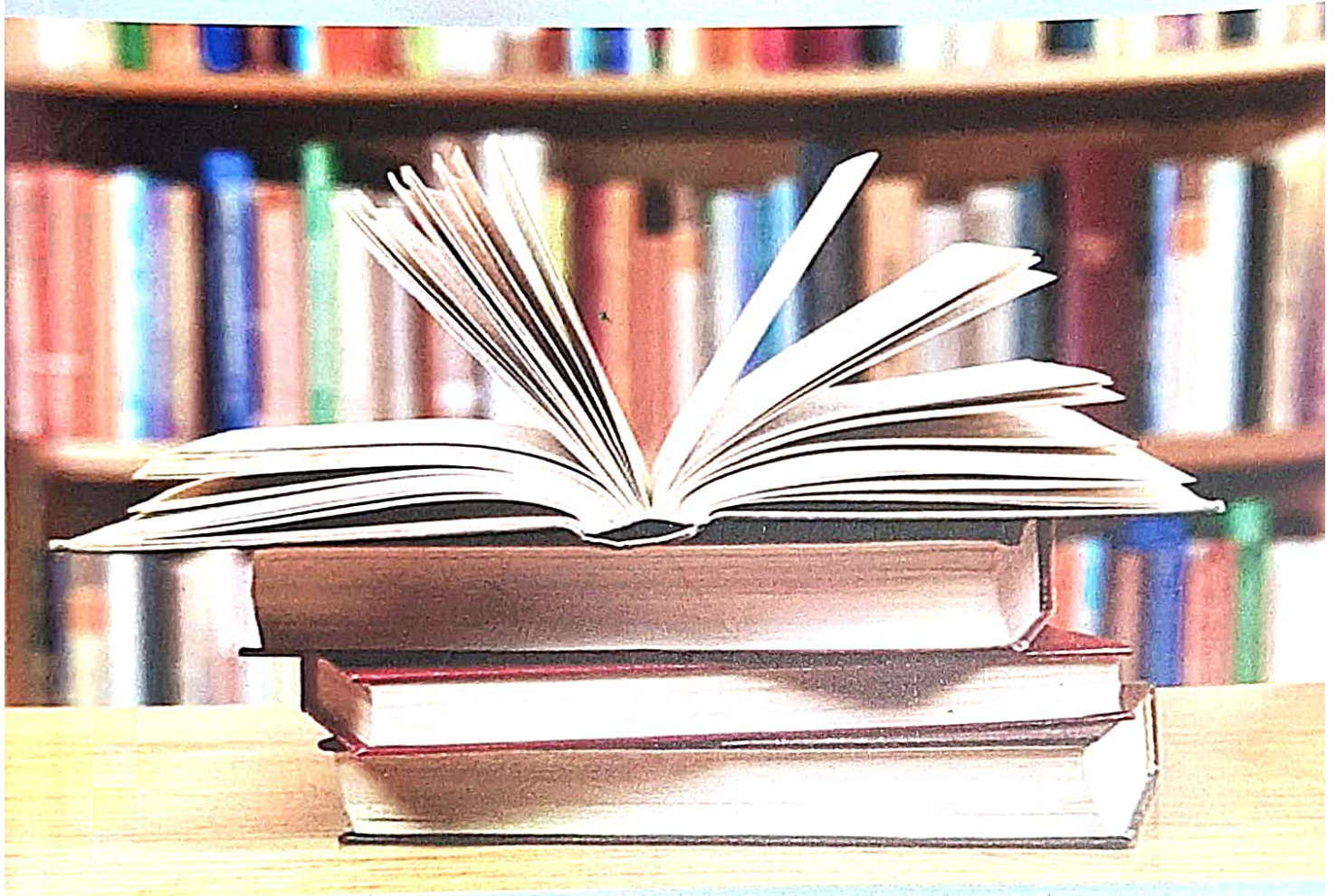


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RECENT ADVANCEMENT IN
MANAGEMENT AND ACADEMIC
LIBRARY SCIENCES



EDITORS

Dr. Abhishek Sharma

Dr. Yogesh Sharma

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TOTAL QUALITY MANAGEMENT – A COMPREHENSIVE STUDY

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ABSTRACT

The present day industry is facing a very a critical economic situation. To stay in the competition it is a must to explore new styles to manage excellence in business. This paper primarily discusses about the TQM along with its background, approaches and its importance in today's market scenario. This study also recommends that the Government should frame some policies so that every corporate house irrespective of its nature and size would be able to implement such strategy for the sake of its stakeholders.

KEY WORDS: Quality, Management, activity, control etc.

1. BACKGROUND

Total Quality Management (TQM) is an enhancement technique of doing business in traditional way. It is a proven technique to ensure the survival of any business during a world class competition. Broadly TQM are often defined as managing the whole organization in order that it excels altogether dimensions of products and services that are important to the top user. TQM is a comprehensive and structured approach to organizational management that seeks to improve the quality of products and services through ongoing refinements in response to continuous feedback. The requirements may be defined separately for a particular organization or may be in adherence to established standards, such as ISO 9000, ISI, etc. The origin of this system is from manufacturing sector and may be applied to any sort of organization. This system is from manufacturing sector and may be applied to any sort of organization.

I. REVIEW OF LITERATURE

- Yen.et.al.(2018) in their study attempts to adopt new mixed method to fill up the gap made in previous study . TQM is very much important and vital on the decision making purpose in case of hotel industries as well as adopting competitive advantage and decision making.
- Laxmikumari, vijay kumar & Venkata Ramana (2014) has given an idea to spot a search problem where certain investigations made can give the proposed industry to possess a special perspective and positive approach in terms of TQM and its associated benefits when applied towards the tiny scale sector.
- Al-Qahtani, Alshehri, Abd.Aziz (2015) showed in their study about the direct relation between the total quality management and organisational performance.

I. OBJECTIVES OF THE STUDY

II. This study has three specific objectives which are –

- To describe the evolution of Total Quality Management across the entire world.
- To highlight the status of Total Quality management in Europe
- To give an overview of the most popular Deming's approach in the area of Total Quality Management.

- To explain how ISO – 9000 series has been incorporated towards the appropriate execution of Total Quality Management.

III. RESEARCH METHODOLOGY

This study is purely descriptive in nature. No statistical tool has been used for this study. All the required information are collected from different books on Total Quality Management, National and International Journals and magazines etc. No specific time period is taken for the study.

IV. ANALYSIS, DISCUSSION AND FINDINGS

Total Quality Management is the continual process of detecting and reducing errors in manufacturing, streamlining supply chain management, improving the customer experience and ensuring that employees are quite updated with training. Total Quality Management aims to hold all parties involved in the whole production process accountable for the overall quality of the final product or service. Basically it is a process of continuous improvement of 'Quality' of the manufactured item with the active participation of all the members across the entire organization.

• History of Total Quality Management:

The roots of Total Quality Management can be traced back to early 1920s when statistical theory was first applied to product quality control. This concept was further developed in Japan in the 1940s led by Americans, such as Deming, Juran and Feigenbaum. The focus widened from quality of products to quality of all issues within an organization – the start of TQM. In the following table, how TQM was developed and evolved is described.

Table – 1: Evolution of the TQM Concept:

YEAR	DESCRIPTIONS
1920s	<ul style="list-style-type: none"> • Concept of Quality Management was planted first as the principles of Scientific Management swept through US industry. • Businesses clearly separated the process and execution of planning. • The Hawthorne experiments in the late 1920s emphasized on the relationship between workers' productivity and their active participation in the management.
1930s	<ul style="list-style-type: none"> • Walter Shewhart developed the methods for statistical analysis and control quality.
1950s	<ul style="list-style-type: none"> • Deming taught methods for statistical analysis and control of quality to Japanese Engineers and Executives. This can be considered as the origin of TQM. • Joseph M. Juran provoked the concepts of controlling quality and managerial breakthrough.
1968	<ul style="list-style-type: none"> • The Japanese named their approach to total quality - "Company-wide Quality Control". From that moment, the term "Quality Management Systems" arose.
Present	<ul style="list-style-type: none"> • TQM is the name for the philosophy of a broad and systematic approach to managing organizational quality.

Source: Compilation by the Authors

From Table – 1, it is clear that the concept of Total Quality Management is not a new area of management practices in the eye of management experts. It was started a long way back in 1920 and effects are still persisting in case of almost every companies across the whole world irrespective of their nature and size.

• Total Quality Management in EUROPE:

Following the effectiveness of Total Quality Management, the European economy also became aware of this strategy during the mid 1980. As many as 14 renowned companies including Bosch and Philips founded the European Foundation for Quality Management (EFQM). It is a not-for-profit membership foundation in Brussels and established to increase the competitiveness of the European Economy. The foundation used Deming's approach as the basis for its own European Model.

• Deming's Approach for TQM:

W. Edward Deming propounded 14 points in respect of Total Quality Management which is nothing but a set of management practices to help corporate houses increase their quality and productivity. These 14 points are mentioned below:

Table – 2: Deming’s 14 points on TQM

SL. NO.	DESCRIPTIONS
1	Create constancy of purpose for improving products and services.
2	Adopt the new philosophy.
3	Cease dependence on inspection to achieve quality.
4	Work with one supplier to reduce cost.
5	Constant improvement in every process for planning, production and service.
6	On-the-job training.
7	Leadership.
8	Drive-out fear.
9	Break-down barriers between staff areas.
10	No slogans, exhortations and targets for the workforce.
11	No quotas for the workforce and numerical goals for management.
12	Remove annual ratings or merit system.
13	Institute a vigorous program of education.
14	Involvement of all workers in the transformation.

Source: Compilation by the Authors

From Table – 2, it is quite clear that for the purpose of successful implementation of TQM in the organization, two basic things are required – One is involvement of all the workers working in the organization and continuous improvement in every stage of management practices. Besides that, workers should be trained in such a manner so that quality of the products and services can be improved to a great extent without increasing the cost.

• ISO – 9000 Standard Series:

ISO – 9000 is defined as a group of international standards on quality management and quality assurance developed to assist companies effectively document the standard system elements needed to take care of an efficient quality system. They’re not specific to anybody industry and may be applied to organizations of any size. ISO – 9000 can help a corporation satisfy its customers, meet regulatory requirements and achieve continuous improvement. It should be considered to be a primary step or the bottom level of a top quality system. ISO – 9000 was first published in 1987 by the world organization for Standardization, a specialized International agency for standardization composed of the national standard bodies of quite 160 countries. After numerous revisions in 2000 and 2008, finally most up-to-date versions are ISO – 9000:2015 and ISO – 9001:2015 published in September, 2015. ISO – 9000:2015 and ISO – 9001:2015 standards are supported seven quality management principles which are mentioned below.

Table – 3: Principles on Quality Management:

Quality Management Principles	Descriptions
Principle - 1	Customer Focus
Principle - 2	Leadership
Principle - 3	Engagement of People
Principle - 4	Process Approach
Principle - 5	Improvement
Principle - 6	Evidence based Decision Making
Principle - 7	relationship Management

Source: <https://asq.org/quality-resources/iso-9000>

In today’s world, business sustainability depends on the customers’ satisfaction and therefore Principle -1 emphasized the concept of meeting the customer’s requirements and understanding the needs of the customers. Principle – 2 and Principle – 3 stated the concept of vision and mission of the organization and focussed on accomplishment of those under appropriate leadership with active participation of the employees. Principle – 4 highlighted the improvement opportunities lying under the different processes while Principle – 5 emphasized on the continuous improvement. Principle – 6 focussed on ensuring the accessibility of accurate and reliable data for the purpose of appropriate decision making. Principle – 7 gave the focus on identification and selection of suppliers to manage costs, optimization of resources deployed for the production and value creation for the

entire organization. These seven principles guide the organizations towards the successful implementation of Total Quality Management in the processes.

V. CONCLUSION AND RECOMMENDATION

Total Quality management is not a new strategy from the viewpoint of the corporate houses across the whole world. The significance of such strategy has been felt by the large corporate houses since almost 30 years back. Basically TQM strategy gets the viability when each and every company starts to prioritize the concept of 'Customer Satisfaction'. In order to provide optimum satisfaction to the customers, to retain them forever and to increase the value of the organization, active participation of the employees is absolutely required in the management of the organization. Without the active participation of the employees, it is not possible to execute the concept of Total Quality Management throughout the organization.

This study also recommends that the Government should frame some policies so that every corporate house irrespective of its nature and size would be able to implement such strategy for the sake of its stakeholders.

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