

THE BASICS - TQM DIARY



G. Krishnasami (G.K)



The Basic

TQM Diary



First Edition

Author

G. Krishnasami (GK)



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Foreword

Dr. Kazuyuki Suzuki, Individual Deming Award winner- 2014

It gives me an immense pleasure to write few liners, as Foreword, on the book aptly titled "The Basics-TQM Diary" authored by Mr G Krishnasami, popularly known to everyone as GK, very elegantly written on TQM tools and process, logically sequenced with lucidity, precise and concise flow, which can be easily assimilated by a commoner.

The journey of contents, appreciably penned, traverses through the entire gamut of TQM practices, interspersed with diagrammatic and graphic visuals with illustrations and evidently speaks volumes of GK's in-depth mastery of TQM tools with decades of his live experience.

Cannons of TQM's PDCA Cycle (Plan, Do, Check, Act) with Continual Improvement revolving around like satellite around the planet, has been amplified with grasping ease and lucidity forming the essence.

The Five-path travel through Chapters 1 to 5, viz Management System, Process Management, Policy Management, Guidance for Deming Award and Basics of TQM, touches every corner of TQM philosophy, process and implementation.

Basics of contesting for world-renowned Deming Award for Business Excellence, have vivid sequential exposure.

GK's association with RSB spans a fruitful and momentous journey in TQM over one-and-half decade, which has enriched our Quality portfolio with world-renowned Deming award and TPM Excellence awards.

On the eve of the launch of his book, I am sure readers will have an interesting insight and get enriched while traversing the chapter-wise journey of TQM. This book may be used as a ready reckoner by the beginners as well as practitioners of TQM.

Best wishes to GK

About the Author



G. Krishnasami (GK) has 45 years of industrial experience in various fields like Operations, Quality Assurance and R&D. *Industry segments- chemical, fertilizers, garments and automotive part manufacturing & Casting.*

He has worked for 25 years in TVS- Sundaram Brake Linings Limited (SBL) in various capacity.

SBL was the first organization in India practiced TQM, TPM & Lean manufacturing effectively and won Deming Award in the year 2001 (the 2nd organization in India to get the coveted award in India).

Later GK has joined RSB Transmissions (I) Ltd, and RSB got Deming Award in the year 2013 and TPM Excellence award. Currently advisor for RSB Transmissions (I) Ltd.

GK worked for a brief period for Ashok Leyland as a consultant for effective implementation of TQM.

He was associated with various Japanese Sesai like Professor Tsuda (San) Dr. Noriaki Kano, Dr. Kazuyuki Suzuki, Yamaguchi San and Mizota San to establish TQM & TPM in variety of organisations in India & abroad.

- He has worked for TAFE Motors (TMTL), Bhopal, Ashok Leyland, Blow plast- Kenya (Africa) as a consultant to promote TQM & TPM there by improving top line & profitability.
- GK has visited Japan, USA, Mexico & Kenya on many occasions
- He is a visiting faculty for few Universities
- Author of the book titled “The Basics- TQM diary”
- GK won “Quality Excellence award” in the year 2020 from Mr. Srinivasan, Chairman of India Cements for outstanding achievement in the filed of Quality.



Preface

My learning's from various organisations like chemical, fertilizers, garments and automotive part manufacturing; besides the learning's from various sensai (Gurus) are provided in this book in consolidation for continuity Starting from Professor Tsuda (San), Dr. Kazuyuki Suzuki (individual Deming award winner), Yamaguchi San and Mizota San Most importantly the teachings and guidance of Late Shri. K. Mahesh (former Chairman of TVS- Sundaram Brake Linings). SBL is the 2nd organisation to win the coveted “Deming Award” in the year 2001.

Later, the great experience of working with Shri. R.K. Behera – CMD and Shri S. K. Behera Vice Chairman & MD of RSB Transmissions (I) Ltd, where I learned Customer, Society, People management. Typical examples shown in this book are from this agglomeration – RSB group. My sincere thanks to all working in RSB until now along with me.

RSB won Deming award in the year 2013 and TPM Excellence award Category A in 2020.

Lastly, my sincere thanks to the CMD, Mr. Chella Ramaswamy of Jothi Malleables of Trichy, who gave free hand to improve the management system in Jothi Malleables focusing on improving profitability by reducing rejections and improving productivity by simple automation (LCA) and Kaizens.

When we talk about basics of management, very vital is making profit? Without profit it will be difficult to survive. There is no need to explain this. However, how to make profit and sustain business, grow the business could be termed as MANAGEMENT. In the changing & challenging business environment, sustaining business, growth; however small or big, need customer CONFIDENCE in the product or service we provide.

How to achieve customer confidence?

What TQM Gurus teaching is to satisfy customer and gain the confidence, fulfilling customer stated and implied needs in terms of product quality, service, on time (OTIF) delivery and at optimum cost.

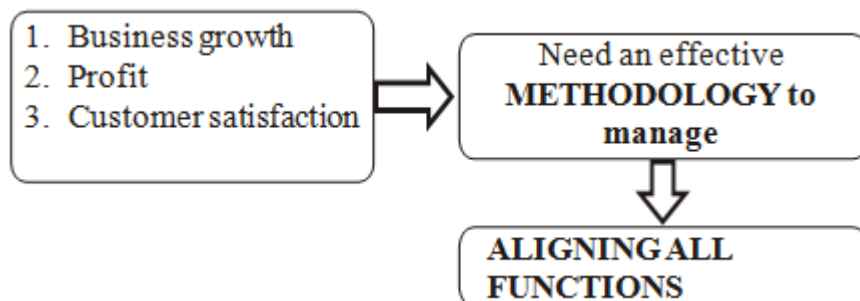
The systematic ACTIVITIES we do to achieve these can be termed as MANAGEMENT. The role of everyone in the organisation is vital to do this systematic activity. The management activities such as new product development, production, purchase, maintenance of equipment, tools, jigs, fixtures, measuring & testing equipments are interrelated. Alignment of these activities to achieve the organisational goals effectively & efficiently is key.

Deming award criteria (2023): “systematic activities carried out by the entire organisation to achieve the organisation goals”. (Copyright of Deming prize committee)

Integration is key:

It is essential to integrate TPM with TQM. Even though different approach, the ultimate goal is same between TQM & TPM. The narrative in this book, I made attempt to explain these in a simple language, sketches without much jargons. Wherever, appropriate, link is provided with ISO 9001:2015 and IATF 16949:2016 standards. This will help for those who wanted to align all management system under TQM UMBRELLA.

The focus areas for any organisation could be these, small or big:





Acknowledgement

- Dr. V. Swaminathan- Independent consultant for TQM, TPM
- Mr. VR. Janardhanam - Former ED of Sundaram Brake Linings Limited (SBL)
- Mr. M. Sankaranarayanan- ED of RSB Transmissions (I) Ltd

My sincere thanks for guidance and valuable suggestions during my 4 decade of industrial experience

I also thank all those who worked with me in TVS - Sundaram Brake Linings & RSB Transmissions (I) Ltd.

"This book is dedicated to my beloved mother Smt. G. Vedhavalli"



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About the Author



Mr. GK is a distinguished professional with over four decades of invaluable experience in the fields of total quality management (TQM) and total productive maintenance (TPM). His journey is marked by collaboration with renowned Japanese TQM gurus, leading to significant contributions and accolades in the industry.

With a career spanning more than 45 years, Mr. GK has played a pivotal role in the implementation of TQM principles, working closely with luminaries such as Professor Tsuda, Dr. Kazuyuki Suzuki, and Hiroshi Osada (both of them individual Deming Award winners) and Yamaguchi San Drawing inspiration from their expertise, he spearheaded TQM initiatives that revolutionized processes and enhanced overall organizational efficiency in many industries.

The pinnacle of Mr. GK's achievements came in 2001 when he led a team to secure the prestigious Deming Prize for TVS (Sundaram Brake Linings Limited (SBL), a testament to his commitment to quality and continuous improvement. This milestone marked a turning point in his career, solidifying his reputation as a visionary leader in the realm of TQM.

In 2013, Mr. GK's dedication to excellence was once again recognized when the organization under his guidance, RSB Transmissions (I) Ltd, received the Deming Prize. This accomplishment showcased not only his sustained commitment to TQM but also the enduring impact of his leadership on organizational culture and performance.

Mr. GK's journey didn't stop at TQM; he expanded his horizons by collaborating with Kozo Mizota San for TPM excellence. Through tireless efforts and a commitment to operational excellence, he successfully implemented TPM practices in the organization. The culmination of these endeavors was the TPM Excellence Award for RSB in 2019, a testament to Mr. GK's unwavering pursuit of excellence in infrastructure management too.

He has spread his knowledge to many other organizations too, besides RSB and SBL. He worked for Ashok Leyland Ltd., TAFE (TMTL, Bhopal), and a few overseas organizations. He continues to spread his knowledge to universities too.



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