

TOTAL QUANTITY MANAGEMENT

Total quality management (TQM) is a management approach that seeks to improve quality and performance at all levels of an organization. TQM focuses on continuous improvement, customer satisfaction, and teamwork. It is based on the belief that quality is everyone's responsibility and that everyone can contribute to the improvement of quality. TQM involves the use of quality tools and techniques such as statistical process control, benchmarking, and quality circles.

This management approach is used to simplify supply chain management, as well as to detect, reduce or remove errors. TQM requires organizations to focus on continuous improvement. TQM focuses on continual internal and process improvements over the long term, thereby enhancing the quality of produced products or services. Management acts as a facilitator by providing quality staffing and training and setting goals.

TQM has no single agreed-upon approach but does follow eight guiding principles that focus on improving quality:

1. **Customer focus.** The customer determines the quality level of the products and services. Customer input is valued, as it provides a better understanding of what the customer needs.
2. **Employee involvement.** All employees must participate in the processes and system. They must be properly trained and given the needed resources to complete their tasks on time.
3. **Focus on process.** Processes must be continually analyzed to identify weaknesses. Every employee who takes part in the process should be properly educated in their contributions, ensuring the right steps are taken at the right time.
4. **Integrated business systems.** All TQM processes should be integrated into a business process. Integrated systems convey potentially useful data across departments, enabling everyone to be on the same page.
5. **Strategic and systematic approach.** Planning and management are required using a strategic plan with quality as a base component.
6. **Continual improvement.** A focus on continually improving quality helps an organization adapt to changing markets and achieve competitive advantages.
7. **Focus on data.** Data should be collected, documented and analyzed to improve decision-making accuracy and to predict trends based on previous history.
8. **Communication.** Communication between teams with information such as strategies, methodologies or timeliness is essential to improving operations. Good communication can also motivate employees and improve morale

Process

1. The organization assesses its current culture and quality management systems and identifies core values.
2. Management decides to commit to TQM and develops a TQM master plan.
3. The organization identifies and prioritizes customer demands.
4. Management maps the processes needed to meet customer needs.

5. Management creates a team to oversee efforts to improve processes.
6. Management starts contributing to the process by providing additional planning and training.
7. Management creates a process to standardize daily process management.
8. Management continually asks employees for feedback.

QUALITY CIRCLES

A quality circle is a group of employees who perform a similar task at work and regularly meet in the workplace to detect and analyse workplace problems and devise solutions to these. There are usually between five and 15 members and management appoints high performing employees with excellent skills to take part in quality circles. Quality circles aim to give individual members the opportunity to contribute to problem-solving and have an emphasis on teamwork and collaboration.

- increases organisation's productivity and competitiveness
- improves customer satisfaction
- raises awareness of quality control among employees
- improves the status of the company brand and gains consumers' confidence
- creates a culture of learning and creativity
- motivates employees and values their contributions
- promotes teamwork and communication
- gives employees valuable insights into work-related problem solving
- gets the best from employees and creates a purposeful working environment
- improves staff attendance

AIM

- **Team spirit:** Collaboration is key. Employees encountering challenges to extend their productivity and initiative within a group often generate more energy and enthusiasm.
- **Self-development:** Participants develop additional skills such as critical thinking, problem-solving and leadership. They teach and learn from each other and take part in meaningful discussions.
- **Attitude:** By encouraging interaction, a quality circle encourages employees to value themselves and their colleagues and often promotes a positive, more productive mindset.
- **Quality improvement of goods and services:** The collective knowledge and skills of employees enhance quality control and might reduce production costs in the long term.
- **Develop positive relationships between employees and management:** A productive quality circle where members share aims to benefit the company often promotes harmonious working relations between employees and management.
- **Effective structure:** It's important to understand and define the roles and responsibilities of staff involved in a quality circle and introduce basic guidelines for meetings.

BUSINESS PROCESS RE-ENGINEERING

Business Process Reengineering is the radical redesign of business processes to achieve dramatic improvements in productivity, cycle times, quality, and employee and customer satisfaction. Companies start by assessing what work needs to be done to deliver customer value.

BPR involves a comprehensive analysis of existing business processes, identifying inefficiencies, bottlenecks, and waste, and then developing new and improved processes that align with the organization's strategic objectives. The objective is to eliminate unnecessary steps, reduce cycle time, and improve overall efficiency, while maximizing the value delivered to customers. **Business process re-engineering** is not just a change, but actually it is a dramatic change and dramatic improvements. This is only achieved through overhaul the organization structures, job descriptions, performance management, training and the most importantly, the use of IT i.e. Information Technology

Business Process Reengineering is a dramatic change initiative that contains seven major steps:

- Refocusing company values on customer needs and eliminating low-value work
- Simplifying and standardizing overly complex work, and automating repetitive work
- Enabling processes with modern systems and data
- Locating work in the most efficient and effective environment
- Reorganizing a business into cross-functional teams with end-to-end responsibility for a process
- Rethinking basic organizational and people issues
- Determining appropriate roles for third parties or outsourcers, focusing on where they truly add value

Companies use Business Process Reengineering to improve the performance of key processes that affect customers by:

- Reducing costs and cycle times by eliminating unproductive activities and locating work in the most efficient and effective environment
- Reorganizing by teams to decrease the need for management layers, accelerate information flows, and eliminate errors and rework caused by multiple handoffs.
- Improving quality by standardizing and automating work to reduce errors and focus workers on higher-value activities. It also reduces the fragmentation of work and establishes clear ownership of processes.