



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

John S. Oakland



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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 Total Quality Management (TQM) ,1992 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 **A Case Study Based Model for Implementation of Total Quality Management** James L. Haag,1993 **Total Quality Management in Higher Education** ,1995 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 TOTAL QUALITY MANAGEMENT L. SUGANTHI,ANAND A. SAMUEL,2004-01-01 This comprehensive student friendly book is intended as a tool to achieve quality in organizations Completing a course based on topics covered in this book will make one confident enough to implement quality management principles in a given situation A holistic approach practical relevance effective learning and a compendium of A to Z of TQM distinguish this well written text Inclusion of the findings of research carried out by the authors in industries and educational institutions add flavour to the book Various examples are drawn from institutional experience which make the understanding of the concepts easy The special feature of this book is that every chapter has a case study in addition to a host of short questions and summary type questions The questions for group discussion practical exercises and net based exercises given at the end of every chapter are unique Intended primarily as a textbook for engineering and management students this book would also be useful for the in house training of engineers and managers of various industries and organizations on TQM The book may be effectively used as a resource material for quality professionals and consultants *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 replocator

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