Identify who are the customers. Determine the needs of those customers. Translate those needs into our language. Develop a product that can respond to those needs. Optimise the product features so as to meet our needs and customer needs. Quality Improvement Develop a process which is able to produce the product. Prove that the process can produce the product under operating conditions with minimal inspection. Transfer the process to Operations. Juran to Japan, to teach them the principles of quality management as they rebuilt their economy. Juran published his lectures from Japan in his book Managerial Breakthrough in In , Juran founded The Juran Institute to better facilitate broader exposure of his ideas. The Juran Institute is today one of the leading quality management consultancies in the world, and it produces books, workbooks, videos and other materials to support the wide use of Dr. The institute and the consulting practice continues to thrive today. One can obtain the papers, lectures, and tapes of Dr. Juran from The Juran Institute or other quality management educational providers. SkyMark is a software company based in Pittsburgh, Pennsylvania which focuses on creating software tools that help people improve the way they work.

**Chapter 3 : Dr. Joseph Moses Juran Contributions and History**

*Jurans trilogy ppt 1. A Presentation on Management Guru Joseph Moses Juran's Trilogy 2.*

Why do we do what we do? We work to make society better. Juran exists to give every organization the opportunity to achieve its full potential by focusing on their people. When organizations are operating at their highest level every day, this improves the lives of the people they serve, therefore improving society as a whole. Whether you represent a hospital, insurance provider, or virtually any company, we recognize that your work is vitally important, and we exist to make it better. In short, that is why we exist; to improve society one organization at a time. We would be honored to serve your organization too.

**History** The foundation of our work can largely be attributed to Dr. Joseph Juran, often called the father of quality. Juran publishes the first standard reference work on quality management, the Quality Control Handbook. Today, it is in its seventh edition and is still widely used. Juran publishes his signature book, *Managerial Breakthrough*. This was the first book to describe a step-by-step sequence for breakthrough improvement, and evolved into the foundation for Lean and Six Sigma today. A quality crisis sets in for the United States. Juran gains guru status as his expertise is used to combat these issues in the private sector. Juran founds Juran Institute, an organization aimed at providing research and pragmatic solutions to enable organizations from any industry to learn the tools and techniques for managing quality. We have been carrying his torch ever since, and adapting Dr. This trilogy utilized 50 years of research to define the three management processes required by all organizations to improve quality control, quality improvement, and quality planning. Juran testifies in Congress for the importance of a national award for quality. He humbly turns down the chance to name the award after himself, and the Baldrige Award is born. He will soon transform the company and carry on Dr. The Juran Institute, now run by Dr. Juran passes away at age after laying the foundation for modern quality control. Juran launches a strategic partnership with the University of New Brunswick to conduct Lean Six Sigma and training to business students and faculty. He brings with him a detailed understanding of the company, as well as his own experience consulting in the field. Juran combined its classic pyramid with the Chinese symbol of humanity to express that we must lean on each other to help the other succeed. The human element of any organization is vital to its success and that is why Dr. Juran founded the company. Today, we want this sentiment to be a focal point.

**Leadership** By the nature of our work, we roll up our sleeves and do whatever it takes to make your transformation comfortable and workable. Get to know our team. For 28 years, Dr. DeFeo has worked as a trusted adviser helping business leaders increase sales, reduce costs and improve its customer experience through the deployment of performance excellence programs. DeFeo has co-authored three other popular texts. A frequent motivational guest speaker at international conferences, Dr. DeFeo has presented in over 30 countries.. In his role, Joe is continuing to re-define the consulting business model and spreading Dr. Joe started as a consultant for Juran in assessing performance excellence within organizations around the world. Joe also worked at Deloitte as a financial auditor and senior consultant to Liberty Mutual Insurance Co. He is an effective, seasoned, hands-on executive who solves business problems and improves operating performance and profitability by integrating organizations, driving process improvement through statistical variation control, and restructuring organizations. His expertise crosses various industries, including, manufacturing, utilities, government services and transactional settings. In this capacity, he specializes in Continuous Process Improvement, Lean Management and delivering a variety of quality programs to corporate clients. Stamp has over 25 years of experience and is an outstanding change agent who can identify opportunities, develop focus and provide strategic and tactical business solutions. Matthew focuses on the unique needs of enterprise organizations and healthcare systems, particularly on those that are looking for help on institutionalizing improvements. Prior to Juran, Matthew came from a technology startup background where he was responsible for net new business generation from Fortune accounts at both Yottaa and VM Turbo. With each company, Matthew took innovative products that customers were not familiar with and self-sourced significant expansion of the sales pipeline and customer base through effectively articulating the value of his offering.

### Chapter 4 : Juran Trilogy | Quality Assurance

*The Juran trilogy Juran was one of the first to write about the cost of poor quality. [5] This was illustrated by his "Juran trilogy," an approach to cross-functional management, which is composed of three managerial processes: quality planning, quality control, and quality improvement.*

Let us understand the main activities and the relation between the three phases of the Juran Trilogy. It deals with setting goals and establishing the means required to reach the goals. The various steps in the quality planning process are as below: This process deals with the execution of plans and it includes monitoring operations so as to detect differences between actual performance and goals. It consists of three steps: Evaluate actual quality performance 2. Compare actual performance to quality goals 3. Act on the difference Quality Improvement: The process is for obtaining breakthrough in quality performance, and it consists of several steps: Establish the infrastructure needed to secure annual quality improvement 2. Identify the specific needs for improvement- the improvement projects 3. Establish project teams with clear responsibility for bringing the project to a successful conclusion 4. Provide the resources, motivation, and training needed by the teams to- Diagnose the cause, Stimulate establishment of remedies, and Establish controls to hold the gains. In most organizations there is a great focus on the Quality Control process, with little or no emphasis on the other two processes; however the well established and customer focused organizations do have clearly defined and robust process for all aspects of the Juan Trilogy. In my previous article on "Quality of Design" we discussed the importance of Quality Planning and its significance in the development of products and processes. Quality Control is an operational activity and the control part becomes easy if the planning process is robust, else the control process will remain only a firefighting exercise. In the control phase, statistical tools can be used to monitor and improve the processes involved. Some examples of control items are defects in products, response time to customers, billing accuracy etc. The Improvement process may typically call for cross functional teams at a macro process level and departmental teams at the micro level. The improvements could be reduction of rework or Cycle time reduction or elimination of any chronic quality issues. The Juran Trilogy Diagram: The three processes of the trilogy are indicated in the diagram, which is a graph with time on the horizontal axis and cost of poor quality on the vertical axis. The planners are responsible for the product and process design to meet the customer needs; and the job of the operating forces is to run the process and produce the products. We will see that the process cannot achieve percent quality and 20 percent rework has to be carried out. Quality control prevents from the situation getting worse and also putting off the fires such as the sporadic spike. In due course we will see that the chronic problems have come down by the application of the quality improvement process. The distinction between Quality Planning and Quality Improvement is brought out by the alligator analogy. This is a fable of a manager who is up to his waist in alligators; and each live alligator is a metaphor for chronic waste. A changed and improved planning process will only help complete improvement and sustain the same. From the trilogy diagram and the alligator analogy it is clear that quality improvement reduces quality issues but to sustain the new level there are to be improvement in the quality planning process. Juran Pradeep Kumar E. Feedback can be e- mailed to pradeep.businessgyan.

**Chapter 5 : Quality Improvement: by Dr. Joseph M. Juran**

*The Quality Trilogy explained by Juran is: Any organization taking up a journey in Quality Management will have to have three Processes in place, which are: i) Quality Planning ii) Quality Control and iii) Quality Improvement.*

He had three sisters: Rebecca nicknamed Betty, Minerva, who earned a doctoral degree and had a career in education, and Charlotte. He had two brothers: Juran and Rudolph, known as Rudy. Rudy founded a municipal bond company [2]: He excelled in school, especially in mathematics. He was a chess champion at an early age, [3] and dominated chess at Western Electric. Juran graduated from Minneapolis South High School in His first job was troubleshooting in the Complaint Department. Joseph and Sadie met in when his sister Betty moved to Chicago, and Sadie and he met her train; in his autobiography, he wrote of meeting Sadie, "There and then I was smitten and have remained so ever since. Fifteen months later, they were married. They had been married for nearly 82 years when he died in Joseph and Sadie raised four children three sons and a daughter: Robert, Sylvia, Charles, and Donald. Robert was an award-winning newspaper editor, and Sylvia earned a doctorate in Russian literature. Department chief[ edit ] Juran was promoted to department chief in , and the following year became a division chief. He published his first quality-related article in Mechanical Engineering in He graduated in and was admitted to the Illinois bar in , though he never practiced law. He also worked via a small management consulting firm on projects for Gillette, Hamilton Watch Company and Borg-Warner. Japan[ edit ] The end of World War II compelled Japan to change its focus from becoming a military power to becoming an economic one. During his life, he made ten visits to Japan, the last in Working independently of W. Edwards Deming who focused on the use of statistical process control, Juranâ€™who focused on managing for qualityâ€™went to Japan and started courses in quality management. The training began with top and middle management. The idea that top and middle management needed training had found resistance in the United States. For Japan, it would take some 20 years for the training to pay off. This sparked a crisis in the United States due to quality issues in the s. This is also known as "the vital few and the trivial many. Management theory[ edit ] When he began his career in the s, the principal focus in quality management was on the quality of the end, or finished, product. The tools used were from the Bell system of acceptance sampling, inspection plans, and control charts. The ideas of Frederick Winslow Taylor dominated. Juran is widely credited for adding the human dimension to quality management. He pushed for the education and training of managers. For Juran, human relations problems were the ones to isolate, and resistance to change was the root cause of quality issues. For example, in an interview published in [4] he observed: The key issues facing managers in sales are no different than those faced by managers in other disciplines. Sales managers say they face problems such as "It takes us too long The systematic approaches to improvement are identical. There should be no reason our familiar principles of quality and process engineering would not work in the sales process. The Juran trilogy[ edit ] Juran was one of the first to write about the cost of poor quality. Without change, there will be a constant waste; during change there will be increased costs, but after the improvement, margins will be higher and the increased costs are recouped. Transferring quality knowledge between East and West[ edit ] During his visit to Japan, Juran learned about the Japanese concept of quality circles, which he enthusiastically evangelized in the West. The Institute is an international training, certification, and consulting company that provides training and consulting services in quality management, Lean manufacturing management and business process management, as well as Six Sigma certification. The institute is based in Southbury, Connecticut. He retired at age 90 but still gave interviews. His activities during the second half of his life include: They were published two months before he celebrated his 99th birthday. He gave two interviews at 94 and A special event was held in May to mark his th birthday. Sadie and he celebrated their 81st wedding anniversary in June They were both at the time. Juran died of a stroke on 28 February, at age, in Rye, New York. He was active on his rd birthday and was caring for himself and Sadie, who was in poor health, when he died. Sadie died on 2 December, at age They were survived by their four children, nine grandchildren, and ten great-grandchildren.

### Chapter 6 : The Juran Trilogy | Dr. Joseph A. DeFeo | Juran Webinars

*The Juran Trilogy Diagram: The three processes of the trilogy are indicated in the diagram, which is a graph with time on the horizontal axis and cost of poor quality on the vertical axis.*

Juran was a Quality Man with a Quality Life, and, after celebrating 81 years, clearly a Quality marriage! Time to tip our hats to the man who pointed out that sometimes inspection costs more than the defects themselves. December 24th would have marked Mr. Best known for establishing the Juran Institute , he dedicated his life to promoting quality as a way to improve society. Like other quality greats, Dr. He had a long and productive career over 70 years! These often invisible costs fall into 3 distinct categories: Including quality planning, training, preventive maintenance, housekeeping etc. Including testing, inspection, audits, reviews and surveys, etc. Including scrap, rework, expediting, equipment downtime, injuries, etc. Including product recalls, returned products, complaint handling, lost sales, etc. He discovered that on top of their failure to account for the total cost of these efforts, companies invested much more money in dealing with external failures than they did in preventing them. Prevention costs help reduce the need for appraisals as well as the potential for internal and external failures. They also help prevent the loss of consumer confidence and reputation. One way to measure the hidden factory is by using First Pass and Rolled Throughput Yield which track internal quality levels and a provide a better assessment of the COPQ. COPQ is now a standard measurement within organizations and there are calculators to help capture these costs. Juran, we are now aware of the costs of prevention and appraisal as well as failure and, hopefully, spend our dollars wisely! Juran clarified his concepts around quality by separating it into 3 distinct efforts: Engaging in upfront planning to produce the products and services that customers want Quality Control: Evaluating how well the products and services meet customer expectations and measuring the gaps between performance and goals Quality Improvement: Another great asset when both selecting projects and zeroing in on how to fix processes was his adoption of the Pareto Principle. He wrote specifically, in books like *The Quality Control Handbook* and *Managerial Breakthrough* , about the need for leadership to be as engaged as the shop floor in organizational transformation. He passed the Chicago bar but never practiced law He and his wife celebrated their 81st wedding anniversary at the age of Mr. Juran at the Bahama Bistro: Quote of the Day: Juran was a beloved teacher whose work helped lay the groundwork for Lean and Six Sigma. He had a big impact on the quality culture in Japan as well as here in the U.

### Chapter 7 : The Juran Trilogy | iSixSigma

*Joseph Juran has explained his model of quality improvement on the basis of the basis of three universal processes which have been popularly named a Juran Trilogy.. The processes are.*

His Quality Control Handbook is the number one reference for quality practitioners. He lived from 1897 to 1988. Besides the Quality Control Handbook, Dr. Juran wrote many books and papers. He traveled the world and trained top leaders in quality control concepts. He was a highly paid lecturer and teacher. No matter the industry, no matter your position, he could teach you the quality discipline and how it affected your work. With over 10,000 sampling possibilities, Snap Sampling Plans! Juran created a trilogy for managing Quality. The three principles of the trilogy are based on planning, control, and improvement. Managing for quality is now considered to be a science and Dr. Juran is a founding member of this science. From his and other works, one can receive a Masters or a PH. D in Quality Management. He fathered the idea of applying the pareto principle to reducing defects. Pareto charts are taught in all introductory quality courses. In addition he championed the idea that the number one root cause to almost all problems is "resistance to change".

Joseph Moses Juran History Dr. Juran graduated in 1919 with an electrical engineering degree and started his career in Western Electric in Hawthorn IL. This was the same facility where Dr. Deming also started his career. Upon arrival he was selected to work in the inspection department. Later, he joined the newly formed statistical department. Within Western Electric, he was promoted to manager and then division chief. During his tenure in Hawthorn he advanced his studies and secured a law degree. Learn SPC in an hour. Improve your processes and products. Prevent defects and save your company money. Here, he helped procure arms, equipment and supplies for US allies. Joseph Moses Juran was responsible for improving the procuring process and reducing the cycle-time by eliminating government red tape. After the war Dr. Juran became a teacher at NYU. He taught industrial engineering and later became the department chair. In 1946 he started his own consulting company. The company focused on quality management, statistics and human interaction. He published his first version of the Quality Control Handbook in 1946. Instead quality required the active involvement of the whole organization, from management to ordinary employees. Your easy to edit ISO 9000 Later on, a quality-oriented management approach, total quality management TQM, was developed. TQM is a company wide management approach to achieving long-term success with a strong focus on customer satisfaction. Juran, and many others.

### Chapter 8 : Grand-Daddy of Quality: Joseph M. Juran - [blog.quintoapp.com](http://blog.quintoapp.com)

*Background Year Juran's experience and contributions: The Quality Control Handbook: A reference book for all who are involved in quality management 's Revolutionized the japanese philosophy for TQM and helped shape their economy into an industrial superpower The Managerial Breakthrough Juran Institute founded The.*

Juran Article shared by: Juran has also contributed a lot in the total quality movement. He is considered one of the early leaders in the field of quality management and has greatly helped in developing conceptual basis for quality management. He has pursued his career in the field of quality management. He acted as an engineer, industrial executive, government administrator and management consultant. He has contributed many books in the field of quality management viz. He is the founder chairman of the Juran Institute. He has also contributed many research papers and articles relating to the subjects of quality. He has been awarded over thirty medals, fellowships, and honorary memberships in more than twelve countries. His services were greatly recognised and appreciated in Japan. He was conferred the second order of Sacred Treasure by the Emperor of Japan for helping the development of quality control in Japan. Juran is known for his development of the concepts of determining the avoidable and unavoidable costs of quality, companywide quality management and quality Trilogy. Juran highlighted managerial responsibility for quality and strongly stressed that quality was achieved through people rather than through techniques. Juran development the idea of quality trilogy i. Quality Planning comprises of identifying the customers, determining their needs and developing the product that can respond to those needs. Quality improvement aims at using structured annual improvement plans, systematic training programmes involving the whole organisation. Quality Control involves determining what to control, establishing units of measurement to evaluate data objectively, establishing standards of performance, measuring actual performance, interpreting the differences between actual performance and the standard and taking corrective action on the difference. Create awareness of the need and opportunity for improvement. Set goals for improvement. Organise to reach the goals. Provide training throughout the organisation. Carry out the projects to solve problems.

### Chapter 9 : The Juran Trilogy | Businessgyan

*Joseph Juran Trilogy Program is a quality management process is carried out by the use of Juran Trilogy which consists of three steps which are Quality Show More The Dream Team Of Quality Management.*

CPI- refers to an ongoing efforts to improve business processes. CPI- is a formal activity, ongoing approach to improving business processes ultimately productivity, products, and services. It consists of finding new opportunities or improvements of processes, improving them, measuring improvement, and repeating the cycle again and again. With similar analogy for better quality results, quality trilogy consists of the same managerial processes aimed at improving quality of products and services. Quality Planning- refers to the activities that establish the objectives and requirement for quality. It comprised of following steps: Determine who your customers are. Develop a process whose features are capable of producing these products along with accompanying features. Hands these plans off to the operations. Quality Control- the operational techniques and activities that are used to fulfill the requirements for quality. It is the inspection or appraisal of products and services to ensure that the stated requirements are fulfilled. Evaluate the actual operating performance. Compare actual performance to operating goals. Take actions in response to differences. Quality Improvement â€” aimed at attaining unprecedented levels of performance, which are significantly better than the past level. Establish the infrastructure needed to facilitate the continuous quality improvement. Identifies the project improvement. For each project, establish the team that is clearly in charge with the responsibility of bringing a successful resolution to the project. Planning Methodology â€” this methodology develops and puts in place the strategic and tactical that must be achieved to attain operational, financial and, quality results. Control Methodology â€” the second management methodology that utilize to prevent or correct unwanted or unexpected change. Improvement Methodology â€” the third methodology constructs a breakthrough system to create planned, predictable and manage results. This is called Breakthrough. Breakthrough is a deliberate change; a dynamic and decisive movement to unprecedented levels of organizational performance than are presently active in the plan and maintained by current controls. The quality plan is being updated. Lastly, the firm utilizes a system of organizational learning to capture the lessons that were learned during the improvement stage. Future planning teams will be able to take advantage of this learning in the future to develop processes that contain less chronic waste to begin with. Hence, Quality planning is completed before the operations begin, quality control is helpful to keep the fire under control namely the defects under control. The defects have emanated due to defects in quality planning. To reduce the high level of defects, the organization initiates quality improvement which decreases the defect level. Thus, it is useful for continuous improvement of quality. Therefore an organization should initiate quality improvement efforts on a continuing basis and update the quality planning. Thus, a quality plan is a living document.