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TOTAL QUALITY MANAGEMENT

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Abstract

TQM is defined as a strategy that essentially aimed to establish and deliver high quality products and services that cover all customers' demands and achieve a high level of customer satisfaction. The objective of this paper is to know about the TQM, its history ,features, elements and importance.

Keywords: *Total Quality management, organizational performance, high quality products and services, customer satisfaction*

Introduction

Total Quality Management is mainly concerned with continuous improvement in all works and functional activities of an organization. It is a long term planning. It is the consistent improvement in the quality. It is a never ending process. It describes a management approach to long–term success through customer satisfaction. In a TQM effort, all members of an organization are involved in improving processes, products, services, and create a culture in which they work. The success of the TQM depends on the significant changes in organization design, work processes, and culture. There are various approaches to TQM. Some organizations give importance to the use of quality programme like statistical process control and some organizations give importance to the tool like quality function deployments. Sometimes, the organizations fail to realize quality improvements because of lack of holistic understanding of the quality tool(s) or concept(s) by the entire organization. "Total Quality Management (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. TQM requirements may be defined separately

for a particular organization or may be in adherence to established standards, such as the International Organization for Standardization's ISO 9000 series. TQM can be applied to any type of organization; it originated in the manufacturing sector and has since been adapted for use in almost every type of organization imaginable, including schools, highway maintenance, hotel management, and churches. As a current focus of e-business, TQM is based on quality management from the customer's point of view."

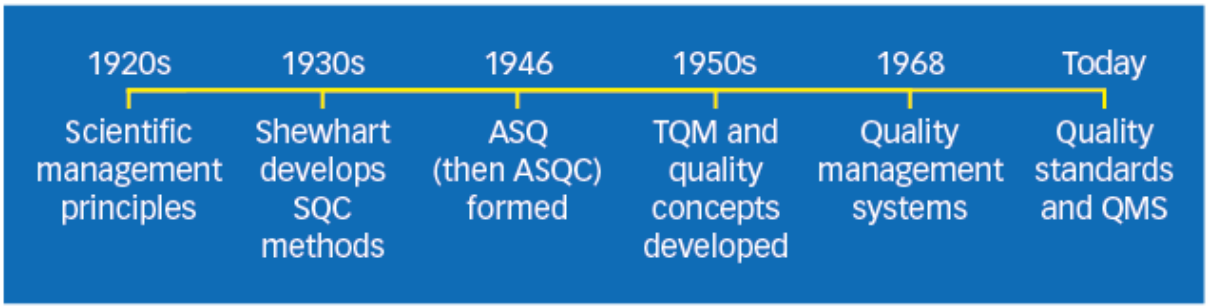
Total Quality Management is a management approach for an organization, centered on quality, based on the participation and commitment of all the internal and external customers and aiming at strategically long-term success through customer satisfaction, and benefits to all members of the organization and to society. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. So, some organizations adopt a problem solving focus concentrate on production as well as customer service processes. They adopt quality circles and team approaches. Some organizations concentrate on error prevention through continuous process improvement and business process reengineering. Most of the successful companies have adopted unique approaches of total quality management according to their own requirements because one approach suitable for one organization may be not suitable for another organization. The reason is the difference in the culture. Every organization has different culture. Total Quality Management requires a set of guiding principles and concepts. The all-over world famous quality gurus like Deming, Juran, Crosby, Ishikawa, as well as many others, have made substantial contribution to the theory and practice of quality management. Their philosophies, concepts, principles have helped to shape the framework for quality management. Quality management as a discipline is incomplete without their contribution and approaches to total quality.

Parag diwan –"It is an encompassing dynamic process in an organization to promote never ending improvement in the effectiveness and efficiency of all elements of a business"

The history of total quality management (TQM) began initially as a term coined by the Naval Air Systems Command to describe its Japanese-style management approach to quality improvement. An umbrella methodology for continually improving the quality of all processes, it draws on a knowledge of the principles and practices of:

- The behavioral sciences
- The analysis of quantitative and nonquantitative data

- Economics theories
- Process analysis



1920s	Some of the first seeds of quality management were planted as the principles of scientific management swept through U.S. industry. Businesses clearly separated the processes of planning and carrying out the plan, and union opposition arose as workers were deprived of a voice in the conditions and functions of their work. The Hawthorne experiments in the late 1920s showed how worker productivity could be impacted by participation.
1930s	Walter Shewhart developed the methods for statistical analysis and control of quality.
1950s	W. Edwards Deming taught methods for statistical analysis and control of quality to Japanese engineers and executives. This can be considered the origin of TQM. Joseph M. Juran taught the concepts of controlling quality and managerial breakthrough. Armand V. Feigenbaum's book Total Quality Control, a forerunner for the present understanding of TQM, was published. Philip B. Crosby's promotion of zero defects paved the way for quality improvement in many companies.
1968	The Japanese named their approach to total quality "companywide quality control." It is around this time that the term quality management systems arises. Kaoru Ishikawa's synthesis of the philosophy contributed to Japan's ascendancy as a quality leader.
Today	TQM is the name for the philosophy of a broad and systemic approach to managing organizational quality. Quality standards such as the ISO 9000 series and quality award programs such as the Deming Prize and the Malcolm Baldrige National Quality Award specify principles and processes that comprise TQM. TQM as a term to describe an organization's quality policy and procedure has fallen out of favor as international standards for quality management have been developed.

Features of TQM

There are many essential features of TQM, some of which are as listed below:

1. Target: the most important target to accomplish in TQM is Quality. It is crucial that the quality policy is set toward customers. Meeting customer's needs means satisfying every customer requirement but not that you are reaching the quality standards set before. It is essential not to quit innovating, continue to do that as it is one of the important principles of the TQM system.

2. Scope: without extension of the production process to suppliers and sub-contractors, quality products and services can never be achieved in TQM. Setting up input materials standards is a good thing to do as it helps to put the quality of the inputs in check. The method of placing order needs to be made suitable, too, if you must do quality assurance

3. Form: Another fantastic thing about the TQM system is that it controls the quality of the input even before the production process begins. It does not deal with finished products at all. There are set up plans and programs to supervise and prevent problems right before the production starts proper.

The tools are also used in supervising and analyzing the results and factors affecting the quality while taking notes of reasons for possible solutions.

4. Basis of the TQM system: the human is the basis of TQM no doubt about that. When we talk about quality, people usually think about the quality of the products. But in TQM, it is the quality of the resource persons that emphases are placed on. The basic principles for implementation of the TQM system are that the employee's qualification needs to be sound and developed fully through training, delegation, and assignment.

5. Organization: TQM is cross organized in order to manage integrated corporate with different activities of the system. Its implementation requires the participation of high and middle-level managers. If there is proper organization, duties are well assigned clearly with no hassles. This means that for the TQM system to function effectively, there is a need for a management model with different features from the past model.

6. Management skills and tools: the methods to be implemented have to do with the principle of doing correctly at the onset of the project. This is crucial to the attainment of quality improvement.

ELEMENTS OF TQM

TQM can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the

organization. Many of these concepts are present in modern quality management systems, the successor to TQM. Here are the 8 principles of total quality management:

1. **Customer-focused:** The customer ultimately determines the level of quality. No matter what an organization does to foster quality improvement—training employees, integrating quality into the design process, or upgrading computers or software—the customer determines whether the efforts were worthwhile.
2. **Total employee involvement:** All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and when management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment.
3. **Process-centered:** A fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers (internal or external) and transforms them into outputs that are delivered to customers (internal or external). The steps required to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation.
4. **Integrated system:** Although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of TQM. Micro-processes add up to larger processes, and all processes aggregate into the business processes required for defining and implementing strategy. Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes of the organization. Business performance must be monitored and communicated continuously. An integrated business system may be modeled after the Baldrige Award criteria and/or incorporate the ISO 9000 standards. Every organization has a unique work culture, and it is virtually impossible to achieve excellence in its products and services unless a good quality culture has been fostered. Thus, an integrated system connects business improvement elements in an attempt to continually improve and exceed the expectations of customers, employees, and other stakeholders.
5. **Strategic and systematic approach:** A critical part of the management of quality is the strategic and systematic approach to achieving an organization's vision, mission, and

goals. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component.

6. **Continual improvement:** A large aspect of TQM is continual process improvement. Continual improvement drives an organization to be both analytical and creative in finding ways to become more competitive and more effective at meeting stakeholder expectations.

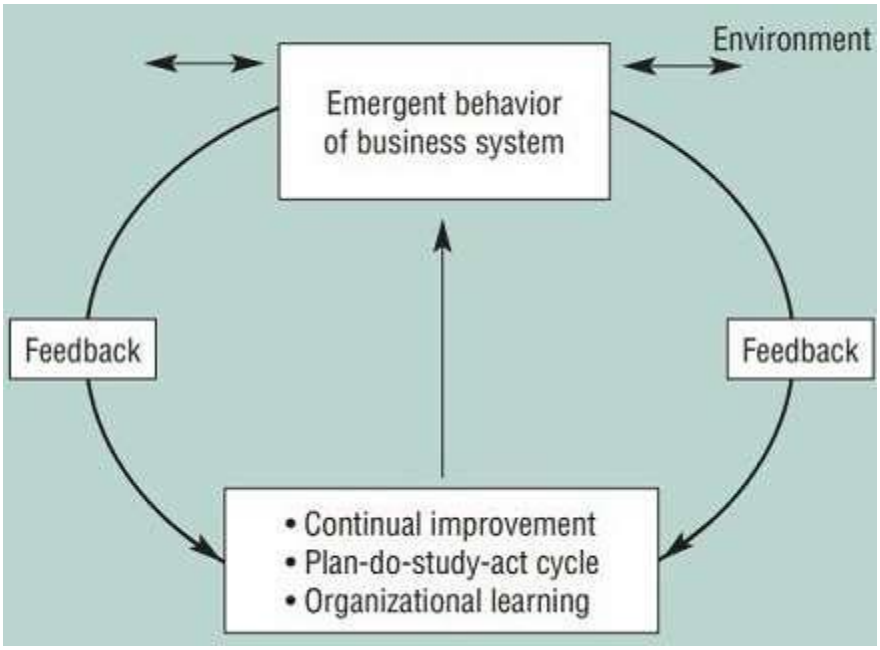
7. **Fact-based decision-making:** In order to know how well an organization is performing, data on performance measures are necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history.

8. **Communications:** During times of organizational change, as well as part of day-to-day operation, effective communications plays a large part in maintaining morale and in motivating employees at all levels. Communications involve strategies, method, and timeliness.

BENEFITS OF TQM

Total quality management benefits and advantages:

- Strengthened competitive position
- Adaptability to changing or emerging market conditions and to environmental and other government regulations
- Higher productivity
- Enhanced market image
- Elimination of defects and waste
- Reduced costs and better cost management
- Higher profitability
- Improved customer focus and satisfaction
- Increased customer loyalty and retention
- Increased job security
- Improved employee morale
- Enhanced shareholder and stakeholder value



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