

Total quality management: origins and evolution of the term

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Abstract

The focus of this paper is to trace the origins of the term TQM and clarify the different definitions employed by academics and practitioners. Feigenbaum and Ishikawa are perhaps the greatest contributors to the development of the term. The other recognised quality management gurus such as Crosby, Deming and Juran have shaped the dimensions, practices and mechanism which underpin the concept, but it is noted that none of these three actually uses the TQM term. TQM started to be used in the mid-1980s and only became a recognised part of the quality-related language in the late 1980s. The paper also analyses the key dimensions of TQM and traces their origins.

Keywords

Crosby Deming Development Juran TQM

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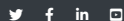
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Total quality management (TQM) is a structured approach to overall organizational management. The focus of the process is to improve the quality of an organization's outputs, including goods and services, through continual improvement of internal practices. The standards set as part of the TQM approach can reflect both internal priorities and any industry standards currently in place. While TQM originated in the manufacturing sector, its principles can be applied to a variety of industries. With a focus on long-term change over short-term goals, it is designed to provide a cohesive vision for systemic change. With this in mind, TQM is used in many industries, including, but not limited to, manufacturing, banking and finance, and medicine. The other recognised quality management gurus such as Crosby, Deming and Juran have shaped the dimensions, practices and mechanism which underpin the concept, but it is noted that none of these three actually uses the TQM term. TQM started to be used in the mid-1980s and only became a recognised part of the quality-related language in the late 1980s. The paper also analyses the key dimensions of TQM and traces their origins. Keywords: Crosby. 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 forward to include both suppliers and clients/customers. TQM is only one of many acronyms used to label management systems that focus on quality. 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." Total quality management (TQM) consists of organization-wide efforts to "install and make permanent climate where employees continuously improve their ability to provide on demand products and services that customers will find of particular value." "Total" emphasizes that

that executives are obligated to actively Total Quality Management / TQM is an extensive and structured organization management approach that focuses on continuous quality improvement. Joseph Juran was one of the founders of total quality management just like William E. Deming. Total quality management originated in the industrial sector of Japan (1954). Since that time the concept has been developed and can be used for almost all types of organizations such as schools, motorway maintenance, hotel management and churches. Nowadays, Total Quality Management is also used within the e-business sector and it perceives quality management entirely from the point of view of the customer. The objective of TQM is doing things right the first time over and over again.