

TOTAL QUALITY MANAGEMENT (TQM) FOR QUALITY EDUCATION

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Total Quality Management (TQM) is not very old policy in the management field specially in Asian Context though the movement started from Japan, 1st Asian Country emerged very fast as a member of 'The Developed Countries' in the name of Quality Control Circles (QCC). Miracle of Japan's success after the 2nd World War lies in QCC. TQM, though practiced by many companies in the 1980's, it became duly pervasive in 1990's. W. Edwards Deming, Joseph M. Juran and Philip Crosby are considered as the so-called quality gurus of whom 1st two worked at Japan for building Japanese industries.

Japan, being a country comprised of four islands, having very poor natural and mineral resources, being devastated by atom bombs, a very easy prey for cyclone, tornado, volcanic disaster – how it could be developed in such a way that it has become a power today, stands beside USA, UK, French and other big powers. Obviously everybody will give thanks to its dynamic leadership, hardworking people and wonderful systems for all these achievements.

There was a time, specially in early fifties Japanese toys, umbrellas or products were hardly appreciated rather 'Japanese' was a symbol of inferior quality whereas today 'made in Japan' is synonymous to quality. Japan could not earn the name over night. They had to fight a lot for their achievement.

These achievements came to their reach through a long endeavoring process which we can call TQM policies adopted by their national and industrial leaders. They had given stress on Total Quality Management (TQM) which aims at total growth and total development. They started giving emphasis on Total Quality People (TQP) for their industries, friendly environment and a self-motivation program. It gave them tremendous result in an increasing rate.

TQM: a brief idea

Before TQM program people used to follow feedback where people plan, start things in a normal way, follow the result and evaluate it at the end. As a result, they find anything wrong with the process after the end result. But TQM does not allow this sort of mechanism. It gives emphasis on **continuous improvement process** right from the start to the end which ultimately eliminates risk probability, gives better products and ensure ultimate quality. "Deming developed the plan-do-check-act (PDCA) cycle, which he first introduced to the Japanese which adopts a circular approach, emphasizing the need for continuous improvement. Juran developed an approach to quality that focuses primarily on three areas: (1) quality planning; (2) quality control and (3) quality improvement. Juran further defines fitness for use as consisting of five components (1) quality of design; (2) quality of conformance; (3) availability, (4) safety and (5) field. Crosby philosophy is similar in some respects to deming's."

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Leading companies and developed worlds started practicing TQM since 1980s and that became truly pervasive in 1990s specially in the industries, business houses and industrial sectors of the world.

As we know 'Management' always gives importance on six 'M' for quality products i.e. Man, Machine, Material, Money, Method and Market of which 1st thing is MAN.

A new phenomenon has to be given more emphasis; definitely that is 'Man' in the language of TQM which may be termed as TQP (Total Quality People) which could only be produced by a totally different type of school, college and universities. Leaders of the countries, guardians, industrialists everybody must give stress upon developing TQP for the development of TQM. Without producing TQP how can a nation, or an industry or a guardian dream for its total quality.

People are becoming managers, officers or employees after the completion of their degrees in various fields at a certain age say at the age of 25-30. After joining job it is tough to become TQP because at that age he/she must have a 'mind set' which is in most of the cases impossible to be changed. Indeed if we really like to adopt TQM program we must arrange mechanism to produce TQP.

TQP is the need of time:

TQP is a person who always stresses on his/her continuous improvement with a very enlightened broad mind having a competence in him/her of accepting and rejecting things properly. He or She must always be with a 'mind set' of sacrificing opinions and ideas while necessary, free from all sorts of prejudices and with an aggressive will for the betterment at individual and group level.

Our education system and existing education institutions (KG School – Universities) have very little competence to produce TQP with their present courses, curricular, syllabi or physical facilities and management. We must give emphasis on producing TQP's for meeting prevailing crises in every sphere of our personal, social and national life. Our country does not suffer from poor natural or mineral resources, rather it suffers from very poor human resources specially quality leadership at every level.

Criteria of TQP:

A man has three components body, mind and soul.

If education system can ensure harmonious development of body, mind and soul only then we can get some real TQP. Unfortunately education system does not take care of this harmonious development. Most of the cases the schools produce graduates only with excellent results giving them some certificates, the end products of these institutes fail to meet the challenges of today's world.

A TQP must be physically sound, mentally mature, spiritually high and morally excellent. Previously, emphasis was given only to quality, efficiency, proficiency and other worldly affairs of an executive but now a days 'ethics' is getting a very vital importance in this case. In the case of Oxford, Cambridge or Harvard graduates authority could not even dream their indulgence in wall-street share scam what shocked them recently. Realizing the fact, authority is giving emphasis on 'ethical education' and they are introducing 'ethical marketing' courses.

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A TQP should not only be a very high quality 'Robot' with efficiency lacking good qualities like love, affection, fraternity and other humanly emotions. Though it is speculated by the people that 'The most emerging religion of the near future is religion of Quality' we should not forget the curse of 'quality' based civilization, their achievements and their ultimate failure.

Education System, Education Institutes and their rules should be reshuffled

1. There must be a clear-cut vision and mission of the system.

Students must get a visionary and missionary zeal from the education they are receiving from the very childhood that **they must get best education, be best man for the best of mankind.** Their mission should be determined as doing welfare to the humanity at large.

There must be arrangement to teach the students about man, his creation and creator, objective of life, duties, responsibilities and authorities of man', his status in the world, life hereafter, rewards and punishment for his activities in the worldly life.

Actually, everything is goal oriented. A football team always aims to give more goals to its opponents goal post, likewise a basket ball, hockey team targets. Life must be goal-aimed and every man should be developed with the same vision in his mind.

2. A teacher must become a parent to his students.

Students pass long time with their teachers in the classrooms and in the institute's premises. Usually teachers come to the classroom, give lectures for one, two hours or a particular time period and leave the classes. They have little interest in taking care of the students with a parent view.

Basically and in practical situation a teacher is a parent and godfather for the students. A teacher must not be only a 'task master' to him but be a very caring 'friend, philosopher and guide' shaping up his life style. Teacher should become ideal for him, a living model for his future and a source of continuous inspiration and improvement.

Institutes can distribute a certain no. of students under a teacher who will be considered as their 'supervisor' or 'guide' for whole the time-period he spends there. The teacher must become a 'facilitator' to those students not their taskmaster only.

3. Institutes must arrange for visiting the students homes/places they live.

Usually institutes have no arrangement for visiting students homes or places they live but for developing TQP it is a must. Visiting their homes, institute may get a clear picture of the student – his family status, economic condition, cultural environment at home, may also tally information provided by the student during his admission, find out difficulties, problems if any and also may help him get rid of those.

Sometimes problem lies with their guardians, a teacher can help solve those problems, make congenial and convenient atmosphere for his study.

In some institutes though there are some provosts, house tutors, hostel supers or wardens, most of the cases they don't pay the necessary visits or do the needful to solve prevailing problems.

4. Institutes may have a mission 'To make every child, every student a gift of creator (Allah) to mankind and a pride of the human race'. For fulfilling this mission they must have a definite goal i.e. 'To make every one GOOD and SMART'.

From an institution parents must get three major things as customer. They must be Satisfied, Delighted and Surprised by the mission, goal, environment, service and overall performance of the institute. It can only be achieved through SMART* policy at all levels of the organization.

***SMART means**

- S = Specific
- M = Meticulous
- A = Achiever
- R = Realistic
- T = Timely

The whole institute must become a lively representation of all SMART works.

5. **Change of attitude.**

Earlier we use to learn and also say – 'Survival of the fittest' 'Might is right'. But from now and on we are to change these. 'Right should be the might'. The proverb survival of the fittest is to be changed because even the fittest has to prove its fitness everyday for its survival.

"There are three types of clash or competition in this world. Clash between good and evil, evil and evil, good and good. Best is to come out from the clash of good and good.

The whole motivation procedure should be re-arranged in such a way that students will go always against two other clashes or competition and **they will concentrate in the competition between good and good**. From this changed attitude the nation will be getting the best things, best products out of the good."

Another thing we are to think that 'Slow and steady wins the race' can no more work in this faster world. Now our future generation must be grown up with a changing attitude i.e. 'Fast and steady wins the race'. If we don't do it our students will never be able to board the fast moving train of the modern civilization.

Regarding changes in attitude we can consider another old proverb 'Jack of all trade, master of none'. For present day need we can change it as 'Jack of all trade, master of one' at least. Now is the time of excellence and mastery, only Jacks can't do any thing.

For developing the students with all these holistic views and changed attitude which are need of time we must give emphasis on Universal Values, Global Understanding, Excellence and Service. Teachers should be loving to the students, a wonderful process oriented excellence must be developed in them with a motto 'Changes for better' the student should be built up, grown up as global manpower to meet the global crises and last of all students may get a universal value from the institute with a view that they are being nurtured to be asset for the universe, for restoration of its peace and progress with continuity.

6. **Which can change our world very easily.**

The total education system and the education institutes may be reshuffled in such a way

that our teachers and students will get a new dimension from those to contribute in the betterment of this world.

It may be represented by a meaningless word ACES. One may get a handful of ACES from education system and institutes either as teacher or a student. Here 'A' means Ambition and Attitude. Most of the cases we lack these two very important things which usually determine ones role in his every day life. Worthy things can't be done by a man who has no Ambition and Attitude.

C stands for 'commitment' which is not a word only but a quality very rare in our society. The most popular slogan in the present day world is that 'Only a small group of committed people and their continuous effort can change a society'. Needless to cite examples of this reality.

The quality of a person's life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavour.

E means Enthusiasm and Excitement, which is the essence for creating and accepting new ideas, new things for new world-order.

S stands for service to creator (Allah) and community success. Only this service can make our life a success. We came from our lord, we have to follow His laws, we have to go back again to Him. Only thing we can leave behind, which can help us attaining His satisfaction is our service to the community success. If we leave some thing harmful to the society undoubtedly members of the society will send for us their continuous sorrows.

Students Quality Control Circles (SQCC)

'A quality circle is a small group of people from the same work area that voluntarily meets on a regular basis to identify, analyze and solve problems of various types in that area'.

A quality circle program is make up of four inter-related parts: the members themselves, circle leaders, the facilitator (program coordinator), the steering committee.

A quality circle goes through several steps:

1. Identification of a number of problems.
2. Selection of one with the highest priority
3. Collection of required data
4. Analysis of the problems using techniques such as check sheets, pare-to analysis, stratification, histograms, control charts, scatter diagrams, cause and effect problem analysis and others.
5. Selection of a recommended solution
6. The presentation to management

Quality control circle for an industry may be formed and it can work as we described above but quality control for students be adopted as follows:

A recently developed concept of TQM among students is:

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|-------------------------------|-------|--------------|---------------|
| 1. Very good academic profile | A_1 | ¹ | Total Quality |
| 2. Very good personality | A_2 | ¹ | Total Quality |
| 3. Very good oratory skill | A_3 | ¹ | Total Quality |
| 4. Sound health & body | A_4 | ¹ | Total Quality |

$A_1 + A_2 + A_3 + A_4 \dots \dots \dots AN = TQM$

SQCC: It is a group of 5-15 peer students who voluntarily participate and meet regularly to identify, analyze, solve and implement their study or group related problems.

SQCC concept recognizes:

1. Every student desires to do quality work both in academic & extra-curricular activities.
2. He / She should like to be respected and would like to contribute for his/her own growth and reputation of his/her family and institute.
3. It recognizes that the student studying in a class has more insight to the problems faced by him.
4. Teamwork can be more effective and can contribute more than the individual effort.
5. It gives opportunity to the students to tap his / her un-tap potential.
6. It is student building philosophy
7. Student members contribution requires recognition
8. Training is an integral part to develop the QCC movement.
9. Management at all levels including head of the institute should accept and actively support the QCC activity to ensure success.

How SQCC constitutes:

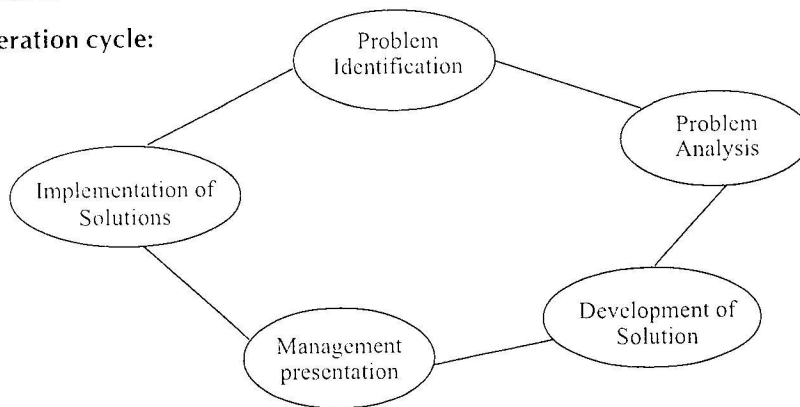
1. General awareness cum exposure
2. Group formation
3. Nomination of facilitators
4. Training to circle members and facilitators
5. Naming the circle
6. Commitment of Head of the institute and administration
7. Cooperation and support of teachers

SQCC follows the techniques for solving their problems:

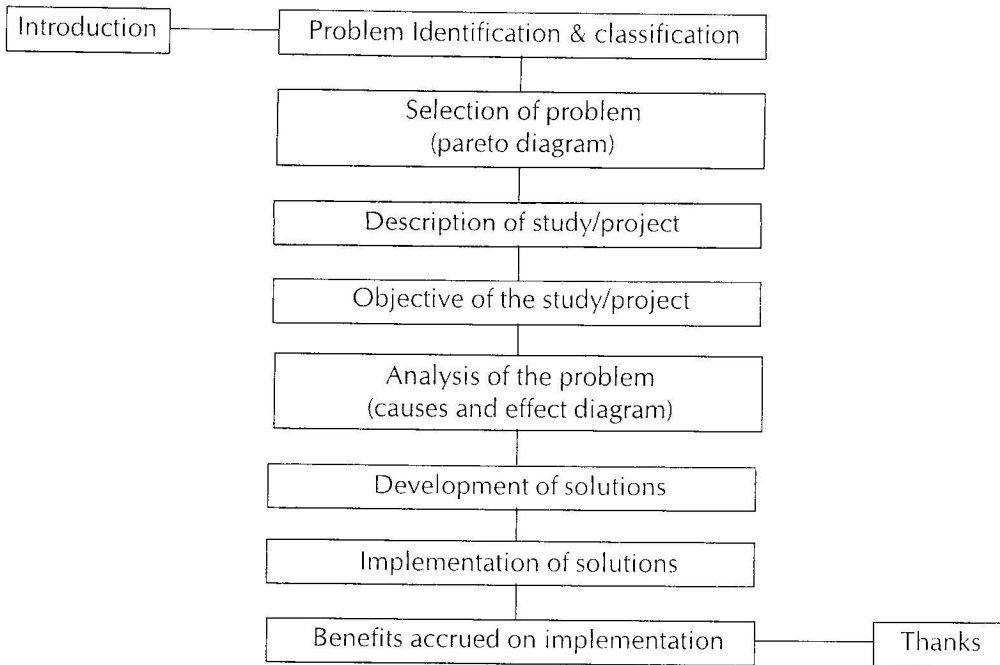
- Data collection
- Brain storming
- Cause and effect diagram

SQCC are not substitute for tutorial/remedial classes, not a panacea for all student's problems, not a forum for grievances or a spring board for demands or not means for teachers to unload all their problems.

SQCC operation cycle:



Sequence of case study presentation:



Concluding remarks:

In IUC there is Noqaba Council under STAD, which is working with almost similar way but not with similar objective. 'Study Classes' run in IUC have a similarity in formation but not in operation. For the betterment, IUC may combine SQCC idea with the existing programs for student development which may help a lot to contribute to nation building and producing quality people for the future.

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