

TQM as an Effective Management Strategy for Millennium

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ABSTRACT

Quality is the ability of product or services to consistently meet customer expectations or exceed customer expectation. Quality in business, engineering and manufacturing has a pragmatic interpretation as non-inferiority and superiority of something. Quality is perceptual, conditional and somewhat subjective attribute. This paper, through literature search and using field experts, identifies tool and the future role of total quality management (TQM) in businesses.

Keywords: customer, employees, quality, strategy, TQM

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INTRODUCTION

The customer view of quality is that it is defined entirely by the customer or end user and is based upon that person's evaluations of his/her entire customer experience. The customer experience is defined as the aggregate of all the interactions that customers have with the company's product and services.

The new concept of quality is total quality management or TQM. TQM means involvement of all aspects of the firm in satisfying the customer. TQM involves customer supplier relationship based on mutual trust and respect there must be a beneficial strategy for both. Firm in house requirements by the customers, suppliers are partners in achieving zero defect situations.

OBJECTIVES OF TQM

- (1) Customer focus, customer delight/satisfaction
- (2) Continuous improvement of culture of organization
- (3) Focus on quality improvement
- (4) Guiding the organization through, values, vision, mission and goals set through strategic management planning process
- (5) Making the organization flexible and learning oriented to cope with the changes
- (6) Promoting a transparent leadership process to lead the organization to excellence

HISTORY WITH TRADITIONAL THINKING AND TQM

Point of comparison	Traditional thinking	TQM
Understanding of customer	Ambiguous understanding	Systematic approach to satisfy customer
Quality	Specification and postproduction inspection	Fit for consumer and in process inspection
Problem solving	Unstructured, individuals based	Participative, on facts
Errors	Certain tolerable errors, waste and rework	No tolerance of errors, do it right the first times and every time

(1) Elements of TQM

- (2) Continual improvement
- (3) Employee benchmarking
- (4) Employee empowerment
- (5) Team approach
- (6) Decision based on facts
- (7) Knowledge of tools
- (8) Supplier quality
- (9) Quality at the source

TQM focuses on customer about their needs in quality and feedback. TQM always consider the requirements of customer. TQM tries to provide the quality what a customer wants. TQM also assess the level of customer satisfaction.

Employee empowerment is to give more freedom to employees so that they can contribute more for a company. Management must create a culture where employee involves in innovation and product development. they feel easy at work place message must convey that they are valuable for organization, any organization should not forget the fact that they are our internal customers, and also provide them opportunities for growth.

Strategy and systematic approach: A strategic plan must embrace the integration and quality development or services of

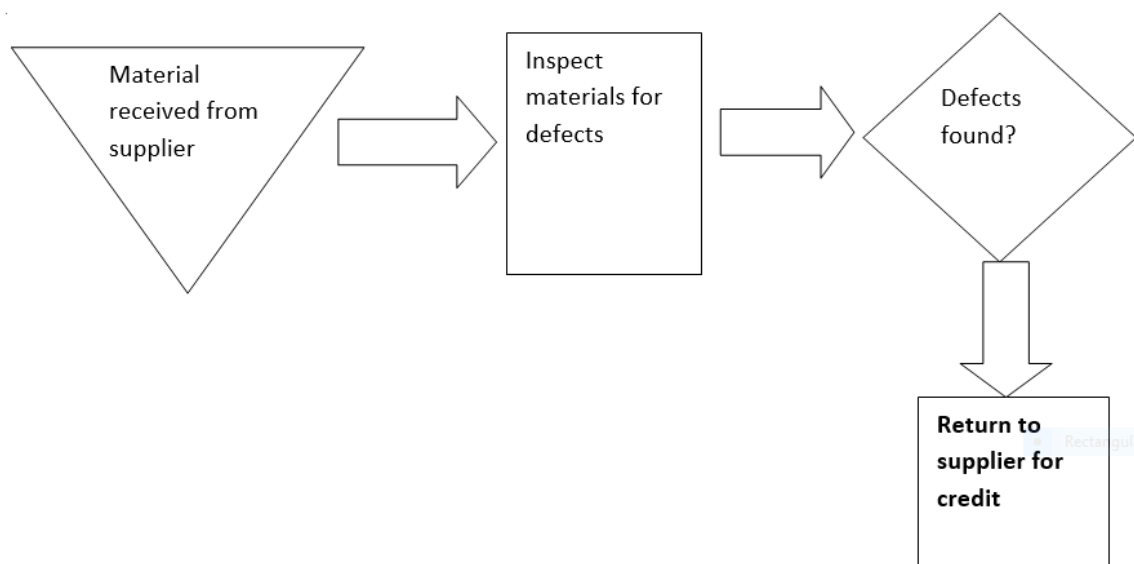
organization. A critical part of the management of quality is the strategic and systemic approach to achieving organizations vision mission and goals.

A major thrust of TQM is continual process improvement drives an organization to both analytical and creative in finding ways to become more competitive. By using the right measuring tools and innovative and creative thinking, continuous improvement proposal will be initiated implemented so that the organization can develop in to a higher level of quality.

When you implement TQM, you implement a concept. It is not a system that can be implemented but a line of reasoning that must be incorporated into the organization and its culture.

Tools of TQM

- Flow charts
- Check sheets
- Histograms
- Pareto charts
- Control charts
- Cause and effect
- Run charts

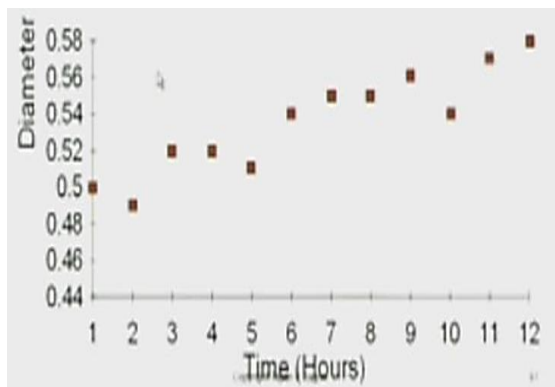
Flow Chart

A Flowchart or Process Map Identifies the Sequence of Activities

Materials and information in a process. Flow charts help the people involved much in the process understands it much better and by providing a picture more objectively by providing a picture of the steps needed to accomplish a task.

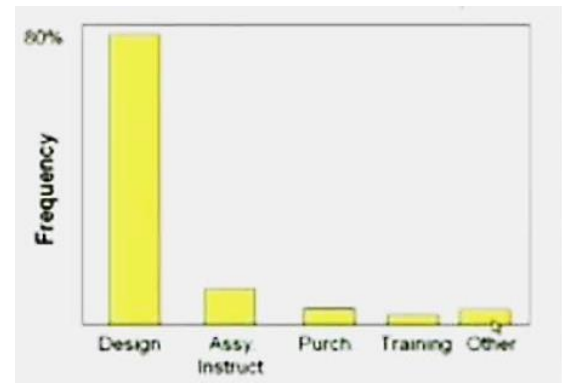
Run Chart

Can be used to identify when the equipment or processes are not behaving according to specifications



Pareto Chart

Can be used to find when 80% of the problems may be attributed to 20% of the causes



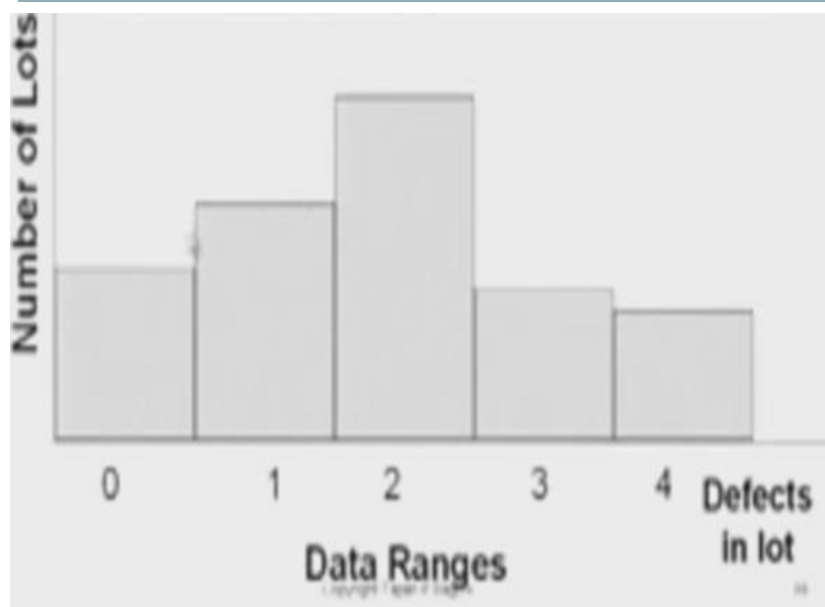
Check Sheet

Can be used to treat cause of defects or used to make sure people collect data in a manner

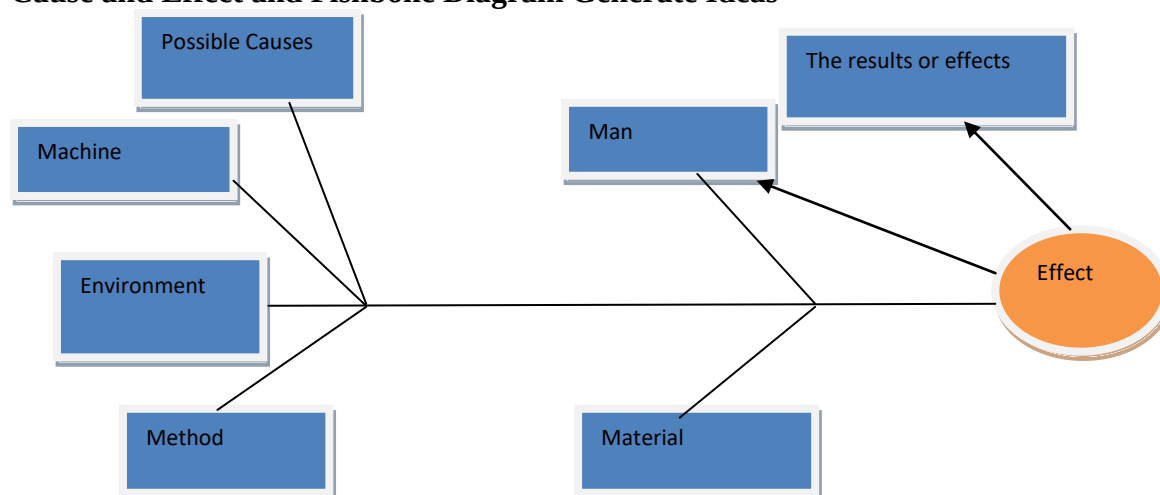
Billingerrors	
Wrong amount	
Wrong account	

Histogram Chart

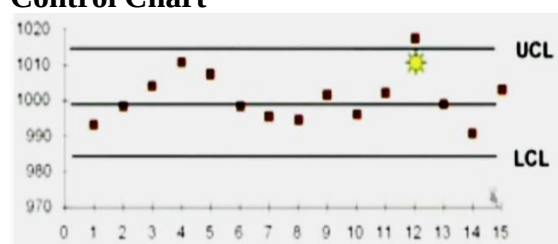
Identifies the frequency of quality defect occurrence and displays quality performance



Cause and Effect and Fishbone Diagram Generate Ideas



Control Chart



Role of TQM in an Organization

- Stimulate employee involvement, awareness and feedback, lead to overall improvement of the entire process.
- Assess the customer satisfaction, culture and quality system.
- Create teams for improvement in quality. Managers support these teams using planning, resources, and by providing time training.
- Evaluate progress continuously.
- Managing sustainable development.
- Focus on customers.
- Use of quantitative methods.
- Train senior management and give responsibility to cope up the policy of TQM.
- Senior management develops a TQM plan it will be followed by core values, principles of organizations.

CONCLUSION

TQM is offered as a management tool that can be used for organizational and

sustainable development implementation. It may be a good strategy for millennium businesses. It supports not only growth of employees but also through a light on customer satisfaction and quality management. These two factors always lead to success of any organization. The characteristics of TQM closely parallel the objectives for managing towards our common future. TQM plays important role in not only making profit of the company but also improve goodwill of company. Continuous development and frequent benchmarking for the TQM process will guide top management in taking the right decisions at the right time.

Business is recognizing the adoption of sustainable development policy as a competitive advantage. TQM quality circles must consider sustainable policy management as a necessary feature of each product or service life cycle. If TQM implemented effectively it is like to go on the way of creating remarkable difference in comparison to others.

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