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A PATH FOR HORIZING YOUR INNOVATIVE WORK

TOTAL QUALITY MANAGEMENT

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Abstract: This paper focuses on the crucial aspects of TQM right from introducing concepts in an organization, especially for those who have not traditionally tuned themselves too much with understanding customer needs and business processes. Major focus is on empowerments, as it plays very crucial role to identify the management culture before attempting to install TQM. In recent years the literature on change management and leadership has grown steadily, and applications based on research findings will be more likely to succeed. Visionary leadership may offer an overriding perspective for someone instituting TQM. Use of tested principles will also enable the change agent to avoid reinventing the proverbial wheel. Institutionalizing TQM principles as an organizations culture process for managing the transition from the existing system to the new system with synergies.

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INTRODUCTION

TQM is not an easy concept to introduce into the businesses particularly in companies who are not traditionally concerned about themselves too much with understanding customer needs and business processes. One of the main challenges of introducing the TQM concept is to make a significant impact on business, as TQM focuses on the activities that are closest to the customer satisfaction through meeting their requirements. It also provides opportunity for management to focus on an organizational culture during continuous improvement by empowering employees and involving them judiciously.

TQM is an approach to improving the competitiveness, effectiveness and flexibility of an organization for the benefit of all stakeholders, if combined with effective leadership, results in an organization doing the right things at right and first time.

It is a systematic way of planning, organizing and understanding each activity, and removing all the unnecessary efforts and energy that routinely spent in organizations. It ensures the leaders to adopt a strategic overview of quality and focus on prevention not detection of problems. All businesses have many types of customers. A customer can be someone "internal" to the business (e.g. A production employee working at the end of the production line is the "customer" of the employees involved earlier in the production process). The customer can also be "external to the business, this is the kind of customer you will be familiar with.



Fig 1: TQM Approach

The core of TQM is the customer-supplier interfaces (Fig1) both externally and internally, and at each interface lie a number of processes. This core must be surrounded by commitment to quality, communications of the quality messages, and recognition of the needs to change the culture of the organization to create total quality. These are the foundations of TQM, and they are supported by the key management functions of people, processes and systems in the organization. (Fig 2)

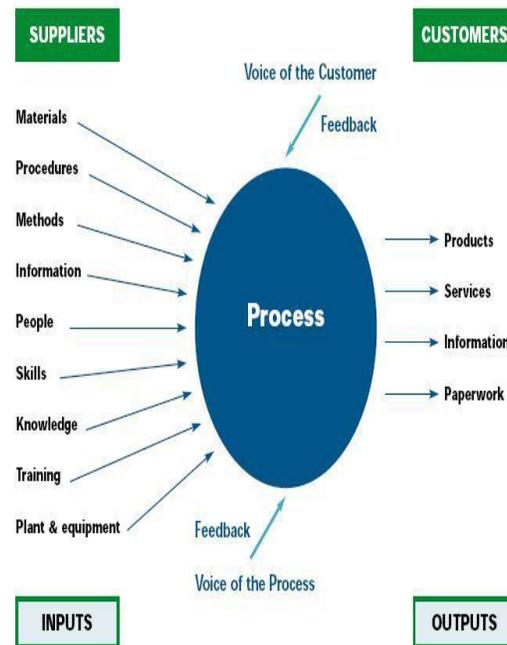


Fig 2: TQM Process Management

TQM recognizes that all business required "processes" that enables customer requirements to be met. TQM focuses on the ways in which these processes can be managed - with two key objectives:

- 1 100% customer satisfaction
- 2 Zero defects

➤ **Gurus:-**

W Edwards Deming, Joseph Juran, Philip B Crosby, Tom Peters and Kaoru Ishikawa had an enormous influence on the development of TQM. They all concentrated on quality issues in

industrial settings; although all claim that their ideas are equally applicable to service industries. None of them, except Peters, has given much consideration to quality issues in education. Nevertheless, their contribution to the quality movements has been so great that it is difficult to explore quality in education without recourse to their thinking.

➤ **PRINCIPLES OF TQM:-**

Customer focused: Whatever we did for quality improvement, focusing only on customers to improve the level of quality, fostering quality improvement, training employees, integrating quality into process management, as we know that only customers can determine whether our efforts were worthwhile.

Employee Involvement: Through using Deming 8th principal of removal fear from work place, by empowering employee by providing a supportive environment.(See Fig3)

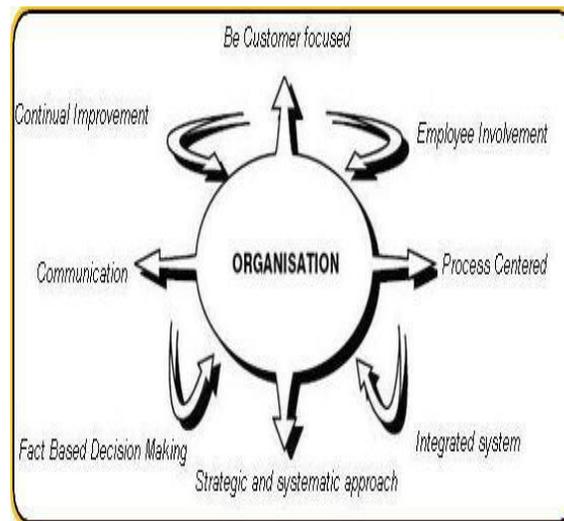


Fig 3: TQM Working Environment

Process Centered: A fundamental part of TQM is to focus on process thinking.

Integrated system: All employees must know the business mission and vision. An integrated business system may be modeled by MBNQA or ISO 9000.

Strategic and systematic Approach: Strategic plan had integrated quality as a core component. TQM should evolve from the organization's strategic plan and be based on stakeholder expectations.

Continual Improvement: By constantly adopting usage of an analytical, quality tools, and creative thinking to identify critical areas for improvements. Constantly benchmarking performance against latest legal, regulatory and statutory requirements, and taking appropriate actions for getting efficient and effective upgraded results.

Fact Based Decision Making: Decision making only based on data, not personal or situational thinking based on intuition at critical stages that affect the organization's mission, vision, and measurable goals.

Communication: Communication strategy adopted within the working system, it is a method and real time basis take decisions correctly, to maintain transparency in working, and also to aid in building confidence among all staff members.

➤ **Tools of TQM:-**

- Deming cycle/PDCA cycle,
- Scatter diagrams, and
- Tools to Organize the Data consists of Pareto charts and Flowcharts.
- Tools for Identifying Problems consist of Histogram and Statistical process control chart.
- Check Sheet is an organized method of recording data.
- Scatter Diagram is a graph of the value of one variable vs. another variable.
- Cause and Effect Diagram is a tool that identifies process elements (causes) that might affect an outcome.
- Flow Charts (Process Diagrams) are a chart that describes the steps in a process.

➤ **Cause-and-Effect Diagram**

What is a Cause-and-Effect Diagram?

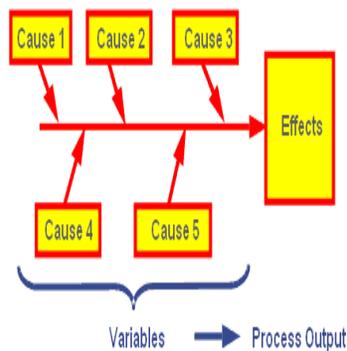
A Cause-and-Effect Diagram is a tool that helps identify, sort, and display possible causes of a specific problem or quality characteristic. It graphically illustrates the relationship between a given outcome and all the factors that influence the outcome. This type of diagram is sometimes called an "Ishikawa diagram" because it was invented by Kaoru Ishikawa, or a "fishbone diagram" because of the way it looks.

Why should we use a Cause-and-Effect Diagram?

A Cause-and-Effect Diagram is a tool that is useful for identifying and organizing the known or possible causes of quality, or the lack of it. The structure provided by the diagram helps team members think in a very systematic way. Some of the benefits of constructing a Cause-and-Effect Diagram are that it helps to determine the root causes of a problem or quality characteristic using a structured approach.

Encourages group participation and utilizes group knowledge of the process. It uses an orderly, easy-to-read format to diagram cause-and-effect relationships.

It indicates possible causes of variation in a process. Increases knowledge of the process by helping everyone to learn more about the factors at work and how they relate. Identifies areas where data should be collected for further study.



➤ **BENEFITS:-**

- Improved Quality
- Employee Participation
- Team Work
- Internal & External Customer Satisfaction

➤ **OBSTACLES:-**

- Organization Structure & Departments.
- Data's & Facts For Effective Decisions

- Internal & External Customers-Dissatisfaction

➤ **CONCLUSION:-**

TQM brings problem solving techniques and continuous improvement opportunities. The effective use of TQM helps companies obtain the maximum return on investment. Total Quality Management is still considered as a long term continuous improvement initiative; still many organizations took courage to jump into the bandwagon with a serious leadership commitment as well as total Employee involvement to drive their business into sustainable profitability, continuous improvement in culture.

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