



# 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

**Kennon J. Rice**



## **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 **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 *How to Get Started Implementing Total Quality Management* ,1991 **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 Effects of Implementing Total Quality Management at Perry Printing Corporation and Implications for Adult Learning](#) John Douglas Miller,1995 **Total Quality Management (TQM)** ,1992 **A Case Study of the Implementation of Total Quality Management in a Non-profit Service Organization** Kennon J. Rice,1996 *A Case Study of the Implementation of TQM at the Memorial Student Center at Texas A & M University* Rebecca Lynn Carr,1994 [Implementing Total Quality Management](#) Joseph R. Jablonski,1991 **Implementing Total Quality** David L. Goetsch,Stanley Davis,1995 For freshman sophomore level courses in Industrial Technology Industrial Management Manufacturing Technology and Business A practical new handbook that shows students step by step how to implement a total quality approach to management in business and industry organizations Coverage enumerates a 20 step process for implementing a total quality approach a process that encompasses every element of total quality management in a coherent format that provides a rationale for both the big picture of implementation and the specific

details The text s building block approach includes two master case studies that follow two representative companies through the entire implementation process until one company fails at Total Quality Management and one company succeeds

A Case Study Based Model for Implementation of Total Quality Management James L. Haag,1993 *The Quality Management Journal* ,1997 *Total Quality Management* Joel E. Ross,1995 The bestselling text that swept the country and demonstrated how to develop and apply TQM principles is now fully revised and expanded It s all here TQM benchmarking productivity quality and reengineering the cost of quality and ISO 9000 **TQM: Text with Cases** John S

Oakland,2012-05-23 TQM Text with Cases is clearly written in a logical manner and points are supported by real life case studies Professor Oakland demonstrates how a Total Quality Management strategy can be applied in all business activities to achieve world class performance This third edition features several major changes including new material on process modelling and management quality management systems people development performance measurement the Business Excellence Model self assessment benchmarking and the implementation of TQM Case studies reflecting the latest developments in the area from leading exponents of TQM and Business Excellence have been included These focus on organizations which have fully integrated the TQ approach into their business operations and delivered real benefits

**Total Quality Management and Operational Excellence** John S. Oakland,2014-04-24 The notion of Quality in business performance has exploded since the publication of the first edition of this classic text in 1989 Today there is a plethora of performance improvement frameworks including Baldrige EFQM Lean Six Sigma and ISO 9001 offering a potentially confusing variety of ways to achieve business excellence Quality guru John Oakland s famous TQM model in many ways a precursor to these frameworks has evolved to become the ultimate holistic overview of performance improvement strategy Incorporating the frameworks that succeeded it the revised model redefines Quality by Accelerating change Reducing cost Protecting reputation Oakland s popular practical jargon free style along with ten case studies eight of which are brand new effortlessly ties the model to its real life applications making it easy to understand how to apply what you ve learned to your practices and a achieve sustainable competitive advantage Total Quality Management and Operational Excellence Text with Cases Fourth Edition is supplemented for the first time with a suite of online teaching aids for busy tutors This exciting update of a classic text is perfect for all students studying for professional qualifications in the management of quality or those studying science engineering or business and management who need to understand the part TQM may play in their subjects **NASA SP.** ,1962 **Total Quality Management Implementation Process** Myriam Ghanem,2010 Total Quality Management TQM is becoming an ever so essential element of business operations Applications of TQM concepts are sought by companies seeking to improve the quality of the products or services they offer In Lebanon TQM is still a innovative science in the world of management Companies are trying to implement the concepts of TQM in all aspects of their daily operations in order to ensure quality products or services that would help increase overall business

performance The project starts with an introduction of the concept of TQM along with discussion of related concepts introduced by Quality Gurus An insight in to ISO and the most common ISO applications in Lebanon follow in addition to the introduction of Lebanese Standards Institution LIBNOR The main constructs of TQM which will constitute the base of this study are discussed along with the research objectives and methodology Case study of a Lebanese company is then presented discussing the results of personal interview conducted with the CEO of the company These results will be compared to the concepts presented by TQM leaders in order to obtain a notion of the status of the company and the percentage of applicability of a TQM system in it

*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

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