

*Total quality management (TQM) strategies aim for long-term success by enlisting members of an organization at all levels to create customer satisfaction by making the best products possible.*

Michael Flippo Total quality management TQM refers to management methods used to enhance quality and productivity in organizations, particularly businesses. TQM is only one of many acronyms used to label management systems that focus on quality. Despite the ambiguity of the popularized term "TQM," that acronym is less important than the substance of the management ideology that underlies it. TQM provides a framework for implementing effective quality and productivity initiatives that can increase the profitability and competitiveness of organizations. In the late s, while working as a summer employee at Western Electric Company in Chicago, he found worker motivation systems to be degrading and economically unproductive; incentives were tied directly to quantity of output, and inefficient postproduction inspection systems were used to find flawed goods. Deming teamed up in the s with Walter A. Shewhart , a Bell Telephone Company statistician whose work convinced Deming that statistical control techniques could be used to supplant traditional management methods. Government managers found that his techniques could easily be taught to engineers and workers, and then quickly implemented in overburdened war production plants. State Department, sent him to Japan in as part of a national effort to revitalize the war-devastated Japanese economy. It was in Japan that Deming found an enthusiastic reception for his management ideas. Those techniques are credited with instilling a dedication to quality and productivity in the Japanese industrial and service sectors that allowed the country to become a dominant force in the global economy by the s. America prospered as war-ravaged European countries looked to the United States for manufactured goods. In addition, a domestic population boom resulted in surging U. But by the s some American industries had come to be regarded as inferior to their Asian and European competitors. As a result of increasing economic globalization during the s, made possible in part by advanced information technologies, the U. In response to massive market share gains achieved by Japanese companies during the late s and s, U. The "Deming Management Method" became the model for many American corporations eager to improve. And total quality management, the phrase applied to quality initiatives proffered by Deming and other management gurus, became a staple of American enterprise by the late s. By the early s, the U. By the late s several American industries had surpassed their Japanese rivals in these areas. But all TQM philosophies share common threads that emphasize quality, teamwork, and proactive philosophies of management and process improvement. As Howard Weiss and Mark Gershon observed in *Production and Operations Management*, "the terms quality management, quality control, and quality assurance often are used interchangeably. Regardless of the term used within any business, this function is directly responsible for the continual evaluation of the effectiveness of the total quality system. For his part, Deming pointed to all of these factors as cornerstones of his total quality philosophies in his book *Out of the Crisis*. He contended that companies needed to create an overarching business environment that emphasized improvement of products and services over short-term financial goals. He argued that if such a philosophy was adhered to, various aspects of business—ranging from training to system improvement to manager-worker relationships—would become far more healthy and, ultimately, profitable. But while Deming was contemptuous of companies that based their business decisions on statistics that emphasized quantity over quality, he firmly believed that a well-conceived system of statistical process control could be an invaluable TQM tool. Participative management refers to the intimate involvement of all members of a company in the management process, thus deemphasizing traditional top-down management methods. In other words, managers set policies and make key decisions only with the input and guidance of the subordinates who will have to implement and adhere to the directives. Continuous process improvement, the second characteristic, entails the recognition of small, incremental gains toward the goal of total quality. Large gains are accomplished by small, sustainable improvements over a long term. This concept necessitates a long-term approach by managers and the willingness to invest in the present for benefits that manifest themselves in the future. A corollary of continuous improvement is that workers and management develop an

appreciation for, and confidence in, TQM over time. Teamwork, the third necessary ingredient for the success of TQM, involves the organization of cross-functional teams within the company. This multidisciplinary team approach helps workers to share knowledge, identify problems and opportunities, derive a comprehensive understanding of their role in the overall process, and align their work goals with those of the organization. Jablonski also identified six attributes of successful TQM programs: Customer focus includes internal customers such as other departments and coworkers, as well as external customers Process focus Prevention versus inspection development of a process that incorporates quality during production, rather than a process that attempts to achieve quality through inspection after resources have already been consumed to produce the good or service Employee empowerment and compensation Fact-based decision making Receptiveness to feedback In addition to identifying three characteristics that need to be present in an organization and six attributes of successful TQM programs, Jablonski offers a five-phase guideline for implementing total quality management: Each phase is designed to be executed as part of a long-term goal of continually increasing quality and productivity. During preparation, management decides whether or not to pursue a TQM program. They undergo initial training, identify needs for outside consultants, develop a specific vision and goals, draft a corporate policy, commit the necessary resources, and communicate the goals throughout the organization. In the planning stage, a detailed plan of implementation is drafted including budget and schedule , the infrastructure that will support the program is established, and the resources necessary to begin the plan are earmarked and secured. At this point, the organization can already begin to determine its return on its investment in TQM. It is during this phase that support personnel are chosen and trained, and managers and the workforce are trained. The basic principles of TQM are intended to achieve continuous organizational improvement through the participation and commitment of workers throughout a company. TQM focuses all the resources of an organization upon meeting the needs of customers both internal and external , using statistical tools and techniques to measure results and aid decision making. Despite the impressive results many companies have achieved through TQM, its future popularity is still in doubt. By the late s some experts began to question whether TQM was a fad that would soon be superseded by yet another management technique. At the same time, however, other experts sought to apply TQM to emerging business problems, such as making computer systems compliant in the year It appears as if the underlying principles of TQM may find continued applications in business, even if they are eventually incorporated into a new movement for management innovation and organizational change.

## Chapter 2 : Benefits Of TQM – Benefits Of

*Total quality management (TQM) is a general philosophy of gradually improving the operations of a business. This is done through the application of rigorous process analysis by every involved employee and business partner.*

Service relationship with internal customers Never compromise quality Customer driven standards The Concept of Continuous Improvement by TQM TQM is mainly concerned with continuous improvement in all work, from high level strategic planning and decision-making, to detailed execution of work elements on the shop floor. It stems from the belief that mistakes can be avoided and defects can be prevented. It leads to continuously improving results, in all aspects of work, as a result of continuously improving capabilities, people, processes, technology and machine capabilities. Continuous improvement must deal not only with improving results, but more importantly with improving capabilities to produce better results in the future. The five major areas of focus for capability improvement are demand generation, supply generation, technology, operations and people capability. A central principle of TQM is that mistakes may be made by people, but most of them are caused, or at least permitted, by faulty systems and processes. This means that the root cause of such mistakes can be identified and eliminated, and repetition can be prevented by changing the process. Preventing mistakes defects from occurring mistake-proofing or poka-yoke. Where mistakes recur, stopping production until the process can be corrected, to prevent the production of more defects. If the current reality does not include important preconditions, TQM implementation should be delayed until the organization is in a state in which TQM is likely to succeed. If an organization has a track record of effective responsiveness to the environment, and if it has been able to successfully change the way it operates when needed, TQM will be easier to implement. If an organization has been historically reactive and has no skill at improving its operating systems, there will be both employee skepticism and a lack of skilled change agents. If this condition prevails, a comprehensive program of management and leadership development may be instituted. A management audit is a good assessment tool to identify current levels of organizational functioning and areas in need of change. An organization should be basically healthy before beginning TQM. If it has significant problems such as a very unstable funding base, weak administrative systems, lack of managerial skill, or poor employee morale, TQM would not be appropriate. People need to feel a need for a change. Kanter addresses this phenomenon by describing building blocks which are present in effective organizational change. Departures from tradition are activities, usually at lower levels of the organization, which occur when entrepreneurs move outside the normal ways of operating to solve a problem. A crisis, if it is not too disabling, can also help create a sense of urgency which can mobilize people to act. In the case of TQM, this may be a funding cut or threat, or demands from consumers or other stakeholders for improved quality of service. After a crisis, a leader may intervene strategically by articulating a new vision of the future to help the organization deal with it. A plan to implement TQM may be such a strategic decision. Such a leader may then become a prime mover, who takes charge in championing the new idea and showing others how it will help them get where they want to go. Finally, action vehicles are needed and mechanisms or structures to enable the change to occur and become institutionalized. Task identification would include a study of present conditions assessing current reality, as described above ; assessing readiness, such as through a force field analysis; creating a model of the desired state, in this case, implementation of TQM; announcing the change goals to the organization; and assigning responsibilities and resources. This final step would include securing outside consultation and training and assigning someone within the organization to oversee the effort. This should be a responsibility of top management. In fact, the next step, designing transition management structures, is also a responsibility of top management. In fact, Cohen and Brand and Hyde assert that management must be heavily involved as leaders rather than relying on a separate staff person or function to shepherd the effort. An organization wide steering committee to oversee the effort may be appropriate. Developing commitment strategies was discussed above in the sections on resistance and on visionary leadership. Special all-staff meetings attended by executives, sometimes designed as input or dialog sessions, may be used to kick off the process, and TQM newsletters may be an effective ongoing communication tool to keep employees aware of

activities and accomplishments. Management of resources for the change effort is important with TQM because outside consultants will almost always be required. Choose consultants based on their prior relevant experience and their commitment to adapting the process to fit unique organizational needs. While consultants will be invaluable with initial training of staff and TQM system design, employees management and others should be actively involved in TQM implementation, perhaps after receiving training in change management which they can then pass on to other employees. A collaborative relationship with consultants and clear role definitions and specification of activities must be established. In summary, first assess preconditions and the current state of the organization to make sure the need for change is clear and that TQM is an appropriate strategy. Leadership styles and organizational culture must be congruent with TQM. If they are not, this should be worked on or TQM implementation should be avoided or delayed until favorable conditions exist. Remember that this will be a difficult, comprehensive, and long-term process. Leaders will need to maintain their commitment, keep the process visible, provide necessary support, and hold people accountable for results. Use input from stakeholder clients, referring agencies, funding sources, etc. TQM can be a powerful technique for unleashing employee creativity and potential, reducing bureaucracy and costs, and improving service to clients and the community. Conclusion TQM encourages participation amongst shop floor workers and managers. What Is Total Quality Control?

## Chapter 3 : What Are the Benefits of Total Quality Management?

*The benefits of total quality management are endless, helping your organization get results. ASQ has collected a series of total quality management case studies to illustrate the impact a TQM system can have on your organization.*

This is an important issue that is confronting the modern project managers who are concerned with implementing quality standards. It also implies complying with the necessities, and suitability of being used. The realm of quality has been changing rapidly from just manufacture, to numerous other disciplines like finance, information technology, and human resources. The benefits of implementing a quality management system are numerous, including creation of quality products, and quality systems. Quality management system software is extremely useful for implementing a quality management system, and excellent quality control, resulting into total quality management. Software testing procedures are used extensively, to ensure that only the quality products are produced, while those not meeting the quality standards are rejected. The foremost effort of this system is to correctly and precisely define the procedure that will cause creation of quality products and quality services. The aim is to prevent the errors while within the project, and not after a product has been delivered to the user. There are many benefits to a quality management system, due to which the organizations are devoting more efforts to improve quality management. Some of the benefits are explained below:

**Achievement Of Project Scope** This system facilitates a business, to attain the objectives that have been defined in the organization strategy. It ensures the achievement of stability and reliability regarding the techniques, equipment, and resources being used in a project. All project activities are integrated and aligned towards the achievement of quality products. These efforts commence by identifying the customer needs and expectations, and culminate in their contentment.

**Customer Satisfaction** A fully recognized and implemented quality management system, will ensure that the customer is satisfied by meeting their requirements, and will thus enhance the confidence of the customer. Attaining customer satisfaction is a great achievement for the organization, that will assist in capturing the market, or increase the market share.

**Consistent Products** Implementing a quality management system can assist to attain more consistency in the project activities, and enhance the effectiveness by improvement in the resources and time usage. The systems, products, and processes are continually improved by the implementation of best practices, like modern manufacture techniques, use of primavera project management software including Primavera P6, and the use of proper quality control techniques. A strict process control is directed towards performance consistency, and less scrap. Supervisors experience less late night problematic phone calls, since the employees are trained on troubleshooting.

**Less Rework** Quality is measured continuously due to the appropriate procedures that ensure immediate corrective actions on occurrence of defects. Since efforts are directed towards quality products, rework due to warranty claims is minimized. This reduction increases customer confidence, and increase in business.

**Increased Financial Performance** Investment in quality management systems are rewarded by improved financial performance. UCLA conducted a research on the companies being traded on the New York Stock Exchange , and observed that the financial performance of the companies that obtained ISO Quality Standard certification was improved significantly, compared to the other companies.

**Increase In Market Share** Other quality management system benefits include proper management of project risks and costs, and identification of development prospects. This results in an increase in market share and reputation, and capability to react to industry opportunities.

**Improvement In Internal Communications** The quality management system emphasizes the issues related to operations management. This encourages frequent interaction between project departments or groups, and promotes harmony. All these factors contribute to improved quality, and customer satisfaction. For the successful implementation of a TQM system, it is essential that the executive management should provide full support and leadership, provision of a suitable quality policy, and establishment of measurable goals. The project management team should be involved in the quality system, and suitable training be arranged to enhance the skills. A useful system should be a tactical tool that is intended to facilitate the achievement of project goals. Evaluation of the usefulness, efficiency, and ability of a quality management system is crucial. Review and examination should be performed regularly to

audit the quality requirements, achievement of the project objectives, and ensuring customer satisfaction. This review will ensure that the quality management system benefits are being fully obtained, and amendments in the system are implemented wherever necessary.

### Chapter 4 : five benefits of total quality management? | Yahoo Answers

*Some of the advantages of total quality management are: 1. Emphasizing the needs of the market 2. assures better quality performance in every sphere of activity 3. helps in checking non-productive activities and waste 4. helpful in meeting the competition 5. it helps in developing an adequate system.*

Also see the section "Recent Blog Posts" in the sidebar of the blog or click on "next" near the bottom of a post in the blog. TQM places strong focus on process measurement and controls as means of continuous improvement. Before reading more about TQM, it might be helpful to quickly review the major forms of quality management in an organization. These are briefly described at the top of the Quality Management topic. When it is properly implemented, this style of management can lead to decreased costs related to corrective or preventative maintenance, better overall performance, and an increased number of happy and loyal customers. However, TQM is not something that happens overnight. While there are a number of software solutions that will help organizations quickly start to implement a quality management system, there are some underlying philosophies that the company must integrate throughout every department of the company and at every level of management. Whatever other resources you use, you should adopt these seven important principles of Total Quality Management as a foundation for all your activities. Quality can and must be managed Many companies have wallowed in a repetitive cycle of chaos and customer complaints. They believe that their operations are simply too large to effectively manage the level of quality. The first step in the TQM process, then, is to realize there is a problem and that it can be controlled. Correct the process and then train your people on these new procedures. If, for example, your shipping department is falling behind, you may find that it is because of holdups in manufacturing. Go for the source to correct the problem. Every employee is responsible for quality Everyone in the company, from the workers on the line to the upper management, must realize that they have an important part to play in ensuring high levels of quality in their products and services. Everyone has a customer to delight, and they must all step up and take responsibility for them. Quality must be measurable A quality management system is only effective when you can quantify the results. You need to see how the process is implemented and if it is having the desired effect. This will help you set your goals for the future and ensure that every department is working toward the same result. Quality improvements must be continuous Total Quality Management is not something that can be done once and then forgotten. Real improvements must occur frequently and continually in order to increase customer satisfaction and loyalty. Quality is a long-term investment Quality management is not a quick fix. TQM is a long-term investment, and it is designed to help you find long-term success. Before you start looking for any kind of quality management software, it is important to make sure you are capable of implementing these fundamental principles throughout the company. This kind of management style can be a huge culture change in some companies, and sometimes the shift can come with some growing pains, but if you build on a foundation of quality principles, you will be equipped to make this change and start working toward real long-term success. Additional Perspectives on Total Quality Management.

## Chapter 5 : Benefits of Total Quality Management (Case Studies)

*Total Quality Management (TQM) is a philosophy aimed at improving business as a whole. Some of the benefits lie in the continuous improvement of processes and products, and enhanced efficiency of people and machines leading to improved quality.*

This is a bunch of methodologies that drive company to strategic goals achievement through unceasing quality development. It is focused on production of goods and services that possess high-quality from viewpoint of customers. This philosophy has successfully started many years ago in Japan and USA. TQM has shown phenomenal results and now it is used in many successful enterprises all across the world. It allows obtaining faster, fundamental and more efficient business development, because it stimulates production of much better products for better prices. There are 5 "sicknesses" or mistakes that should be driven out of organization for successful implementation of TQM. If these "sicknesses" are not eliminated, they can entail failure of TQM and gradually destroy a company. Here are these "sicknesses": Management of only basic line. Organization that takes care only about basic line of development and manages only numeric results is doomed to failure. Actually manager should know all process workflow and being involved into the process, understand what can be the source of problems and be an example for subordinates. Evaluating of activity with a help of quantitative rates system. Evaluating that uses system of quantitative rates, reports, annual reviews of attainments, etc. Stress on receiving of short-term benefits. If employees have experience of getting fast profits they will try to work in the same way. Management should convince workers that it is better to prefer long-term and stable growth and improvement than quick, short-term profits. If there is no any sequence of realizing goals in a company, employees will feel uncertainty about possibility of constant professional and carrier growth. Organization should have continuously realizing strategic plan where considerable part should be devoted to questions of quality improvement. If high staff turnover within organization is apparent, this indicates serious problems. Eliminating of previous four sicknesses will help to solve this one. Management should assume the proper arrangement to make employee feel as an important part of one consolidated team. TQM gives some short-term advantages, however majority of advantages is long-termed, and tangible benefits from them appear only after successful realization. In big organizations this process can take few years. This will make company popular and increase its status within society. Avoidance of mistakes allows company to save money and time. Extra resources can be used for range of products and services expansion or for other improvements. TQM creates atmosphere of enthusiasm and satisfaction with performed job and welcomes awarding bonuses for creative approach to professional duties. TQM intensively uses team style of work that allows employees share their experience, use their skills effectively and apply joint efforts for solving issues. As far as team members gain experience of team problem solving they can be a part of cross-department "mega teams" that work at tasks that are beyond of local group possibilities. TQM gives to organization more flexibility in work and problem solving and improve work environment for each employee. As we can see team collaboration is an important part of TQM philosophy. In order to be efficient each team should be managed properly. For this purpose special software can be used. CentriQS is intuitive, user friendly team collaboration and small project management software. It is ideal for multiple users real-time collaboration. CentriQS is easy to use and simple to deploy. It allows team members to access the same database via LAN or Internet and see, edit, and report their tasks. CentriQS includes flexible interface, customizable workflow and task attributes.

## Chapter 6 : 6 Advantages of Total Quality Management | TQM

*Benefits of Total Quality Management Total Quality Management aims to optimize the performance of an organization via continual improvement in the products and services provided, the operation of the internal and external processes, equipment, utilities and most of all the people involved in an organization.*

The Information you need, provided in an easy to understand visual format. Total Quality Management aims to optimize the performance of an organization via continual improvement in the products and services provided, the operation of the internal and external processes, equipment, utilities and most of all the people involved in an organization. Looking at the above virtually all organizations daily strive to achieve such objectives. Total Quality Management is a journey, which will never be fully achieved, however, by understanding TQM and actively implementing many of the TQM tools and techniques , significant performance benefits across an organization can be achieved. There are a range of cost benefits associated with TQM. As part of the TQM approach, operational processes will need to be defined. Many organizations map their processes and via analytical tools such as brainstorming , cause and effect , etc. Bottleneck analysis can be performed to identify where hold-ups and delays are arising throughout a process and implement changes to eliminate any such bottlenecks. The net result can be quite significant in terms of costs benefits to the organization. TQM is about listening to and understanding your customer. This is a critical requirement of TQM. Who are your customers? What are their current requirements and expectations for the future? You need to identify ALL your customers, both internal and external. Then clearly define their needs, expectations and compare to the current product and service provision. What is the gap between current performance and required performance? Once you know the gap, and ideally can measure, then you are in a position to identify plans to address. These plans will be critical to success, and will ensure organizational efforts are directed on a daily basis towards meeting and satisfying the customer. The net result will be increasing customer satisfaction. Product and Process Quality including Reliability. Previously we talked about identifying customer needs and expectations. A basic requirement for all organizations is excellent quality and reliability in terms of product or service provision. The quality of a product or service provided needs to meet expectations. External customer expectations may be heavily influenced by price. Customers may expect lower quality when they pay less. However, regardless of price, quality offered, must meet expectations. TQM seeks to continually improve quality, while simultaneously driving down cost to the organization. Quality improvement is achieved via the application of fact based analytical techniques. Whatever methods are chosen and applied, there will be continued improvements in product and process quality. This then offers opportunity for the organization to increase market share, or increase product selling price, or increase profits. Such decisions will be based on the strategic direction for the business. Total Quality Management is focused on people. Involving people, listening to and actively encouraging participation in contributing to improving the organization. TQM is focused on building a culture where all staff feel comfortable in identifying failings and suggesting opportunities. Changing culture is a complex and uncertain science, however, there are well understood approaches to encouraging positive open cultures. Whatever approach is taken will depend on the organizational management and operating environment, however an improving culture, will create higher levels of employee motivation, lower staff turnover, more active participation and greater success rates for continuous improvement activities. The above are just a sample of the benefits of Total Quality Management. TQM is a organizational philosophy, to be implement over the long term with strong management commitment. There are however, many TQM techniques which can be applied at a local level, which can in themselves, achieve positive benefits on performance. The decision on which techniques to apply and how to apply resides with the staff involved within such areas.

## Chapter 7 : Benefits of Quality Management Systems

*Advantages of Total Quality Management (TQM) 1. TQM helps in energizing the innovation process: "Innovate or perish" is the maxim of the modern www.nxgvision.com and innovations focus on the services quality.*

Some of the advantages of total quality management are:

1. Emphasizing the needs of the market: TQM helps in highlighting the needs of the market. Its application is universal and helps the organisation to identify and meet the needs the market in a better way. Assures better quality performance in every sphere of activity: TQM stresses on bringing attitudinal changes and improvements in the performance of employees by promoting proper work culture and effective team work. Helps in checking non-productive activities and waste: Every organisation aims at improving productivity as well as reduction in cost so as to result in increase in profitability. Under TQM, quality improvement teams are constituted to reduce waste and inefficiency of every king by introducing systematic approach. Such efforts are helpful in achieving cost-effectiveness and safety in the organisation. Helpful in meeting the competition: TQM techniques are greatly helpful in understanding the competition and also developing an effective combating strategy. Due to the cut throat competition, the very survival of many organisations has become very vital issue. TQM helps in understanding the customers as well as the market. It provides an opportunity to the organisation to meet the competition by resorting to the techniques of TQM. It helps in developing an adequate system of communication: Faulty and inadequate communication and improper procedures act as stumbling blocks in the way of proper development of an organisation. It results in misunderstanding, low-productivity, poor quality, duplication of efforts and low morale. TQM techniques bind together members of various related sections, departments and levels of management for effective communication and interaction. Continuous review of progress: TQM helps to review the process needed to develop the strategy of never ending improvement. Quality improvement efforts have to be undertaken continuously to meet the dynamic challenges. From the above, it can be concluded that TQM results in both tangible and intangible gains. Tangible gains are in the form of better product quality, improvements in productivity, increased market share and profitability etc. Whereas intangible gains are, effective team work, enhancement of job interest, improvements in human relations, participative culture, customer satisfaction, improved communication and building better image of the company.

### Chapter 8 : The Advantages & Disadvantages of TQM | Bizfluent

*Many tools, methods and models have been developed world wide in order to give substance to the concept of TQM. In Europe, the Model for Business Excellence, issued by the European Foundation for Quality Management, has gained broad acceptance among both profit and non-profitmaking organisations.*

Some people think that total quality management through quality management systems are a never-ending expense that businesses have to engage in to ensure products or services are not defective or meet basic requirements. A proper QMS, however, delivers real value and benefits to the organization. Let review the top reasons for implementing a Quality Management System.

**A Quality Management System Improves Organizational Effectiveness** Every organization has certain goals they need to reach in every segment of the organization, including customer service, fulfillment, sales, and purchasing. How well is your business doing in meeting these goals? Frequently, organizations will claim to have established priorities to fulfill; yet without actively measuring performance so they do not have a clue as to how effective they are in these critical areas.

**A Quality Management System Improves Customer Satisfaction** No matter what kind of industry a business is in, the bottom line should be about satisfying customers. Most businesses will not survive for long if they have unhappy customers. How well is your business doing at delivering what customers want and expect? A properly designed and implemented QMS makes customer satisfaction a priority. It requires that customer feedback be encouraged from multiple sources, and that this information be managed and used to improve customer satisfaction.

**Quality Management Systems Improve Compliance** Many organizations report that compliance to standards and regulations is one of their biggest challenges. They are constantly caught off-guard by auditors or they simply have difficulty conforming to the requirements. Compliance to standards and regulations can be built into the QMS, including into the documentation system, the internal auditing program, and the measurement and reporting system. Many companies have found that compliance is much less of a challenge when it is integrated into a functioning QMS.

**A Quality Management System Improves Organizational Culture** Employees at many organizations report that one of the most frustrating aspects of their job is that they are unsure of the organizational objectives and priorities, and their role in fulfilling them. This is particularly true when the priorities are constantly shifting. This creates a negative culture of uncertainty, fear, and resentment. This gives employees confidence that they are doing the right thing, and that the right thing will be the same today, tomorrow, next week, and next month. This promotes a much more positive work atmosphere.

**Quality Management Systems Improves Documentation** Poor documentation is also a common issue in organizations. Critical processes and objectives are not clearly defined, and critical organizational knowledge lies in the head of a few staff members. This puts organizational success at risk. A QMS helps to define document systems and document needs so activities and processes are clearly recorded and available. This is just a short list of the benefits realized through implementing a Quality Management System; additional advantages like continual improvement can also be attributed to a QMS.

*Total quality management (TQM) refers to management methods used to enhance quality and productivity in organizations, particularly businesses. TQM is a comprehensive system approach that works horizontally across an organization, involving all departments and employees and extending backward and.*

Looking at the Benefits of TQM written by: Some of the benefits lie in the continuous improvement of processes and products, and enhanced efficiency of people and machines leading to improved quality. What are some of the major benefits of Total Quality Management? The major thrust of Total Quality Management TQM is to achieve productivity and process efficiency by identifying and eliminating problems in work processes and systems. TQM addresses key problem areas such as mistakes in work processes, redundant processes, unnecessary tasks, and duplicate efforts. TQM interventions also help with predicting and pre-empting such mistakes and unproductive activities. Improving process efficiency brings about many benefits to the organizations in terms of costs and time. The major benefits of TQM in terms of cost savings include: TQM aims at improving quality, and identifies the best measure of quality as matching customer expectations in terms of service, product, and experience. TQM interventions quantify problems and aim to achieve the best state defined in terms of such customer expectations. Some examples of the application of Total Quality Management to improve customer satisfaction include: Reduction of waiting time by changing the method of appointment scheduling or client handling Making changes to the delivery process so that the product reaches the customer faster Better quality products requiring no repairs improving customer loyalty slide 3 of 6 TQM and Organizational Development Among the major benefits of Total Quality Management is improvement in Organizational Development. TQM heralds a change in the work culture by educating all employees on quality and making quality the concern of everybody, not just the Quality Control department. The focus on quality leads to a proactive work culture aimed at preventing mistakes rather than correcting mistakes. Such interventions lead to many benefits such as: Improvement in communication skills of individual employees and overall organizational communication Knowledge sharing, resulting in deepening and broadening of knowledge and skill-set of team members, and the making of a Learning Organization Flexibility for the organization in deploying personnel, contributing to rightsizing, and ensuring cost competitiveness. For instance, the HR department considers employees as internal customers and processes their queries or requests within the specified time limit. The lab technician in a hospital processes the clinical tests required by the doctor, an internal customer in a timely and efficient manner, according to the laid down customer satisfaction norms. Application of TQM in an organization brings about the following benefits to the Human Resources of an organization: TQM extends the ownership of the business process to each employee involved in the process by empowering them to rectify mistakes on the spot without supervisor review or action. This generates intrinsic motivation and creates an atmosphere of enthusiasm and satisfaction among the workforce. The resultant free time allows employees to enhance their knowledge and apply their creativity to improve existing products and develop new products. Cross-functional and cross-departmental teams allow employees to share their experience and solve issues jointly, leading to benefits such as broadening skill-sets, and improvement of existing skills. The enhanced productivity brought about by TQM translates to better profits for the organization, and consequently better wages. In the new business environment marked by demolition of barriers and free flow of information and products, organizations retain their competitive advantage by reducing prices, improving existing products and innovating new products. TQM is a business strategy that allows organizations to achieve all this and much more. Total Quality Management demolishes the myth that increased quality results in increased costs and decreased productivity. TQM proves that quality is actually the key to decreased costs, and better productivity and positions quality as a critical component of strategic business advantage. Total Quality Management as Competitive Advantage: Problems and advantages of Total Quality Management.