



# Enablers of total quality management implementation in manufacturing: a case study

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**ABSTRACT** *A good quality management is essential for improving manufacturing competitiveness. Most modern companies in the West have recognized the need to alter their thinking in terms of quality and note that can improve their business performance. Total quality management (TQM) has received considerable global attention both from researchers and from practitioners. TQM has become an essential strategy in both manufacturing and service organizations. This paper deals with the implementation issues of TQM in a gas turbine company which is located in the UK. The research involves studying the current quality problems in the company by collecting and analysing the appropriate information through structured interviews of employees. The results of the project are discussed to highlight the key enablers of TQM implementation in the gas turbine company. Based on the literature and case experiences, a framework for the implementation of TQM is presented.*

## Introduction

Quality has been identified as one of the competitive strategies for improving the business performance in a global market. Many firms are pursuing total quality management (TQM) implementation to deliver high-quality products and services and hence to achieve their business objectives. According to BS4778, TQM is a management philosophy embracing all activities through which the need and expectations of the customer and the community, and the objectives of the organization are satisfied in the most efficient and cost-effective way by maximizing the potential of all employees in a continuing drive for improvement. TQM is the quest for progress and improvement in the areas of cost, reliability, quality, innovation, deficiency and business effectiveness. In other words, TQM is the mutual cooperation of everyone in an organization and associated business processes to produce products and services which meet the needs and expectations of customers. TQM can be effectively used in an organization to develop its techniques in helping to improve its efficiency in production, create a change of culture, introduce teamwork, gain management commitment to quality and to achieve other business improvements.

Oakland (1994) defines TQM as "an approach to improving effectiveness and flexibility

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# Implementation Of Total Quality Management Case Study

**Ashok Rao**



## **Implementation Of Total Quality Management Case Study:**

Total Quality Management D.R. Kiran,2016-10-28 Total Quality Management Key Concepts and Case Studies provides the full range of management principles and practices that govern the quality function The book covers the fundamentals and background needed as well as industry case studies and comprehensive topic coverage making it an invaluable reference to both the novice and the more experienced individual Aspects of quality control that are widely utilized in practice are combined with those that are commonly referred to on University courses and the latest developments in quality concepts are also presented This book is an ideal quick reference for any manager designer engineer or researcher interested in quality Features two chapters on the latest ISO standards Includes an introduction to statistics to help the reader fully grasp content on statistical quality control Contains case studies that explore many TQM themes in real life situations **A Guide for Implementing Total Quality Management** Theodore Crosier,1990 **How to Get Started Implementing Total Quality Management** ,1991 *A Case Study of the Effects of Implementing Total Quality Management at Perry Printing Corporation and Implications for Adult Learning* John Douglas Miller,1995 *Total Quality Management* John S. Oakland,2003 This text provides a simple model for Total Quality Management and comprehensive coverage of the concepts students need to understand It is supported throughout with real life case studies **Total Quality Management** Joel E. Ross,2017-10-06 Acclaimed and used in over 200 colleges and universities around the country Total Quality Management Text Cases and Readings has been completely revised and expanded to meet the growing demands and awareness for quality products and services in the competing domestic and global marketplaces Since the publication of the first and second editions of this book interest in and acceptance of TQM has continued to accelerate around the world This edition has been thoroughly revised updated and expanded Some of the changes are A new chapter on the emerging Theory of Constraints Expanded treatment of Process Management Eleven new readings Ten new cases Chapter examples of TQM at 12 Baldrige winning organizations End of chapter recommendations for further reading Revised and updated textual material The Varifilm case is retained as a comprehensive study that illustrates good and not so good practices Each chapter contains an exercise which provides the reader with an opportunity to apply TQM principles to the practices illustrated in each case Based on sound principles this practical book is an excellent text for organizational development programs aimed at practitioners responsible for developing and implementing TQM programs in their own service or manufacturing organizations **Total Quality Management (TQM)** ,1992 *TOTAL QUALITY MANAGEMENT* JANAKIRAMAN, B. ,GOPAL, R. K. ,2006-01-01 Providing accessible coverage of the basics and practical aspects of total quality management this book is intended for students of management and engineering The text adopts a realistic approach to the teaching of the subject with the principal focus on the philosophy of total quality management and its role in today s world of fierce business competition Discusses the mechanism of quality control quality assurance and different types of quality control tools and

their usage Features the Japanese management philosophy quality awards and standards Presents the differences between total quality management and business process re engineering and approaches to integrate them Describes the various aspects of benchmarking capability maturity model and customer relationship management Implementation of Total Quality Management in Two Companies Michelle H. Crawford,1994 **A Case Study of the Implementation of TQM at the Memorial Student Center at Texas A & M University** Rebecca Lynn Carr,1994 A Case Study of the Implementation of Total Quality Management in a Non-profit Service Organization Kennon J. Rice,1996 *The Quality Management Journal* ,1997 *Total Quality Management: Leader's guide* ,1993 **NASA SP.** ,1962 **Total Quality Management in Higher Education** ,1995 **A Case Study Based Model for Implementation of Total Quality Management** James L. Haag,1993 **Readings in Total Quality Management** Harry Ivan Costin,1994 **Total Quality Management** John S. Oakland,2000 This text provides a simple model for Total Quality Management and comprehensive coverage of the concepts students need to understand It is supported throughout with real life case studies Cases in Macro Social Work Practice David P. Fauri,Stephen P. Wernet,F. Ellen Netting,2008 The Third Edition of Cases in Macro Social Work Practice provides relevant contemporary macro practice case scenarios that reflect practice dilemmas and challenges typically experienced by social workers in organizational community and policy practice areas It emphasizes the change process in both domestic and international settings by using a theoretical and practice perspective and follows the outline of the Fourth Edition of Social Work Macro Practice written by F Ellen Netting Peter Kettner and Steven McMurtry Please Note Cases in Macro Social Work Practice may be value packaged with Social Work Macro Practice at a special discount Contact your local representative for details [www.ablongman.com](http://www.ablongman.com) replocator *Total Quality Management* Ashok Rao,1996-02-16 The emphasis of Quality is pervading every facet of business and managers are required to know and apply TQM principles This book explores the strategic role of quality global competition the roles of management in attaining quality excellence the structures and systems needed to support a total quality strategy and the main statistical and analytical tools for achieving quality improvement and control

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