TOTAL QUALITY MANAGEMENT IN HUMAN SERVICE ORGANIZATIONS pdf

1: Total Quality Management - Meaning and Important Concepts

Total Quality Management, or TQM, has, in recent years, been acclaimed as the road to organizations capturing the Holy Grail, or at least the Baldrige Award or its comparable accolade for non-profit organizations, the Excellence in Service Quality Award.

Also see the section "Recent Blog Posts" in the sidebar of the blog or click on "next" near the bottom of a post in the blog. TQM places strong focus on process measurement and controls as means of continuous improvement. Before reading more about TQM, it might be helpful to quickly review the major forms of quality management in an organization. These are briefly described at the top of the Quality Management topic. When it is properly implemented, this style of management can lead to decreased costs related to corrective or preventative maintenance, better overall performance, and an increased number of happy and loyal customers. However, TQM is not something that happens overnight. While there are a number of software solutions that will help organizations quickly start to implement a quality management system, there are some underlying philosophies that the company must integrate throughout every department of the company and at every level of management. Whatever other resources you use, you should adopt these seven important principles of Total Quality Management as a foundation for all your activities. Quality can and must be managed Many companies have wallowed in a repetitive cycle of chaos and customer complaints. They believe that their operations are simply too large to effectively manage the level of quality. The first step in the TQM process, then, is to realize there is a problem and that it can be controlled. Correct the process and then train your people on these new procedures. If, for example, your shipping department is falling behind, you may find that it is because of holdups in manufacturing. Go for the source to correct the problem. Every employee is responsible for quality Everyone in the company, from the workers on the line to the upper management, must realize that they have an important part to play in ensuring high levels of quality in their products and services. Everyone has a customer to delight, and they must all step up and take responsibility for them. Quality must be measurable A quality management system is only effective when you can quantify the results. You need to see how the process is implemented and if it is having the desired effect. This will help you set your goals for the future and ensure that every department is working toward the same result. Quality improvements must be continuous Total Quality Management is not something that can be done once and then forgotten. Real improvements must occur frequently and continually in order to increase customer satisfaction and loyalty. Quality is a long-term investment Quality management is not a quick fix. TQM is a long-term investment, and it is designed to help you find long-term success. Before you start looking for any kind of quality management software, it is important to make sure you are capable of implementing these fundamental principles throughout the company. This kind of management style can be a huge culture change in some companies, and sometimes the shift can come with some growing pains, but if you build on a foundation of quality principles, you will be equipped to make this change and start working toward real long-term success. Additional Perspectives on Total Quality Management.

2: Five Major Differences Between Total Quality Management and Management by Objectives

Total Quality Management (TQM) is shaping the management of the s. This book is the first to present TQM concepts with social service administrators in mind. With examples draw.

This paper is meant to describe the eight elements comprising TQM. Key Elements TQM has been coined to describe a philosophy that makes quality the driving force behind leadership, design, planning, and improvement initiatives. For this, TQM requires the help of those eight key elements. These elements can be divided into four groups according to their function. Foundation â€" It includes: Ethics, Integrity and Trust. Building Bricks â€" It includes: Training, Teamwork and Leadership. Binding Mortar â€" It includes: Roof â€" It includes: Foundation TQM is built on a foundation of ethics, integrity and trust. It fosters openness, fairness and sincerity and allows involvement by everyone. This is the key to unlocking the ultimate potential of TQM. These three elements move together, however, each element offers something different to the TQM concept. Ethics â€" Ethics is the discipline concerned with good and bad in any situation. It is a two-faceted subject represented by organizational and individual ethics. Organizational ethics establish a business code of ethics that outlines guidelines that all employees are to adhere to in the performance of their work. Individual ethics include personal rights or wrongs. Integrity â€" Integrity implies honesty, morals, values, fairness, and adherence to the facts and sincerity. The characteristic is what customers internal or external expect and deserve to receive. People see the opposite of integrity as duplicity. TQM will not work in an atmosphere of duplicity. Trust â€" Trust is a by-product of integrity and ethical conduct. Without trust, the framework of TQM cannot be built. Trust fosters full participation of all members. It allows empowerment that encourages pride ownership and it encourages commitment. It allows decision making at appropriate levels in the organization, fosters individual risk-taking for continuous improvement and helps to ensure that measurements focus on improvement of process and are not used to contend people. Trust is essential to ensure customer satisfaction. So, trust builds the cooperative environment essential for TQM. Bricks Basing on the strong foundation of trust, ethics and integrity, bricks are placed to reach the roof of recognition. Training â€" Training is very important for employees to be highly productive. Supervisors are solely responsible for implementing TQM within their departments, and teaching their employees the philosophies of TQM. Training that employees require are interpersonal skills, the ability to function within teams, problem solving, decision making, job management performance analysis and improvement, business economics and technical skills. During the creation and formation of TQM, employees are trained so that they can become effective employees for the company. Teamwork â€" To become successful in business, teamwork is also a key element of TQM. With the use of teams, the business will receive quicker and better solutions to problems. Teams also provide more permanent improvements in processes and operations. In teams, people feel more comfortable bringing up problems that may occur, and can get help from other workers to find a solution and put into place. There are mainly three types of teams that TQM organizations adopt: Quality improvement teams or excellence teams QITs â€" These are temporary teams with the purpose of dealing with specific problems that often recur. These teams are set up for period of three to twelve months. Problem solving teams PSTs â€" These are temporary teams to solve certain problems and also to identify and overcome causes of problems. They generally last from one week to three months. Natural work teams NWTs â€" These teams consist of small groups of skilled workers who share tasks and responsibilities. These teams use concepts such as employee involvement teams, self-managing teams and quality circles. These teams generally work for one to two hours a week. Leadership â€" It is possibly the most important element in TQM. It appears everywhere in organization. Leadership in TQM requires the manager to provide an inspiring vision, make strategic directions that are understood by all and to instill values that guide subordinates. For TQM to be successful in the business, the supervisor must be committed in leading his employees. A supervisor must understand TQM, believe in it and then demonstrate their belief and commitment through their daily practices of TQM. The

supervisor makes sure that strategies, philosophies, values and goals are transmitted down through out the organization to provide focus, clarity and direction. A key point is that TQM has to be introduced and led by top management. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company and in creating and deploying well defined systems, methods and performance measures for achieving those goals. Communication â€" It binds everything together. Starting from foundation to roof of the TQM house, everything is bound by strong mortar of communication. It acts as a vital link between all elements of TQM. Communication means a common understanding of ideas between the sender and the receiver. The success of TQM demands communication with and among all the organization members, suppliers and customers. Supervisors must keep open airways where employees can send and receive information about the TQM process. Communication coupled with the sharing of correct information is vital. For communication to be credible the message must be clear and receiver must interpret in the way the sender intended. There are different ways of communication such as: Downward communication â€" This is the dominant form of communication in an organization. Presentations and discussions basically do it. By this the supervisors are able to make the employees clear about TQM. Upward communication â€" By this the lower level of employees are able to provide suggestions to upper management of the affects of TQM. As employees provide insight and constructive criticism, supervisors must listen effectively to correct the situation that comes about through the use of TQM. This forms a level of trust between supervisors and employees. This is also similar to empowering communication, where supervisors keep open ears and listen to others. Sideways communication â€" This type of communication is important because it breaks down barriers between departments. It also allows dealing with customers and suppliers in a more professional manner. Recognition â€" Recognition is the last and final element in the entire system. It should be provided for both suggestions and achievements for teams as well as individuals. Employees strive to receive recognition for themselves and their teams. Detecting and recognizing contributors is the most important job of a supervisor. As people are recognized, there can be huge changes in self-esteem, productivity, quality and the amount of effort exhorted to the task at hand. Recognition comes in its best form when it is immediately following an action that an employee has performed. Recognition comes in different ways, places and time such as, Ways â€" It can be by way of personal letter from top management. Also by award banquets, plaques, trophies etc. Places â€" Good performers can be recognized in front of departments, on performance boards and also in front of top management. Time â€" Recognition can given at any time like in staff meeting, annual award banquets, etc. Conclusion We can conclude that these eight elements are key in ensuring the success of TQM in an organization and that the supervisor is a huge part in developing these elements in the work place. Without these elements, the business entities cannot be successful TQM implementers. It is very clear from the above discussion that TQM without involving integrity, ethics and trust would be a great remiss, in fact it would be incomplete. Training is the key by which the organization creates a TQM environment. Leadership and teamwork go hand in hand. Lack of communication between departments, supervisors and employees create a burden on the whole TQM process. Last but not the least, recognition should be given to people who contributed to the overall completed task. Hence, lead by example, train employees to provide a quality product, create an environment where there is no fear to share knowledge, and give credit where credit is due is the motto of a successful TQM organization.

TQM can be defined as a holistic management philosophy that strives for continuous improvement in all functions of an organization, and it can be achieved only if the total quality concept is utilized from the acquisition of resources to customer service after the sale.

TQM A core definition of total quality management TQM describes a management approach to longâ€"term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work. Total Quality Management TQM describes a management approach to long-term success through customer satisfaction. Total Quality Management Principles: The 8 Primary Elements of TQM Total quality management 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. Here are the 8 principles of total quality management: Customer-focused The customer ultimately determines the level of quality. No matter what an organization does to foster quality improvementâ€"training employees, integrating quality into the design process, upgrading computers or software, or buying new measuring toolsâ€"the customer determines whether the efforts were worthwhile. 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 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. 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 again, either 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. 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. 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. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component. Continual improvement A major thrust 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. 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. 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. These elements are considered so essential to TQM that many organizations define them, in some format, as a set of core values and principles on which the organization is to operate. The methods for implementing this approach come from the teachings of such quality leaders as Philip B. Edwards Deming , Armand V. Feigenbaum , Kaoru Ishikawa , and Joseph M.

4: Total Quality Management Strategy, Implementation, & Systems | ASQ

Total Quality Management (TQM) is an approach that seeks to improve quality and performance which will meet or exceed customer expectations. This can be achieved by integrating all quality-related functions and processes throughout the company.

Quality refers to a parameter which decides the superiority or inferiority of a product or service. Quality can be defined as an attribute which differentiates a product or service from its competitors. Quality plays an essential role in every business. Business marketers need to emphasize on quality of their brands over quantity to survive the cut throat competition. Why would a customer come to you if your competitor is also offering the same product? The difference has to be there in quality. Your brand needs to be superior for it to stand apart from the rest. Total Quality Management Total Quality management is defined as a continuous effort by the management as well as employees of a particular organization to ensure long term customer loyalty and customer satisfaction. Remember, one happy and satisfied customer brings ten new customers along with him whereas one disappointed individual will spread bad word of mouth and spoil several of your existing as well as potential customers. You need to give something extra to your customers to expect loyalty in return. Quality can be measured in terms of durability, reliability, usage and so on. Total quality management is a structured effort by employees to continuously improve the quality of their products and services through proper feedbacks and research. Ensuring superior quality of a product or service is not the responsibility of a single member. Total Quality management is indeed a joint effort of management, staff members, workforce, suppliers in order to meet and exceed customer satisfaction level. The responsibility lies on the shoulder of everyone who is even remotely associated with the organization. Edwards Deming, Joseph M. Juran, and Armand V. Feigenbaum jointly developed the concept of total quality management. Total Quality management originated in the manufacturing sector, but can be applied to almost all organizations. Total quality management ensures that every single employee is working towards the improvement of work culture, processes, services, systems and so on to ensure long term success. Total Quality management can be divided into four categories:

5: The Eight Elements of TQM

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Or whether it manufactures service for eight or delivers services itself. It is touted as working equally well, albeit with a few adjustments, in for-profit organizations and non-profit organizations. This management philosophy is sweeping through government at all levels as well—bringing transformational change to management practices of organizations as diverse as the Department of Defense and municipal governments of one-horse towns. Total Quality Management, or TQM, has, in recent years, been acclaimed as the road to organizations capturing the Holy Grail, or at least the Baldrige Award or its comparable accolade for non-profit organizations, the Excellence in Service Quality Award. It may even have something to offer individuals in managing their private lives as well, but this has yet to be explored to any great extent. While TQM has yet to solve the intractable problems of curing AIDS, bringing about world peace, ending world hunger, or eliminating the busy signal of America Online, its adherents assert it is only a matter of time before it successfully manages to ameliorate virtually any intractable problem—if only those organizations working on these problems would implement TQM as intended. Its detractors—and they are legion—generally criticize TQM on the difficulties of implementing it rather than the principles themselves. TQM has had a colossal sway on business management in the last two decades. It has come to mean a philosophy as much as a management technique or tool. A concise definition appears in an article by Karen Bemowski in the February issue of Quality Progress: TQM is a management approach to long-term success through customer satisfaction…based on the participation of all members of an organization in improving processes, products, services, and the culture they work in. Lawrence Martin of Columbia University. It requires a continuous and systematic approach to gathering, evaluating, and acting on data about what is occurring in an organization. As a result, it is difficult for dispassionate researchers to measure whether TQM works empirically, since there are many organizations that claim to use TQM but do so in an abbreviated form that often does not do justice to the process. TQM management principles include the following— 1. It instills in all organization members an esprit de corps that assures them that having quality as the number one goal is an important tenet. Organizational members are responsible for quality, even if it is related to an issue beyond the scope of his or her job. It continuously searches for ways to improve every activity, program, and process. It does so by constantly seeking feedback from its customers, and promoting suggestions from all sources, both externally and internally, on how to improve. It rewards quality, not only internally, but from its suppliers. It recognizes that staff must receive continuous training to improve their work performance. It encourages all aspects of the organization to work as a team to solve problems and meet customer needs rather than competing against each other. It empowers workers at every level, and permits them to be actively engaged in decisions that affect the organization, and to constantly look for ways to improve it. It permits employees the opportunity to have pride in what they produce for the organization and to see the fruits of their labor measured in the quality of the service they provide rather than just having a paycheck. It promotes a planning process that is geared toward continuously improving quality in everything the organization does. A list of principles of quality management compiled by Dr. Edwards Deming, the man considered by many to be the founder of the modern quality movement, can be found in Appendix B. In his book Total Quality Management in Human Service Organizations, Professor Martin points out that conventional management philosophy upholds that: Martin points out that TQM directly conflicts with each of these principles. Quality is the number one driving force in management. Cooperation is preferable to competition. TQM enhances slow, incremental change that involves continuous quality improvement, and change is based on careful planning rather than seat-of-the-pants instinct by the manager. TQM addresses each of these issues. The guidelines for the award explicitly recognize the

concepts of TQM. Malcolm Baldrige served as Secretary of Commerce in the Reagan Administration from until his death in in a rodeo accident. The criteria for the award were put together by a panel of quality experts, and TQM principles serve as the basis for granting the award. The award criteria are judged on a 1, point scale of performance in seven major categories: The final two criteria comprise about half of the points. While results are important, the award is designed to make applicants also focus on the conditions and processes that led to the results. Within just a few years, the Baldrige Quality Award became one of the most highly sought after honors of the business community, although in recent years, according to some who should know, it has lost a bit of its luster. In , The United Way of America developed an analogous award for non-profit human service agencies, recognizing that quality improvement is just as important, if not more so, in charities as private business. Unlike its business counterpart, the ESQAs are non-competitive in that there is no limit on the number of winners in any given year. James Harrington, and A. Joseph Juran served in both government and the private sector. In , he established the Juran Institute. Juran described five dimensions of fitness to use: Juran theorized that managing for quality consists of three basic quality-oriented processes, a quality trilogy: Quality planning consists of creating a process to accomplish quality objectives under the operational constraints. Juran contends that poor planning is responsible for the waste that occurs once production begins. Quality control is the function that describes quality management once planning has been completed and operations begin. Finally, quality improvement is the endeavor that seeks constant improvement in quality. Juran notes that there is an analogous trilogy in the financial management process: Quality control requires choosing units of measurements, establishing performance standards, measuring actual performance, and taking action to correct any deficiencies from those standards. Quality improvement consists of diagnosing what is keeping quality standards low and finding remedies, and consolidating the gains in quality improvement. However, they are weak on quality planning and quality improvement. Juran has a prescription for improving quality, which typically begins by establishing a quality planning council within the organization. In , he set up the Crosby Quality College, which taught TQM principles to tens of thousands of executives and managers. Crosby focused on changing attitudes and behaviors in the workforce to instill an attitude in workers that would eliminate careless mistakes that created costly rework. Crosby asserts that American management typically speaks in quantitative terms when talking about sales, employee compensation, inventory, budget, and about almost everything else—other than quality. This is despite measurable standards being available, which Crosby points out were developed by General Electric in the s. Obtain and enforce commitment to quality improvement by management. Create a quality improvement team with folks from each department. Find acceptable ways to measure quality in each department. Evaluate the cost of quality. Educate all workers about the cost of quality or more appropriately, the cost of non-quality 6. Facilitate corrective action by having workers at all levels communicate to management remedies for improving quality 7. Establish a Zero Defects Program 8. Provide training so that all supervisors buy into quality management 9. Establish quality goals Ask workers to describe problems that keep them from performing error-free work, and respond to these within 24 hours Establish an award program to recognize outstanding achievement and those who meet their goals Crosby suggests recognition rather than cash as the award Establish Quality Councils to report on the status of the quality management program and ideas for action Start over again every months, because turnover and changing conditions wipe out progress made in education and training. If major American companies were slow to react to the realization that the stellar economic success in Japan was being attributed to TQM, healthcare institutions were a decade behind the curve. Not surprisingly, healthcare institutions, particularly hospitals, have been at the vanguard of TQM adoption by non-profit organizations. One reason for TQM to finally catch on is that there has been a major transformation of the hospital industry. Hundreds of hospitals have converted from non-profit orientation to for-profit. Even those that have not converted are still subject to the financial and competitive pressures that resulted in hundreds of hospital mergers during the s and s. Decreased Medicare and Medicaid reimbursements by the Health Care Financing Administration HCFA ; managed care; cut-throat marketing

efforts; strong cost containment pressures from insurance companies; the high cost of, and the competition for, medical technology; and required public disclosure of hospital costs and clinical outcomes have been among the trends that have changed the face of the healthcare industry. Other factors have been increased consumer competition health care users had new incentives to shop around for medical care ; major restructuring of the third-party payment system by both government Medicaid, Medicare and insurance companies; and government regulation of managed care practices. Reading the literature on TQM in healthcare organizations, one comes to realize that TQM is not being implemented to any great degree in a holistic, system-wide, full-blown way, but rather piecemeal, and in a manner that is targeted to reducing cost. This is not consistent with the TQM philosophy, and the potential benefits of this management strategy may be missed as a result. Managed care has revolutionized the healthcare industry in recent years. Healthcare practitioners view this revolution in practical terms, for the most part. TQM is seen by some practitioners as a means to objectively measure quality, which is important to both third-party payers such as insurance companies and patients. Hospital executives have come to realize that quality control can reduce costs. TQM principles are finding their way into non-profit settings other than healthcare, such as community centers, arts organizations, and human services agencies. Clients notice a positive difference in staff attitudes. Everyone associated with the organization feels good about it. Tips for Implementing TQM 1. Diagnose the present state of your organization. Design the TQM Program. Decide who will be in charge of leading the effort. Decide the roles of staff and outside consultants. Choose the particular TQM implementation model, and consider modifications required. Look at how communications will have to be improved and expanded. Decide how stakeholders such as clients and funders will participate. Assess what changes need to be made in your mission statement, vision statement, and values statement. Develop the TQM System.

TOTAL QUALITY MANAGEMENT IN HUMAN SERVICE ORGANIZATIONS pdf

6: Total Quality Management and Organizational Performance

Total Quality Management (TQM) is an approach that organizations use to improve their internal processes and increase customer satisfaction. When it is properly implemented, this style of management can lead to decreased costs related to corrective or preventative maintenance, better overall performance, and an increased number of happy and.

Import into RefWorks 1. This is why the TQM concept has captured the attention of all sides of commerce and industry, as well as that of politicians and academics. The large number of articles being published in this area is a testimony to the high level of interest in quality issues. During the past decade, quality improvement has become one of the most important organizational strategies for achieving competitive advantage. Improving the quality with which an organization can deliver its products and services is critical for competing in an expanding global market. TQM begins with the primary assumption that employees in organizations must cooperate with each other in order to achieve quality for the needs of the customer. TQM, however, does not only consist of quality tools and techniques. TQM processes also depend on a certain set of values and beliefs shared by all organizational members. The concept of quality has migrated from being considered as a non-price factor on which imperfect competition in the markets is based, to being considered as a strategic resource of firms. In other words, quality went from being a one-dimensional attribute of the product to being considered a multi-dimensional construct which has to be managed and the implementation of which leads to a dynamic capability of firms [1]. Despite the large number of articles and books on TQM, total quality management remains a hazy, ambiguous concept [2]. This may be due to the fact that the term TQM means different things to different people. Quality teams provide companies with the structured environment necessary for successfully implementing and continuously applying the TQM process. Quality training is conducted and the continuous improvement process executed through a well-planned team structure. The ultimate goal of the team approach is to get everyone, including contractors, designers, vendors, subcontractors, and owners involved with the TQM process. Prior studies [5 , 6] suggest that TQM strategy that focuses on increasing customer levels of satisfaction does have a significant and positive impact on performance. Ittner and Larcker [7], for example, suggest that attaining customer satisfaction is thought to increase the profits of the organization by decreasing costs through fewer returns and increasing revenues through customer loyalty. The links between TQM and performance have been investigated by numerous scholars. While examining the relationship between TQM and performance scholars have used different performance types such as financial, innovative, operational and quality performance. Although the effects of TQM on various performance types are inconsistent, quality performance generally indicated strong and positive relations [8]. Specifically, they found that industry sectors, management commitment, organizational structure, participation, and financial performance, have an impact on accounting lag. Studies have claimed that marketing and TQM are complemen- tary business philosophies [10 , 11]. From Saraph et al. In addition, few empirical studies have investigated the mediating effect indirect relationship of one type of performance measure on the relationship between TQM practices and another type of performance measure e. Total Quality Management TQM Total quality management TQM is a systematic quality improvement approach for firm-wide management for the purpose of improving performance in terms of quality, produc- tivity, customer satisfaction, and profitability. Since TQM prac- tices have been embraced by many firms around the world for decades, they have earned the attention of many researchers from diverse areas. TQM is a management philosophy that is intended to empower every member of the organization. Its basic principle is that the cost of prevention is less than the cost of correction. The TQM approach integrates the fundamental techniques and principles of quality function deployment, statistical control, and existing management tools in a structured manner. TQM focuses on continuous process improvement within organizations to provide superior customer value and meet customer needs. TQM a popular guideline for organizational management is adopted for developing strategic infomaps and infocharts for an information organization [21 , 22 , 23]. TQM can be

defined as a holistic management philosophy that strives for continuous improvement in all functions of an organization, and it can be achieved only if the total quality concept is utilized from the acquisition of resources to customer service after the sale. TQM practices have been documented extensively in measurement studies as well as in the studies that have investigated the relation of TQM practices to various dependent variables. TQM is an effort that involves every organization in the industry in the effort to improve performance. It permeates every aspect of a company and makes quality a strategic objective. TQM is achieved through an integrated effort among personnel at all levels to increase customer satisfaction by continuously improving performance. TQM focuses on process improvement, customer and supplier involvement, teamwork, and training and education in an effort to achieve customer satisfaction, cost effectiveness, and defect-free work. TQM provides the culture and climate essential for innovation and for technology advancement. The Total Quality Management TQM Strategy Four components frequently cited as critical to a successful TQM strategy are customer satisfaction, employee involvement, managerial leadership, and process improvement and control. Marketing theory has long recognized the importance of customer satisfaction to the business organization. Qualityfocused organizations must identify their customers both internal and external , determine the specific needs of these customers, integrate all activities of the organization including marketing, production, finance, HRM, and IS to satisfy the needs of these customers, and finally, follow up to ensure the customers have been satisfied [24]. The cost of quality is considered by both Crosby and Juran to be the primary tool for measuring quality. In their approach, it is used to track the effectiveness of the TQM process, select quality improvement projects, and provide cost justification to doubters. By bringing together these easily assembled costs of review, inspection, testing, scrap, and rework, one can convince management and others of the need for quality improvement. It is effective in its intended purpose of raising awareness about quality and communicating to management the benefits of TQM in terms of dollars. Designing to simplify manufacturing utilizes cross-functional teams to reduce the number of parts per product and standardize the parts [26], which results in more efficient process management by reducing process complexity and process variance [27]. Maintaining a small number of suppliers improves product quality and productivity of buyers by encouraging enhanced supplier commitment to product design and quality [28]. A strategy of high quality leads to a sustainable competitive advantage [29]. Theory of Total Quality can be Summarized as Follows 1. Quality leads to lower costs as defects are reduced; 2. Quality is made in the boardroom; it cannot be instilled into shop floor without the initiative and commitment of top management; 3. Most defects are caused by the system not the worker; 4. Inspection is too late; aim to reduce defects during production and eliminate mass inspection; 5. Eliminate numerical quotas, slogans, exhortation and targets for the workforce and promote sustained and continuous improvement of process and quality of output; 6. Drive out fear of change from workers; institute a vigorous program of education, training, and retraining to help the workforce improve continuously and to increase their job security; 7. Break down barriers between staff areas and abandon review systems that will destroy teamwork and create rivalry; 8. End the practice of awarding business on price tag alone; look for suppliers committed to quality and develop long term relationships with them. Total Quality Management and Organizational Performance Performance measurement is an integral part of all management processes and traditionally has involved management accountants through the use of budgetary control and the development of financial indicators such as return on investment. However, it has been claimed that conventional aggregate financial accounting indicators are inappropriate in TQM settings [30]. With the growing awareness that quality of final products and services is a strategic competitive variable, companies have recognized also that the concept of high quality must be applied to production processes to generate quality products and minimize costs. TQM has evolved as a philosophy that emphasizes the need to provide customers with highly valued products and to do so by improvements in ef ficiency by way of eliminating waste, reducing lead times at all stages of the production process, reducing costs, developing people, and improving continuously [34]. While TQM provides a potential for organizations to enhance their competitiveness there is evidence that many organizations have

been disappointed in the extent to which TQM has been associated with sustained improvements in organizational profitability [35]. Performance management systems are a cornerstone of human resource HR management practices and are the basis for developing a systems approach to organization management. In theory, a performance management system links organizational and employee goals through a goal-setting process, and subsequently links employee goal achievements to a variety of HR management decisions through a performance measurement process. Shank and Govindarajan [36] and others argued some time ago that quality practices had become so important that management accounting could no longer ignore TQM. Traditional accounting supports cost and production analysis, but not quality analysis [36 , 37]. The thrust of the TQM philosophy is that quality and its management have to be built in from the beginning and that the accomplishment of quality standards and improvement is the responsibility of everyone [38 , 39]. Poor quality occurs when these needs are not met. Conclusions Recent research on total quality management has examined the relationships between the Total quality management and organizational performance. Many researchers have examined the link between total quality management TQM and financial performance. Researchers such as [7 , 42 , 43], provide evidence to show that effective TQM implementations improve long-term profitability and stock returns. In a review of the literature covering the relationship between TQM and innovation, Prajogo and Sohal [15], identified two competing arguments. The first argument suggests that TQM is positively related to innovation performance because it establishes a system and culture that will provide a fertile environment for organizations to innovate [45]. The opposing argument holds that the implementation of TQM principles and practices could hinder organizations from being innovative [46]. There is a growing body of empirical research supporting a direct relationship between the adoption of Total Quality Management TQM and improved firm performance [43 , 47]. With customer orientation, organizations will focus on gaining a market advantage where they can outperform their competitors in terms of attracting more customers with distinguished products and charge a premium price. Dean and Bowen [2] argue that from a strategic management perspective, TQM is concerned more with strategy implementation, or deployment, rather than strategic choice, or intent. Another strong implication about the association between TQM and cost leadership is suggested by Gobeli and Brown [49]. In their framework on strategic approaches to innovation, they label TQM as a value leader since it places more emphasis on process innovation than product innovation. Some studies have found that the use of TQM practices reduces manufacturing process variance, eliminates reworks and scraps, and improves quality performance [44 , 50]. In addition, there is considerable anecdotal evidence Harmon and Peterson [34] on the extent to which TQM initiatives enhance the potential for firms to improve their performance. Prior studies [52 , 53] suggest that TQM strategy that focuses on increasing customer levels of satisfaction does have a significant and positive impact on performance. Ittner and Larcker [52], for example, suggest that attaining customer satisfaction is thought to increase the profits of the organization by decreasing costs through fewer returns and increasing revenues through customer loyalty. During the production process, the customer may request access to the quality data used in statistical process control, to evaluate the quality of the goods. There is considerable anecdotal evidence on the extent to which TQM enhances the potential for firms to improve organizational performance [55 , 56]. In addition, the empirical findings of Kim and Miller [57], based on a survey of the manufacturing strategies of firms in the U. Schmenner and Schmenner and Cook demonstrated that throughput time reduction, improved quality and inventory reduction all enhance productivity [58 , 59]. References [1] Zollo, M. Deliberate learning and the evolution of dynamic capabilities. Organization Science 13 3 ,

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7: Total Quality Management (TQM)

Total Quality Management (TQM) is a management approach that originated in the s and has steadily become more popular since the early s. Total quality is a description of the culture, attitude and organization of a company that strives to provide customers with products and services that satisfy their needs.

Service relationship with internal customers Never compromise quality Customer driven standards The Concept of Continuous Improvement by TQM TQM is mainly concerned with continuous improvement in all work, from high level strategic planning and decision-making, to detailed execution of work elements on the shop floor. It stems from the belief that mistakes can be avoided and defects can be prevented. It leads to continuously improving results, in all aspects of work, as a result of continuously improving capabilities, people, processes, technology and machine capabilities. Continuous improvement must deal not only with improving results, but more importantly with improving capabilities to produce better results in the future. The five major areas of focus for capability improvement are demand generation, supply generation, technology, operations and people capability. A central principle of TQM is that mistakes may be made by people, but most of them are caused, or at least permitted, by faulty systems and processes. This means that the root cause of such mistakes can be identified and eliminated, and repetition can be prevented by changing the process. Preventing mistakes defects from occurring mistake-proofing or poka-yoke. Where mistakes recur, stopping production until the process can be corrected, to prevent the production of more defects. If the current reality does not include important preconditions, TQM implementation should be delayed until the organization is in a state in which TQM is likely to succeed. If an organization has a track record of effective responsiveness to the environment, and if it has been able to successfully change the way it operates when needed, TQM will be easier to implement. If an organization has been historically reactive and has no skill at improving its operating systems, there will be both employee skepticism and a lack of skilled change agents. If this condition prevails, a comprehensive program of management and leadership development may be instituted. A management audit is a good assessment tool to identify current levels of organizational functioning and areas in need of change. An organization should be basically healthy before beginning TQM. If it has significant problems such as a very unstable funding base, weak administrative systems, lack of managerial skill, or poor employee morale, TQM would not be appropriate. People need to feel a need for a change. Kanter addresses this phenomenon be describing building blocks which are present in effective organizational change. Departures from tradition are activities, usually at lower levels of the organization, which occur when entrepreneurs move outside the normal ways of operating to solve a problem. A crisis, if it is not too disabling, can also help create a sense of urgency which can mobilize people to act. In the case of TQM, this may be a funding cut or threat, or demands from consumers or other stakeholders for improved quality of service. After a crisis, a leader may intervene strategically by articulating a new vision of the future to help the organization deal with it. A plan to implement TQM may be such a strategic decision. Such a leader may then become a prime mover, who takes charge in championing the new idea and showing others how it will help them get where they want to go. Finally, action vehicles are needed and mechanisms or structures to enable the change to occur and become institutionalized. Task identification would include a study of present conditions assessing current reality, as described above ; assessing readiness, such as through a force field analysis; creating a model of the desired state, in this case, implementation of TQM; announcing the change goals to the organization; and assigning responsibilities and resources. This final step would include securing outside consultation and training and assigning someone within the organization to oversee the effort. This should be a responsibility of top management. In fact, the next step, designing transition management structures, is also a responsibility of top management. In fact, Cohen and Brand and Hyde assert that management must be heavily involved as leaders rather than relying on a separate staff person or function to shepherd the effort. An organization wide steering committee to oversee the effort may be appropriate. Developing commitment

strategies was discussed above in the sections on resistance and on visionary leadership. Special all-staff meetings attended by executives, sometimes designed as input or dialog sessions, may be used to kick off the process, and TQM newsletters may be an effective ongoing communication tool to keep employees aware of activities and accomplishments. Management of resources for the change effort is important with TQM because outside consultants will almost always be required. Choose consultants based on their prior relevant experience and their commitment to adapting the process to fit unique organizational needs. While consultants will be invaluable with initial training of staff and TQM system design, employees management and others should be actively involved in TQM implementation, perhaps after receiving training in change management which they can then pass on to other employees. A collaborative relationship with consultants and clear role definitions and specification of activities must be established. In summary, first assess preconditions and the current state of the organization to make sure the need for change is clear and that TQM is an appropriate strategy. Leadership styles and organizational culture must be congruent with TQM. If they are not, this should be worked on or TQM implementation should be avoided or delayed until favorable conditions exist. Remember that this will be a difficult, comprehensive, and long-term process. Leaders will need to maintain their commitment, keep the process visible, provide necessary support, and hold people accountable for results. Use input from stakeholder clients, referring agencies, funding sources, etc. TQM can be a powerful technique for unleashing employee creativity and potential, reducing bureaucracy and costs, and improving service to clients and the community. Conclusion TQM encoureges participation amongst shop floor workers and managers. What Is Total Quality Control?

8: Total quality management - Wikipedia

Total Quality Management (TQM) is a philosophy aimed at improving business as a whole. Some of the benefits lie in the continuous improvement of processes and products, and enhanced efficiency of people and machines leading to improved quality.

TQM interventions such as Statistical Process Control, Failure Analysis, and other techniques help identify and eliminate mistakes, reduce waste, and improve productivity, leading to continuous improvement of organizational processes and products, and enhancing efficiency of people and machine. Management by Objectives MBO is an operations strategy and a modern performance appraisal method where the employee and the supervisor come together to identify common goals, chart down specific objectives and fix targets for the attainment of such goals within the specified period. TQM is wide in scope and extends to reducing defects, eliminating waste, and improving quality throughout all processes in the organization, for long-term benefits. MBO is narrow in scope and aims at setting and evaluating specific short-term targets for individual employees. Although MBO objectives usually relate to corporate goals and vision, the scope of the targets framed to meet such objectives remain confined to day-to-day applications, and need not necessary relate to quality or eliminating waste. Differences in Approach Total Quality Management approaches to solve problems based on external customer satisfaction. Management by Objectives, on the other hand approaches to solve problems based on internal goals and targets. Total Quality Management does not limit the effort to improve quality of a product to any specific group of employees or any specific process. TQM defines quality in terms of customer satisfaction and then makes an analysis of all processes and work roles in the organization to seek ways to improve quality. Management by Objectives set targets for individual employees based on the desired outcomes and is ideally suited for an unstable system where each individual needs specific targets for a specified period. Total Quality Management on the other hand works towards creating stability and achieving an optimal state where goals remain fixed and apparent to everybody. MBO goals even become counterproductive if it contradicts the capability of a stable system. Collectivism of TQM vs Individualism of MBO Total Quality Management is a philosophy that advocates collective effort through formation of cross-functional teams, knowledge sharing, coaching, counseling, and other forms of mutual support. Edward Deming, the founding father of TQM did not consider the practice of management playing the role of judge as conducive to quality improvement, and thereby advocated abolishing the performance appraisal system. Management by Objectives is individualistic in nature. Although MBO recognizes teamwork, it concerns itself on setting individual goals and objectives and rating the individual employee on how well he or she accomplishes such objectives. Differences in Impact on Human Resources Management by Objectives, being an appraisal method with specific targets and quantifiable outcomes usually become the basis for employee incentives and hikes. Total Quality Management on the other hand translates results in better corporate profitability in the long term, but the benefits are not easily quantifiable or apparent in the short run. Total Quality Management concerns itself with teaching quality and improving both specific and generic skill-set of each employee and heralding a proactive work culture. Management by Objectives on the other hand caters to providing training and other developmental interventions to employees only to meet the agreed on targets. Perhaps the greatest difference is with the style or culture. The TQM approach is more suited in a product or process oriented set up where the success of the business depends on efficiency of the process line. Connection between management by objectives and total quality management â€" Editorial.

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9: Total Quality Management (TQM): What is TQM? | ASQ

Total Quality Management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work.

Please see our series of pages on Quality Management Systems for more information. When planning and implementing a total quality management system or quality management strategy, there is no one solution for every situation. Each organization is unique in terms of the culture, management practices, and the processes used to create and deliver its products and services. The quality management strategy will then vary from organization to organization; however, a set of primary elements should be present in some format. The organization assesses current culture, customer satisfaction, and quality management systems. Top management identifies core values and principles to be used, and communicates them. A TQM master plan is developed on the basis of steps 1, 2, and 3. The organization identifies and prioritizes customer demands and aligns products and services to meet those demands. Management oversees the formation of teams for process improvement efforts. The momentum of the TQM effort is managed by the steering committee. Managers contribute individually to the effort through hoshin planning, training, coaching, or other methods. Daily process management and standardization take place. Progress is evaluated and the plan is revised as needed. This method was widely used in the early s as companies tried to implement parts of TQM as they learned them. Examples of this approach include quality circles, statistical process control, Taguchi methods, and quality function deployment. The guru approach The guru approach uses the teachings and writings of one or more of the leading quality thinkers as a guide against which to determine where the organization has deficiencies. Then, the organization makes appropriate changes to remedy those deficiencies. They would then work on implementing the approach learned. The organization model approach In this approach, individuals or teams visit organizations that have taken a leadership role in TQM and determine their processes and reasons for success. They then integrate these ideas with their own ideas to develop an organizational model adapted for their specific organization. This method was used widely in the late s and is exemplified by the initial recipients of the Malcolm Baldrige National Quality Award. The Japanese total quality approach Organizations using the Japanese total quality approach examine the detailed implementation techniques and strategies employed by Deming Prizeâ€"winning companies and use this experience to develop a long-range master plan for in-house use. The award criteria approach When using this model, an organization uses the criteria of a quality award, for example, the Deming Prize, the European Quality Award, or the Malcolm Baldrige National Quality Award , to identify areas for improvement. Under this approach, TQM implementation focuses on meeting specific award criteria. Although some argue that this is not an appropriate use of award criteria, some organizations do use this approach and it can result in improvement.

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In summary what does it all add up to? The Manchus (The Peoples of Asia) A Shadow from the Past Digamos LA Hora (Lets Tell Time) The Alien Dark (Tsr Book) Finding my virginity 7.3 Indirect Field Oriented Control. The Vascular Plants of Western Riverside County, California Sand dune conservation management and restoration Tutorial windows 8 Questions illustrating the Thirty-nine Articles of the Church of England Northrop story, 1929-1939 Muses of John Barth The Ruined Cottage National early years learning framework A Florentine Tragedy, A Fragment And Other Works Catholic stewardship Fleet driver safety The trouble begins First aid step 3 fourth edition Easy-To-Duplicate Certificate Borders Some of the Directions Evident in Therapy Apple ipad 2 instruction manual La campanella liszt piano Us history chapter 6 Walking into the Lyons den Charles kirkpatrick technical analysis From One Medium to Another Sensorimotor control and learning tresilian A Teachers Guide to Natures Food Chain Financial Market Analysis Solomon Starbucks Striper Medical Terminology Blackboard Course Cartridge Student Access Code Littlest pirate: John King, cabin boy for pirate Black Sam Bellamy The Power of Holy Women Letter from Mrs. Gunning, addressed to His Grace the Duke of Argyll. The dialogic ideal The Defence of French Collected poems of Jean Toomer Physics spectrum magazine