THE IMPLICATIONS OF IMPLEMENTING TOTAL QUALITY MANAGEMENT

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Abstract- **TQM as an important approach to improve organizational efficiency, focused on continuous process improvement within organizations to provide superior customer value and meet customer requirements.TQM as a popular guideline for organizational management is implemented for developing strategic information maps and info charts for an information organization.TQM is also used to improve the products by eliminating the defects, discovering the hidden problems, controlling the quality of the products, and improving the productivity of the organization. TQ**

INTRODUCTION

TQM is an approach for continuously improving the quality of goods and services Delivered through participation of individuals at all levels and functions of an organization. in the past ,large quantity of journals have been devoted to analyze the essence of TQM and how it should be implemented in organizations. Especially in the 1990's a significant volume of research was performed to investigate the practices of TQM and organizational performance. Ways of doing business are undergoing sea-change and an organization can no longer survive if it is insensitive to absorb the changes of towards the organization's Purpose, Mission and Values. Japanese Industry has evolved 'Total Quality Management' as a tool for managing excellence in their organizations which have taken those over 50 years to come to this stage. It is a process that developed over a period of time and people in Japan believe in the process. It is a rare phenomenon that an employee in a Japanese industry absents himself without prior timely information to his employer. This shows the faith the people have in the process of management. But how to build such a faith all around is the issue. There are many Chief Executives who believe in TQM, convinced about its relevance and potential, and are enthusiastic about its implementation: but unable to connect as how to start and how to proceed to implement.

TQM OBJECTIVE

1) Total customer satisfaction
2) Totality of functions
3) Total range of products and services
4) Addressing all aspects of dimensions of quality
5) Addressing the quality aspect in everything – products, services, processes, people, resources and interactions.
6) Satisfying all customers – internal as well as external
7) Addressing the total organizational issue of retaining customers and
8) Improving profits, as well as generating new business for the future.
9) Involving everyone in the organization in the attainment of the said objective.
10) Demanding total commitment from all in the organization towards the achievement of the objective.

TQM is concerning addressing all aspects of dimensions of quality. If there's a decent product in unhealthy packaging it's not attending to provide the required returns to the organization. A decent automotive with a nasty bumper can tarnish the image of the corporate. Associate sick tempered secretary will draw back potential customers from a pleasant 5-star building. Thus folks and method ought to match the standard of the merchandise being offered by the organization. A happy worker can continually bring a happy client, thus internal customers are necessary. All hygiene factors and motivation factors ought to be maintained to satisfy the requirements of the inner client. Holding internal client is very important for higher data management and continuity of the method. Holding external client is very important to induce

repeat sales. It's continually easier to induce repeat sales from existing clients than to induce sales from a brand new customer. Everybody, right from the shop-floor worker to the highest management, ought to have total commitment to the planned quality goals.

BARRIERS TO TQM IMPLEMENTATION

- Lack of Management Commitment
- Inability to Change Culture
- Improper planning
- Lack of Continuous Training
- Incompatible organizational structure
- Isolated Individuals and departments
- Ineffective measurement techniques
- Lack of Access to Data
- Inadequate Attention to External & Internal Customers
- Inadequate Empowerment and Teamwork
- Failure to Continually Improve

If the highest management takes quality as a variety of window dressing then the organization isn't attending to attain the required goal. Corporations that maintain quality solely throughout the time of review by ISO personnel can't succeed quality goals. It's tough however necessary to vary the culture of the organization. Paradigm amendment is required to force folks to attempt for the new quality goal. The method Jack Welch managed amendment in GE may be a superb example of individual's involvement in amendment management. As quality may be a continuous and ne'er ending method, thus is that the coaching. Even the entire period isn't enough for complete learning. Thus coaching ought to prolong forever. This can be necessary as a result of customer's preferences keep it up ever-changing. ONIDA are often a decent example of a corporation keeping pace with customer's preference amendment. ONIDA tape-recorder created the record player Associate in Nursing obsolete product. Presently WALKMAN modified the method for moveable music. At this time even WALKMAN is Associate in nursing obsolete product and ONIDA sells MP3 players by a similar name. Folks mustn't board silos. They must commence to facilitate higher interactions to share information. Folks ought to be sceptred to plan out problems. this may scale back the turnout time. clearly answerability is vital at the side of authorization. If frontline

personnel is sceptred to planned out customer's issues then it'll save precious time of the highest management.

IMPORTANCE OF CONTINUOUS IMPROVEMENT BY TQM

The major concept of Total Quality Management (TQM) is to maintain improvement in every aspect of business, starting with high level strategy and decision-making, through to precise implementation of work components in an organization. TQM carries the basic belief that mistakes can be prevented and deficiencies avoided. With this concept, quality improvement is focused on developing and improving people, processes, technology and capabilities of workers and machines. Continuous improvement focuses on improving results, rather than just getting better results in the future. Five areas of focus for improvement include demand, supply, technology development, operation and people capability.

THE IMPLEMENTING STEPS IN TQM

Successful organizations have figured out that customer satisfaction has a direct impact on the bottom line. Creating an environment which supports a quality culture requires a structured, systematic process. Following are steps to implementing a quality management system that will help to bring the process full circle. Generic Strategy Model for Implementing TQM
Systems as follows,
Step I: Appoint a representative
We have to identify and nominate a senior executive to coordinate TQM activities in the organization. This person should have some qualities like belief in the process, good communicator, friendly and caring, good listener, good facilitator etc. He should also have good knowledge about the organization and report directly to Chief Executive Officer (CEO). It should always be remembered that responsibility and accountability of TQM remains with Chief Executive and TQM coordinator merely helps while performing the task.

Step II: CEO to switch on to learning
This suggest that we should switch our self to learning mode. We should create a liking for knowledge on

TQM, participate in programs on TQM, read literature and listen to the people who have done it.· We should open our mind to see what is happening in the environment.· We should learn to face facts with smile.· We should learn to be a 'giver'. A giver of encouragement, appreciation, motivation, guidance, information, new opportunities etc.· We should be willing to experience the process of TQM and be part of the solution.

We should develop human sensitivity. People in the organization are its greatest assets and human sensitivity is the most powerful tool to motivate them.· We should treat everyone in the organization as human beings can be sensitive to their needs.

Step III: Purify Environment

People need to identify their differences, communicate with each other and develop mutual trust. If we allow people to socialize in a group periodically, we will observe, they will talk out their differences themselves and over a period of time they will develop mutual trust and communicate openly with each other.· To facilitate this form a team of senior management people representing most of the function in the organization. This group will be the CEO's first level of partners in promoting TQM in the organization.· Conduct a workshop on vision, current realities, contradictions and strategies for the above group.· Form task forces out of the senior management group to tackle contradictions identified in the Vision Workshop. Review performance of these task forces every month.

Step IV: Commitment to do it

We should demonstrate the commitment through framing the Quality Policy. Quality Policy should be practical. People should find it easy to understand and relate to their own role with it. Above all the content of Quality Policy should be visible in all our actions. The change will not take place overnight. It is a process. Once change sets in, it will blow up as 'continuous improvement'.

Step V: Bring out purity of inner self

We should conduct a purpose, mission and value workshop for senior management group. Arrive at the draft document. We should listen to the voice of inner self while drafting the document.· the document to be discussed with all the management executives and allow them to make suggestions for modifications.· People should have conviction to what is written in the document. Without conviction, there will be no commitment.· Once the draft document has been thoroughly discussed across the organization, adopt it and solemnize the values across the organization.

Step VI: Prepare people to attainment

Prepare training plan of the people based on their needs. This should be mutually discussed and finalized.· All the people must be trained in 7-Tools of QC(quality circle). Some should be trained in advanced tools of QC. · All the people should be trained in problem solving techniques and consensus decision making. · People should also be trained to participate in suggestion schemes and QC circles.

Step VII: Lighting the lamp

Brighten up the dark areas across the organization and identify areas of weakness requiring action.· Prepare short term and long term action plans. Focus should be on process rather than result alone.· Remember 'Small is Beautiful'. Take only those areas where you can concentrate in the first phase.· The action plans should be mutually discussed and agreed to between the leaders and followers.

Step VIII: Empowering people

Encourage and empower people to perform but you have to lead the team yourself while executing TQM action plan.

Step IX: Have a sense of gratitude to all

Speak to various people, go to their work places, review their programs and achievements, and give encouragement to perform better.

Step X: Share success with all

In TQM this is the most important step and one has to freely share information across the organization, share success through appreciation of one's contribution. Provide motivation through new challenges and the level of human sensitivity in the organization. It should always be mentioned that we can't do it alone. We need help. People are ready to help provided they trust that their future is in safe hand. Trust cannot be shared. It builds through actions. Therefore, we have to be role model to demonstrate the Purpose, Mission and Values, and create human sensitivity in the

organization. The process will lead the organization to greater heights of glory.

ELEMENTS OF A QMS (Quality Management Systems)

Although any quality management system should be created to address an organization's unique needs, there are some general elements all systems have in common, including: The organization's quality policy and quality objectives Quality manual Procedures, instructions, and records
 1.Data management
 2.Customer satisfaction from product quality
 3.Improvement opportunities
 4.Internal processes
 5.Quality analysis
Each element of a quality management system serves a purpose toward the overall goals of meeting the customers' and organization's requirements. Ensuring each of the elements of a QMS is present ensures proper execution and function of the QMS. Strategic Quality coming up with

STRATEGIC QUALITY PLANNING

Strategic quality coming up with includes vision, mission, and values of e corporations. they're fashioned by taking under considerationthe quality thought. With effective strategic quality coming up with efforts staff square measure taken as associate input in developingthe vision, mission, strategies, and objectives. This facilitates acceptance and support of strategic quality plans bythe staff. made strategic quality coming up with efforts conjointly take under consideration e potential aspect effects of the set upto the setting before the assembly. this can patent and improve social responsibility of the firm. Previousstudies have found at strategic quality coming up with is completely related to operational performance, inventorymanagement performance, society results , client results, and market performance. However, strategic qualityplanning isn't statistically associated with perceived performance within the Mainframe Industry . Thus, we have a tendency to propose thefollowing hypothesis. The planned analysis model of e relationship between TQM practices and performancemeasures as well as

hypotheses. The planned analysis model of the link between TQM practices Andperformance measures.

SUMMARY

Quality has totally different meanings for various folks. In spite of this any organization aiming for property competitive advantage must assess customer's must fix a high quality objective. Immaculate designing is needed to realize the pre set quality goals. correct watching and people's involvement will ultimately change a company to attain the specified results. within the long haul the nice quality continuously wins the customer's heart.

CONCLUSION

The implementation of the TQM system into the education of international students results in the optimization of all processes both teaching and supportive. The application of effective management for working procedures makes it possible to solve a set of problems: development of academic programs at reasonable and competitve fees in the educational market; the ability to meet students' needs; the ability to attract more international applicants; development and implementation of innovative information technologies for education; and the optimization of management of documents for planning and teaching. The development of an integral vision for an organizational, systems approach to management becomes the basis for planning and implementing education methods, and effective estimation of activities. The competitive approach to management is realized through a system of processes managed on different levels. TQM not only makes it possible to analyze the results of activities in education, but also providing new opportunities for their improvement. A continuous improvement of processes based on students' needs leads to the improvement of the educational system as a whole. TQM instruments make it possible to predict the prospects for the future, solve feasible problems, and find out ways to accomplish them. The strategic outcomes also include the support of degree programs with all kinds of resources, increasing students' academic performance, and the quality of education on the whole. Thus, the TQM principles implemented in international education are effective instruments of long-term

strategic management and should be applied to obtain the required outcomes in terms of competitiveness. The institutional activities based on the TQM system provide all kinds of conditions to meet the needs of international students in educational and related services. A system approach to goals and objectives and ways to achieve them and evaluate their outcomes assure success in international education.

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