



BBA

Semester VI

Calicut University

Total Quality Management

Course Code: BBA6CJ305 • Module 1 Notes

1. Concept, Meaning, and Evolution of Quality

Quality is defined as fitness for use, conformance to requirements, and exceeding customer expectations. Total Quality Management (TQM) is an organization-wide management philosophy aimed at continuously improving products, processes, and service delivery.

Dimensions of Quality (Garvin's Framework)

Product Quality Dimensions Performance, Features, Reliability, Conformance, Durability, Serviceability, Aesthetics, and Perceived Quality.	Service Quality Dimensions (SERVQUAL) Tangibles, Reliability, Responsiveness, Assurance (competence & courtesy), and Empathy (caring, individualized attention).
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2. Contributions of Quality Gurus

The theoretical foundation of modern TQM rests on pioneering contributions from three major quality philosophers:

Quality Guru	Core Philosophy & Focus	Key Framework / Concept Introduced
W. Edwards Deming	Systemic management focus; 94% of quality problems stem from system design rather than workers.	Deming's 14 Points for Management; Plan-Do-Check-Act (PDCA) Cycle.
Joseph M. Juran	Fitness for use; defined quality management as a combination of three core managerial processes.	Juran's Quality Trilogy (Quality Planning, Quality Control, Quality Improvement).
Philip B. Crosby	Zero defects; quality is free because non-conformance costs far exceed prevention costs.	Absolutes of Quality Management; "Quality is Free" concept.

3. Basic Concepts and Framework of TQM

Customer focus, total employee involvement, process-centric thinking, integrated system structure, and continuous improvement.

4. Barriers to TQM Implementation

Lack of top-management commitment, resistance to organizational change, inadequate training, and focusing on short-term financial gains.

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