

**TOTAL QUALITY MANAGEMENT FOR
PERFORMANCE EXCELLENCE IN
ORGANIZATIONS IN SRI LANKA**

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This is to certify that this dissertation on **'Total Quality Management for Performance Excellence in Organizations in Sri Lanka**

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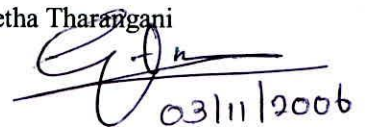
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List of abbreviations

ABB	-	Asia Brown Boveri Ltd.
ASQ	-	American Society for Quality
BE	-	Business Excellence
BPR	-	Business Process Reengineering/Business Process Restructuring
DEC	-	Digital Equipment Corporation
DSEG	-	Texas Instruments
FIT Σ	-	Fit Sigma
GE	-	General Electric
HRD	-	Human Resources Development
IBM	-	Institute of Business Management
IQF	-	International Quality Foundation
ISO	-	International Organization for standardization
JIPM	-	Japanese Institute of Plant Management
JIT	-	Just In Time
LMR	-	Labour Management Relationship
MBNQA	-	Malcolm Baldrige National Quality Award
POM	-	Process of Management
QC	-	Quality Control
QCC	-	Quality Control Circle
QMS	-	Quality Management System
SLNQA	-	Sri Lanka National Quality Award
SLSI	-	Sri Lanka Standards Institution
SSRI	-	Six Sigma research institute
TEI	-	Total Employee Involvement
TOBM	-	Total Organizational Behaviour Management
TPM	-	Total Productive Maintenance

- TQM - Total Quality Management
- TPS - Toyota Production System
- TQC - Total Quality control
- 5 S - 5 House Keeping practices (Seiri, Seiton, Seiso, Seiketsu and Shitsuke)
- 6 σ - Six Sigma

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ABSTRACT

This research is simple and an empirical study on exploring the practices on quality problems and leads to derive generic methodology or guideline to attend quality problems in a systematic way towards solutions from data collection and data analysis. These findings are generic and can be applied to any organization irrespective of the size and complexity. It simplifies the path towards 6σ by interlinking activities and theories such as corrective action, preventive action, Total Preventive Maintenance or Total Productive Maintenance (TPM) and Business Process Re-engineering or Business Process Restructuring (BPR). It distinguishes the area where statistical analysis needs to be applied and clearly indicate that the best operational practice based on the literature available and scientifically experimented on the field.

It encourages organizations to apply specific data collection and specific data analysis instead of overall data collection and overall data analysis to identify and linked quality related problems to processes or process to derive solutions. It clearly indicates how data collection and data analysis should be organized and emphasize on quality in organizing towards customer needs and expectations. Quality in communication and the benefits based communications to motivate employees also an essential requirement for developing employees.

The cultural transformation required for quality in organizing, quality in communication and genuine and honest way of collecting data and analyzing data is essential for any organization intends to practice Total Quality Management (TQM). For this a human resource needs to be developed, as these are new knowledge and methods or guideline even though it is simple. The methodology / guideline are more useful to quality practitioners as well as researchers as it has been validated constructively based on facts.

CHAPTER 1

INTRODUCTION

1.0 Background

The Sri Lanka Standards Institution (SLSI) is the national standard body on standardization activities and it had to undertake responsibility for developing quality in industries. As a consequence to development of Quality Management System Standards at international level (ISO 9000 series of standards in 1994), SLSI had to begin system certification activities for benefits of the industries in Sri Lanka. Once these series are revised in 2000, then most of the organizations benefited from the training programs conducted by SLSI and succeeded in implementing 2000 version also.

However the lack of in depth knowledge in quality was a problem on setting objectives on quality and achieving these objectives. As per (Perera, 2000) awareness of quality was a vital factor for conflicts between production and quality departments. The researcher as a QMS auditor experienced these difficulties in industries and helped the industries using auditing techniques while conducting QMS audits. Reality (facts, benefits and needs/expectations) based communication on Training program on ISO 9000 in the areas of continual improvement, corrective action and preventive action at the training division of SLSI also helped the industries to improve quality and hence performance towards excellence.