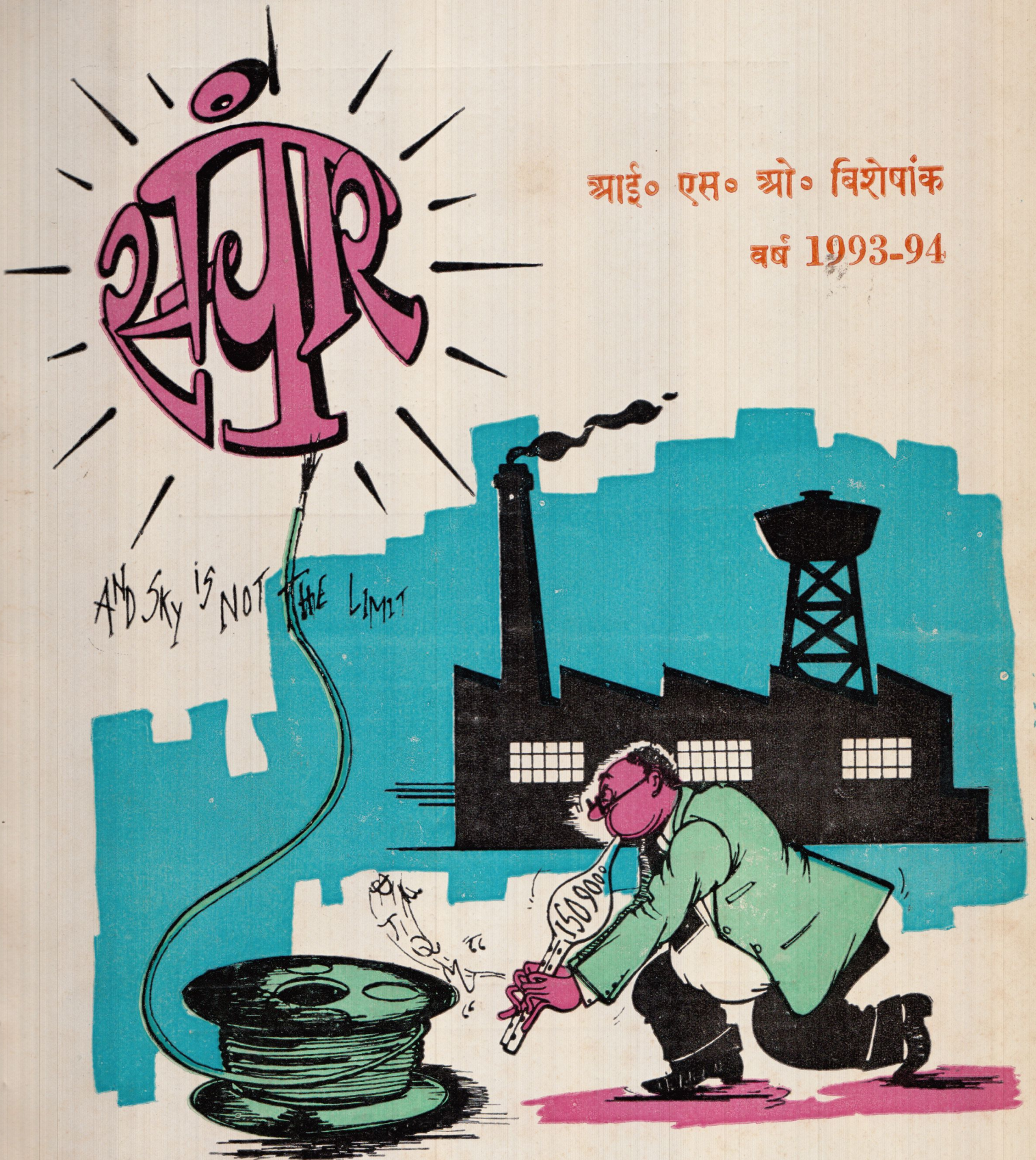


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वर्ष 1993-94



आयुध तार निर्माणी चण्डीगढ़ की गृह-पत्रिका

TQM-The Winning Edge

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Quality awareness is becoming a worldwide phenomenon with the definition of quality extending beyond a conventional understanding of the term. More and more companies are becoming conscious of the fact that approach to business improvement, of cost reduction programmes, productivity drives, special task forces etc., does not yield enough fruits. On the other hand, the success achieved through Total Quality approach has been marvellous.

Quality begins with the customer. Total Quality means designing goods and services that fully meet the customer's perceived requirements. It means organizing quality business processes capable of delivering products and services which constantly and consistently not only satisfy but delight the customer. It also means employing and developing quality people which are committed to quality planning, quality control and continuous quality improvement.

Standards like the ISO 9000 series and awards like the Deming Prize (Japan), the Malcom Baldrige Award (U.S.A.) and the Rajiv Gandhi National Quality Award (India) are the recognition given to quality in recent times.

Total Quality Management is not an optional extra. It is more than a set of standards and procedures. It is not only about the quality of products. It is the way the company itself thinks and breathes. It must become a way of life and not just the flavour of the month. Quality means fully satisfying agreed customer requirements at the lowest internal cost.

Significant business benefits result through delivering quality products and services. Cost of quality savings improve profitability, give increased return on net assets and expand market share opportunities.

The Total Quality approach results in sustained business success. Only satisfied customers come back and recommend to others. Harnessing the creative talents of all the employees improves quality in every part of the business. That is why so many companies are now involved in Total Quality Management.

BUILDING QUALITY CULTURE WITHIN AN ORGANISATION

To improve quality, an organisation must have a value system that promotes quality. Many prominent quality Gurus, such as W. Edwards Deming, M. M. Juran, and Phillip Crosby stress the importance of building a quality culture as a pre-requisite to major quality improvement efforts.

Forming a desirable quality culture requires a well developed organizational quality mission and goals, consistent formal and informal organization structure, compatible reward systems, appropriate technology and job design, and attention to important employees issues.

TQM-IMPLEMENTATION STRATEGY

The five building blocks for Total Quality must be taken as a whole. They are basic principles for successful implementation which will, of course, be tailor made to suit each company's requirements.

- Quality Policy and goals
- Organization
- Process
- Training and Education
- Motivation

TQM-A PASSPORT TO EXCELLENCE

The Total Quality Management Philosophy and systems help maximise resources and minimise wastage. They encourage continuous improvement of quality and reliability and enable companies to achieve a higher level of customer satisfaction and a strong competitive advantage. As with any worthwhile endeavor, making Total Quality Management work takes dedication, patience, discipline and hard work. Furthermore, a dedication to quality and excellence is more than good business. It is a way of life, giving something back to society, offering your best to others.

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