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TOTAL QUALITY MANAGEMENT

Principles, Practices and Cases

D.D. Sharma



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Principles, Practices and Cases

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Author's Acknowledgement: The writing of a Textbook always involves creation of a huge debt towards innumerable author's and publications. We owe our gratitude to all of them. We acknowledge our indebtedness in extensive footnotes throughout the book. If, for any reason, any acknowledgement has been left out we beg to be excused. We assure to carry out correction in the subsequent edition, as and when it is known.

Preface

Organisations in India are having new opportunities and challenges to grow much faster since the Government of India has implemented its new policies of liberalisation, privatisation and globalisation. In the light of this, they are in dire need of new ideas, approaches and techniques for attaining a competitive edge. Many Indian organisations have started realising the importance of Total Quality Management (TQM) and new quality system improvement standards. More and more organisations in the Indian corporate arena are striving to obtain ISO 9000 accreditation and some of these have already got these standards. They have realised that continuous improvement is the key to excellence. This requires regular development of their systems, techniques, and people. Of late, Indian companies have realised that competitive improvement through quality development can be achieved if they understand not only what the various quality options are but also the time when a particular approach should be applied. Quality development requires a learning organisation which understands the key concepts and methods of their implementation.

Total Quality Management is creating a revolution in the manufacturing and service organisations throughout the world. Radical changes are being initiated in the large global organisations such as Motorola, Toyota, Honda and Xerox. The leaders of these and various other world-class organisations are achieving large-scale transformations in the ways their business work. Those companies which have gasped quality mettle have successfully ridden the business recessions and clearly led the competitors.

This book deals with pursuing the world-class excellence in the first chapter. The second chapter focuses on basics of quality and the third highlights TQM framework. In the fourth chapter, quality gurus and their contributions have been discussed. The fifth chapter establishes linkages with management theories. The sixth chapter is devoted to the Cost of Quality (COQ) and the seventh to problem solving and QC tools. Kaizen and Quality Circles (QCs) find slots in eighth and ninth chapters. Statistical process control and JIT have been discussed in the tenth and eleventh chapters. Teamwork, Total Employees Involvement (TEI) and customer satisfaction have been dealt with and deliberated upon in twelfth, thirteenth and fourteenth chapters respectively. The next three – 15th, 16th and 17th chapters have been devoted to discussion on benchmarking, leadership and cultural change respectively.

Total Preventive Maintenance (TPM) has been discussed in the eighteenth chapter. Quality system standards (ISO 9000:1994) and quality planning process are the subjects of focus in the nineteenth and twentieth chapters. Daily process management, quality improvement through PDCA cycle and organisational re-engineering have been taken up for deliberations in the 21st, 22nd and 23rd chapters respectively. Service sector quality finds a place for discussion in the 24th chapter. Finally, quality awards, and implementation of TQM have been deliberated upon in 25th and 26th chapters respectively.

Seven new chapters from 27 to 33 have been added in this newly revised edition of this book. Housekeeping, which was previously a part of 22nd chapter, now has been detailed out been explained in chapter 27. Waste Elimination has been detailed out in chapter 28 alongwith TS 16,949 series of automobile standards. Chapter 29 discusses acceptance sampling and chapter 30 deliberates on business process re-engineering. Six sigma has been discussed in chapter 31. Finally, ISO 9001 : 2000 (QMS) and Environment Management Systems (EMS)-ISO 14000 have been discussed chapters 32 and 33 respectively. I am sure these new chapters will help the readers in adding new dimensions to their knowledge and skills. The readers are advised to send their critical comments and suggestions which after careful thought and analysis will be incorporated in the forthcoming editions of this book.

One distinguishing feature of this book is the inclusion of case studies. This part is comprised of cases of prominent Indian and foreign companies. These case studies are aimed at providing the readers an insight into the practices of TQM in India and abroad.

After completion of the present book, I find myself standing on the seashore with some pebbles in my hands while a soaring, unfathomable ocean of knowledge is spread before me untouched and unexplored. I am hopeful that further researches and new ideas would open up new vistas of knowledge in the complex field of TQM. All suggestions for improvement and objective criticism will be accepted with all humility and incorporated in the later editions of this treatise.

At this juncture, it is my pleasant duty to acknowledge with a great sense of gratitude the assistance I received from individuals to complete this project. My sincere thanks are due to my colleagues, Dr. S.K. Bhattacharya, Professor B.S. Rathore, Dr. J.S. Saini, Dr. S.K. Dhameja, Dr. B.R. Gurjar and Dr. Rakesh Wats for their unstinted support, suggestions and objective criticism during the completion of this book. The present Director of my Institute, Dr. O.P. Bajpai, deserves a special word of thanks for his guidance and blessings during the revision work. My other colleagues deserve thanks for their helpful attitude. I express my sincere thanks to my gurus, and, mentors and guides: Dr. M.A. Zahir, Dr. M.K. Sharma, Dr. B.S. Bhatia, Dr. D.R. Singh, Dr. Bhagwati Prasad, Dr. O.P. Sahni, Dr. (Mrs.) H.K. Bal, Dr. Y.P. Sachdeva, Mr. Arun Kapoor, Dr. Sandeep Kapoor, Dr. Balram Dogra, Dr. Y.S. Verma, Dr. S.P. Singh, Dr. Satish Kapoor, Dr. S.C. Vaidya, Dr. M. Venkatesh and Dr. R.D. Pathak. My sincere thanks are also due to Mr. V.K. Sawhney, Mrs. A.V. Unnikrishnan, Mr. J.C. Gandhi and Mr. Sanjeev Kumar whose untiring tiring typing efforts have enabled this book to come to the present stage. Thanks are also due to all others who have extended their help towards the writing and publication of this treatise.

I shall be failing in my duty if I do not express my heartiest and sincere thanks to my wife Dr. (Mrs.) Rekha Rani and my two sons Master Bhuvan and Master Suraj who have allowed me time to complete this book. I dedicate this book to all my well wishers, associates and friends.

Professor (Dr.) D.D. Sharma

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Organizational Behaviour

L.M. Prasad

About the Book

The book in the present edition has been thoroughly revised and restructured. All the chapters have been re-written not only to incorporate new developments in Organizational Behaviour but also to make the subject-matter more lucid and crisp. Thus, the present edition is vastly improved both in terms of contents and presentation.

Salient Features

- Most comprehensive coverage of subject-matter with latest development.
- Most authentic presentation of the subject-matter.
- Subject-matter presented in simple and lucid style with suitable Figures, Tables and Exhibits.
- Proper blend of theory and practice.
- An opening case of organizational behaviour so that the concerned concepts can be related to practices easily.
- Multiple choice questions, short answer questions, discussion/application questions at the end of each chapter to test the assimilation of subject-matter concerned.
- Awareness Developer at the end of each chapter to enable the reader to assess her/his behavioural pattern.
- Case at the end of each chapter for class-room discussion to sharpen diagnostic and analytical skills of the readers.
- Guidelines for learning through cases at the end of the book to enable the readers to make full use of learning through cases.
- Glossary at the end of the book for bird's eye view.

Thus, the present edition is ideally suited to MBA/PGDM and other relevant courses.

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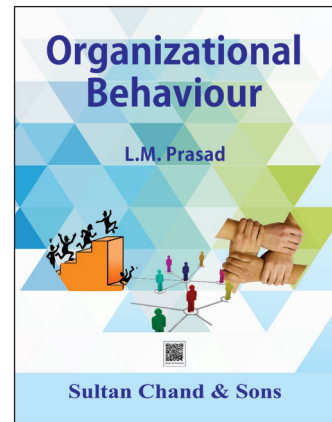
Part I: Conceptual Framework for Organizational Behaviour – Introduction to Organizational Behaviour.

Part II: Foundations of Individual Behaviour – Nature of Human Behaviour • Personality • Perception • Learning • Attitudes and Values • Emotional Intelligence • Motivation: Concepts and Theories • Motivation: Applications • Individual Decision Making.

Part III: Foundations of Group Behaviour – Interpersonal Behaviour • Group Dynamics • Work Teams • Power and Politics • Leadership • Communication • Conflict Management.

Part IV: Organization Systems – Design of Organization Structure • Organizational Culture • Organizational Change and Stress Management.

Appendix 1 • Appendix 2 • Glossary • Index.



Marketing Management

Text & Cases

Dr. C.B. Gupta • Dr. N. Rajan Nair

About the Book

An indispensable, authoritative and well-written book on the subject, contains several distinctive features.

Salient Features

- Comprehensive coverage of various topics.
- Systematic arrangement and analytical presentation.
- Contains several topics of contemporary interest *e.g.* Relationship Marketing, Social Marketing, Rural Marketing, Market of Services, Consumer Marketing, Online Marketing and so on.
- Lucid and Simple Language.
- Emphasis on conceptual clarity.
- Precise and clear exposition of the text.

Pedagogical Features

- Learning Objectives in the beginning of every chapter to provide a bird's eye view of the content.
- Boxes provide a view of practices in Indian industry.
- Extensive use of tables and diagrams to illustrate the text.
- Summary at the end of every chapter for quick recapitulation.
- Review Question culled from various examination of universities and business schools.
- Case study at the end of every chapter.

Contents

Part I: Introduction (Identifying and Understanding the Market) – Nature, Scope and Importance of Marketing • Modern Marketing Concept • Marketing Environment and Marketing System • Consumer or Buyer Behaviour • Market Segmentation and Marketing Mix • Marketing Research and Marketing Information System.

Part II: Product Mix (Creating Value) – Product Planning and Product Mix • New Product Development.

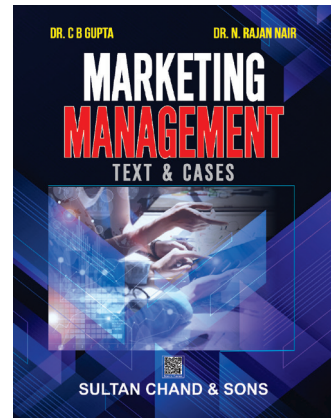
Part III: Pricing (Capturing Value) – Price Mix.

Part IV: Distribution (Delivering Value) – Channels of Distribution • Physical Distribution of Goods.

Part V: Promotion (Communicating Value) – Promotion Mix • Advertising • Personal Selling • Sales Promotion, Publicity and Public Relations.

Part VI: Marketing and Society – Consumer Protection in India • Marketing of Services • Rural Marketing • Strategic Marketing • Recent Issues and Developments in Marketing.

Appendix • Syllabi on Marketing Management • Select Bibliography • Index.



Principles and Practice of Management

L.M. Prasad

About The Book

The book in its 11th edition has been thoroughly restructured and revised. All chapters of the present edition have been rewritten not only to incorporate the latest developments in management but also to make presentation of subject matter more lucid and crisp. Some chapters of the previous edition have been merged with other related chapters to put the focus properly. This has resulted in reduced number of chapters inspite of adding new chapter dealing with management practices of prominent countries and business leaders. Thus, the present edition is ideally suited with MBA/PGDM, M.Com. Students as well as management practitioners, particularly those who have not gone through formal management education.

Salient Features

- Most Comprehensive coverage of subject-matter with latest development.
- Most authentic presentation of the subject-matter.
- Subject matter presented in simple and lucid style with suitable Figures, Tables, and Exhibits.
- Proper blend of theory and practice.
- An Opening case study so that the concerned concepts can be related to practices easily.
- Multiple choice questions, short answer questions, and discussion/application questions at the end of each chapter to enable the reader to assess her/his behavioral pattern.
- Case study at the end of each chapter to enable the reader to assess her/his behavioral pattern.
- Case study at the end of each chapter for class room discussion to sharpen diagnostic and analytical skills of the readers.
- Guidelines for learning through cases at the end of the book to enable the readers to make full use of learning through cases.
- Glossary at the end of the book for bird's eye view.

Contents

Part I: Conceptual Framework of Management – Introduction to Management • Development of Management Thought • Management Challenges and Opportunities • Social Responsibility and Ethics.

Part II: Planning – Fundamentals of Planning • Organizational Plans • Decision Making.

Part III: Organizing – Fundamentals of Organizing • Power and Authority • Conflict and Coordination • Organizational Change.

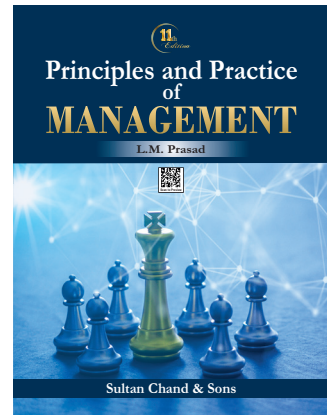
Part IV: Staffing – Fundamentals of Staffing • Employee Development and Performance Appraisal.

Part V: Directing – Fundamentals of Directing • Motivation • Leadership • Communication.

Part VI: Controlling – Fundamentals of Controlling • Control Techniques.

Part VII: Management Practices – Management Practices of Prominent Countries and Business Leaders • Role of Indian Ethos in Managerial Practice.

Appendices • Glossary • Subject Index.



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