

# Strategic Total Quality Management: A New Concept in the Milieu

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The main purpose of this short article was to introduce a new terminology for total quality management. Elaborate brief history behind the term quality, quality control and total quality management. How it came into the silhouette of strategic quality control and to continuous quality improvement concept. The primitive archetype of quality and contemporary quality has discussed. And the new concept of total quality management (strategic total quality management) has explored

## Introduction

It was the period when primitive food gathers were checked the quality of goods by their colors, shapes, smell, tastes and sounds but now it is the time quality has been categorized by most of the big organizations in three main categories are a) Desire quality b) Regulatory quality and c) Actual quality. Desire quality simply is customer satisfaction and gained a good position among other concept of quality types. Obviously desire quality is the acquired quality for all types of organizations. Most of world best firms have gotten good position by improving desire quality of the product and services like Stanley works, WD-40, AT and Cross, Ford, Chrysler, Nissan, Toyota, whirl pool corporation etc. Quality prevails not in goods/products or services but also in human resources, it is being considered as a weapon of competition in the contemporary globalization. Thousand of good examples we have, for example Shanghai's Portman Hotel was good but not exceptional, when it took over the hotel by Ritz-Carlton

Company, the hotel new General Manager that time was M. Decocinis was dramatically improve customer services, he knew that hotel employees were crucial to such efforts he said "we're service business and service comes only form people". [1]

Whirlpool Corporation former CEO David R. White warm once said "I've often said that there's only one thing that wakes up in the middle of the night. Its not financial performance or economic issues in general, it's worrying about whether or not we have the right skills and capabilities to pull the strategy off".[2]

Similar example we can see at South West Air lines where uncle Harry the CEO of organization. She worked hard for employee's satisfaction and quality. First she considered employees as backbone for the industry then she made rules that how every employee will be responsible to their part of work. Now the SWAL is one of the leading airline local industries operating between different states and cities of America. SWAL has been improved service quality which we have named previously as desired quality. Earning in millions and people knows the industry for her best services and quality. [3] [4] has also mentioned the quality HR concept in his paper. article

Like these thousand of living examples are existed. Motorola, IBM, Mark & Spencer, Zara (Spanish base retailers) are famous for their quality services between the cross-sectional average returns of U.S common.

## Purpose of the Work

The main purpose of this article is to bring it in front of the scholars and researchers that the new concept of

TQM in shape of STQM. It is new in the sense that most of the previous studies have shown emphasis on continuous improvement. We can give the examples of some Gurus work of TQM, like Shewart, Deming, Juran, Feiganbaum, Ishikawa, Crowby, and Taguchi. This new concept not only provides complete and clear solution to the quality problem but also it will help the organizations to sustain and survive in the global market and which will also help them in operational effectiveness. Here we have given the new idea for TQM. The detail examples and more scenarios can be provided but here we are going to present our article main theme only.

## Chronological Background of the Quality Paradigm

Nothing is permanent except change. Change is the only thing which has to occur. Those organizations who adopt change can survive long than those do not. Continual change is mandatory for all type of organizations. Quality concept and movement was different in different time periods. The paradigm of quality can be divided into three main categories.

- 1) Pre industrial paradigm of quality that can be best interpret with caveat emptor
- 2) Industrial paradigm of quality control and
- 3) Post industrial paradigm of total quality management
- 4) AND the new concept for the total quality management would replace with strategic total quality management.

It can best be interpreted through the following figure

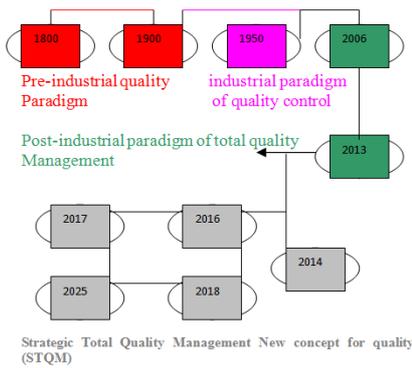


Figure 1. Developed by Muhammad Hashim

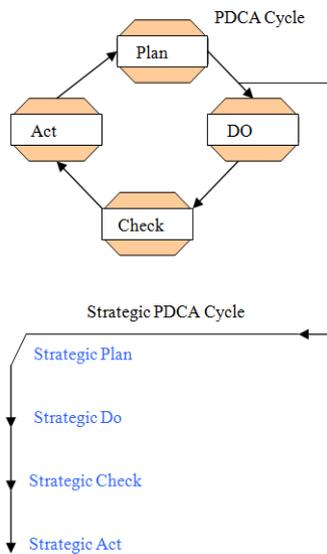


Figure 2. Shows how the PDCA cycle can get shape of STQM.

In this paper it is the core point that the total quality concept in the near future would replace with strategic total quality management. This mutation in quality concept not new. The concept of continuous improvement and its different tools come under its umbrella. All the techniques and tool for continuous improvement like PDCA cycle known as Shewart or Deming cycle [5] as well, six sigma, lean manufacturing and total quality management will be the constituents of strategic total quality management. We can put the notation

of strategic into PDCA cycle. The planning, in this new concept should be strategic, that is strategic planning, similarly the next step in the cycle that is Do should also be applied strategically, this way the Check action also be tested strategically and finally the Act should also be completed strategically. The new tableau for this new concept can be as:

This new total quality management concept not totally replacing the old quality concepts but it may be provided a way for better improvements of the term in the new milieu. Similarly the entire quality management concept would be come under this broad term that is STRATEGIC. All the four major quality components would also come in the circle of strategic quality management, for example the four quality management components are a) planning b) control c) quality assurance and d) improvement. These would be look like in the coming future as strategic planning, strategic controlling, strategic quality assurance and strategic quality improvement.

This new concept may be workable but need of resources and skill for implementation.

### Conclusion

The work of Shewart, Deming and Juran was the core concept for this article. Their work and models would be remained a great work in the past as well as in the future, but the object on which I have emphasized is to renovate, all these things , elements and techniques and tools of quality concepts and quality management with strategic point of view. This new concept with little modification may be workable and adoptable if all means and resources are available. Operational effectiveness and continuous improvement then would come automatically.

### Future Research

This topic is new for working; it can be possible with cent percent to have a complete implementation of strategic total quality management. The concept perchance in nature. STQM can be applied and implemented every where, but it will require a bit skills and competencies of the human capital. In the near future every planning will be strategic planning. It will be, because every planning without proper strategy is useless. The time will come when all the business managers will see to all of theirs planning with

Strategic glance. Proper work and attention for this topic is very important. It can only be good implemented when experts and professionals have deep interest and knowledge to spread the notion of STQM. ■



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