



# 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

**Léo Pomar**



## **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. **Total Quality Management** Joel E. Ross, Susan Perry, 1999-06-25 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. *How to Get Started Implementing Total Quality Management*, 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 **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 **A Case Study of the Effects of Implementing Total Quality Management at Perry Printing Corporation and Implications for Adult Learning** John Douglas Miller,1995 Implementation of Total Quality Management in Two Companies Michelle H. Crawford,1994 **Total Quality Management (TQM)** ,1992 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 *Implementing Total Quality Management* Joseph R. Jablonski,1991 *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 **The Quality Management Journal** ,1997 **NASA SP.** ,1962 *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 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

**Quality Control and Applied Statistics**, 2002      Quality Control Carol Krismann, 1990

## **Implementation Of Total Quality Management Case Study** Book Review: Unveiling the Magic of Language

In an electronic digital era where connections and knowledge reign supreme, the enchanting power of language has become apparent than ever. Its capability to stir emotions, provoke thought, and instigate transformation is truly remarkable. This extraordinary book, aptly titled "**Implementation Of Total Quality Management Case Study**," published by a highly acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound impact on our existence. Throughout this critique, we will delve to the book's central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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