



Total Quality Management and its Impact in Indian Industries

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KEYWORDS :

The **American National Standards Institute and the American Society for Quality** defined quality as; "The totality of features and characteristics of a product or service that bears on its ability to satisfy given needs".

Total Quality Management means a comprehensive organization – **wide effort to improve the quality of products and services, applicable to all organizations.** The concept of Quality Management developed in Japan after the arrival of William Edward Deming and Joseph Moses Juran to Japan during the rebuilding phase of Japan after the II world war. The world market started preferring the Japanese products by then American industries woke up and seek the help of 80 years old Deming who was virtually unknown in U.S.A, whereas Japanese Government had instituted the Demings Prize for quality in 1950.

Countries like **Korea, India, Spain and Brazil** are mounting efforts to increase quality awareness. Top Indian Companies are concentrating in utilizing the concepts and tools of total quality management. The ideas of Total Quality Management exponent like William Edward Deming, Joseph Moses Juran(1950), Philip Bayard "Phil" Crosby(1970) had been adopted by the top industries in India. The current study focuses on Mahindra and Mahindra Ltd., TATA STEEL LTD., the first integrated steel plant in Asia to win Deming Award in 2008, Bharath Heavy Electricals Limited.

TOTAL QUALITY MANAGEMENT AND MAHINDRA AND MAHINDRA LIMITED

Mahindra and Mahindra Ltd., emphasizes customer satisfaction and focused towards quality. To achieve those, the company adopted total quality management in three phases namely:-

1. Introduction Phase (1990-1994)
2. Promotion Phase (1995-1994)
3. Development Phase (2000 onwards)

In the first phase Mahindra set the objectives as (1) **By way of process control manufacturing quality should be improved (2) Improving the quality of bought out components (3) Lastly by reducing the poor quality and increasing productivity.**

In the second phase they **improved the operations and obtained the certifications ISO9000 and Automotive Sector Specified Standard QS9000.** The company has also initiated for Deming Prize Guidelines.

In the development phase they focused on the **certification to environment management system standards ISO140001 and started continuous improvement activity** which involves all the employees in the organization.

TATA STEEL LIMITED AND TOTAL QUALITY MANAGEMENT

The quality movement started in the industry in the year 1980. The company has adopted the ideologies of the total quality management exponent like Juran and Kaizen method and won the JRD-QV award in 2000. TATA STEEL is the first STEEL Company outside Japan to win the above said award, not only that **TATA STEEL also won the Deming grand Prize in 2012 and became the first inte-**

grated steel company in the world to do so. The company has adopted Juran's approach to Total Quality Management which is the system of activities directed at achieving delighted customers, empowered employees, higher revenues and lower costs (Juran and Gryna, 1993). Juran is of the view that major quality problems are due to the top management rather than workers. **Juran's approach emphasized Quality Circles and self-managing teams** which can promote quality improvement, improve communication between management and employee coordination, and coordination between employees. Juran's approach also emphasized top management commitment for empowerment, participation, recognition and rewards. Juran's approach recognizes customer need. Identifying customer needs requires more vigorous analysis and understanding to ensure the product meets customer needs, not just satisfying the product specifications. So, **market research plays significant part in identifying the customer needs.** Kaizen method was adopted by TATA STEEL, kaizen which means improvement. Kaizen is a Japanese workplace philosophy which focuses on continuous small improvements which keep a business at the top of its field. Kaizen method stress that everyone in the organization right from the top to bottom should make never-ending for improvements. Key principles of Kaizen **are teamwork, strong personal discipline, confident about offering suggestions, always room for improvement, quality circles, worker groups** etc. **TATA STEEL company** adopted the above mentioned approach and method and **proudly been the recipient of Deming Grand Prize.**

TOTAL QUALITY MANAGEMENT AND BHARATH HEAVY ELECTRICALS LIMITED

BHEL is an acronym for Bharath Heavy Electricals Limited. The Government of India started this Public Sector Undertaking (PSU) in the field of heavy electrical industry in India with the establishment of the first plant of BHEL nearly four decades ago at Bhopal. BHEL is today the largest engineering enterprise with an excellent track record of performance, making profits continuously since 1971.

BHEL was probably the first Indian organization to implement 'Quality Circle' in all its plants way back in the 1970's. **The power plant equipment manufactured by BHEL is of the highest level of international quality and at the same time cost-competitive. BHEL's service in this sector is also of international standard.** Towards meeting its quality policy BHEL is utilizing the Quality Management System, i.e. the ISO 9001:2000 series of standards certified by the internationally acclaimed certifying agency BVQI.

The company propagating the Quality Management Systems and Total Quality Management in the entire organization and formulating, implementing and monitoring improvement plans with focus on internal and external customer satisfaction as well as the investigations and preventive actions on critical quality issues. BHEL has acquired certifications to Quality Management Systems – ISO 9001, Environmental Management Systems – ISO 14001 and Occupational Health and Safety Management Systems – OHSAS 18001 and has also adopted the concept of TQM.

Not only those above mentioned organizations who utilized the total quality management concept, the following Indian companies are also used total quality management concept and became the winners of Deming Application Prize. They are:-

1. Sundram Clayton Brakes Division (Sundaram Brake Linings), the world's first friction material company to win.
2. TVS motor company
3. Rane Brake Lining Limited
4. Ran Engine Valve Limited
5. SRF Limited
6. Rane TRW Steering Systems Limited
7. Krishna Maruthi Limited, Seat division
8. Rane (Madras) Limited

Suggestions to improve Indian Industries with Total Quality Management Concept

1. The Industries may be big or small the concept of total quality management should be applied.
2. Zero defect strategy should be maintained in all the sectors.
3. The benefits of quality circle concept should be made known to all the workers to solve the problems and to motivate the workers.
4. The seven basic quality control tools (Check Sheet, Graphs, Histograms, Pareto Analysis, Cause and effect diagrams, scatter diagrams and control char) mentioned by Dr. Ishkawa can be made use by all the industries.
5. Benchmarking method can be adopted by all the industries.

CONCLUSION

The expected results of quality level can be even higher if the total quality management techniques are adopted in a systematic way. India has become one of the beneficiaries of Total Quality Management concept only by way of change in the ideologies of Indian Government by the installation of Liberalization, Privatization and Globalization principles. By introducing total quality management techniques industries in India can reach the top place in the world by meeting the international standards and in making profit.

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