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**FUTURISTIC MANAGEMENT TREND- PRESENT AND PAST**

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**ABSTRACT**

*This tabloid boons a significant analysis of total quality management (TQM) in the past decade and the various notions contiguous it. It institutes with reviewing, discussing the definitions, methods, and elements that have been cited by various scholars, professionals, academics, etc. Composed facts were explored and echoed to recognize the contemporary standing, previous evolution tendencies and the prophesied future .The outcomes demonstrate the total number of articles are dwindling as a staple area but enriching itself by including other modern management and manufacturing techniques within the TQM framework in terms of Quality Function Deployment, Just in Time, MRP I, MRP II, Benchmarking, Knowledge management, Six-Sigma, etc. Finally, analysis shows the numerous descriptions and methods used in the duration.*

**Key Words:** *Total Quality Management (TQM), Methods, Descriptions, Review, Futuristic trend*

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**INTRODUCTION**

Total Quality Management (TQM) is a holistic management philosophy that strives for continuous improvement in all functions of an organization (M. Beer, 2003). TQM is universally accepted as the change management programmes (Wali et al., 2003). TQM is considered as an important improvement tool for quality and business performance (R. Kumar et al., 2009). TQM is now becoming recognized as a generic management tool, just as applicable in service and public sector organizations (Garg et al., 2005 & 2006; Kodali, 2003). TQM is a management method to improve productivity and efficiency leading to top quality (Naghshbandi et al., 2012). TQM has become one of the most dictating and omnipresent managerial approaches in the entire domain. It is more and more regularly used in the management literature and magazines as well as in the business world (Dahlgaard-Park, et al., 2013).

The advancement of TQM has started from the Inspection, quality control, quality assurance and total quality control. Each successive segment has protracted the opportunity of the TQM notion. Most modern applications of the quality concept have emerged gradually, and not through dramatic breakthroughs (Maram, 2008). Figure 1 shows the fruition of TQM.



**Figure 1: Fruition of TQM**

**LITERATURE REVIEW**

Profuse journals, magazines, conferences, books and research work related to the Total Quality Management have been bone up for the period of last decade (2003 to 2013) to understand the elements and descriptions used in the premeditated span of time. The main literature includes International Conference on Industrial Engineering, Engineering Management Conference, The

TQM Magazine, Quality Management Journal, Information & Management, Human Systems Management, Employee Relations, International Journal of Quality & Reliability Management, International Journal of Operations & Production Management, Int. J. Production Economics, Journal of World Business, European Journal and Business Innovation, International Journal of Quality Science, Journal of Operations Management, Managing Service Quality, European Journal of Innovation Management, Omega-International Journal of Management Science, Technovation, Journal of Operations Management, etc.

### Objective of the study

To know the descriptions of Total Quality Management (TQM)

To work out the most used methods from past to present throughout the preceding decade

### Methodology

Literature is revisited systematically for the determination to subside partialities. Articles revisited are shown in the figure 2.

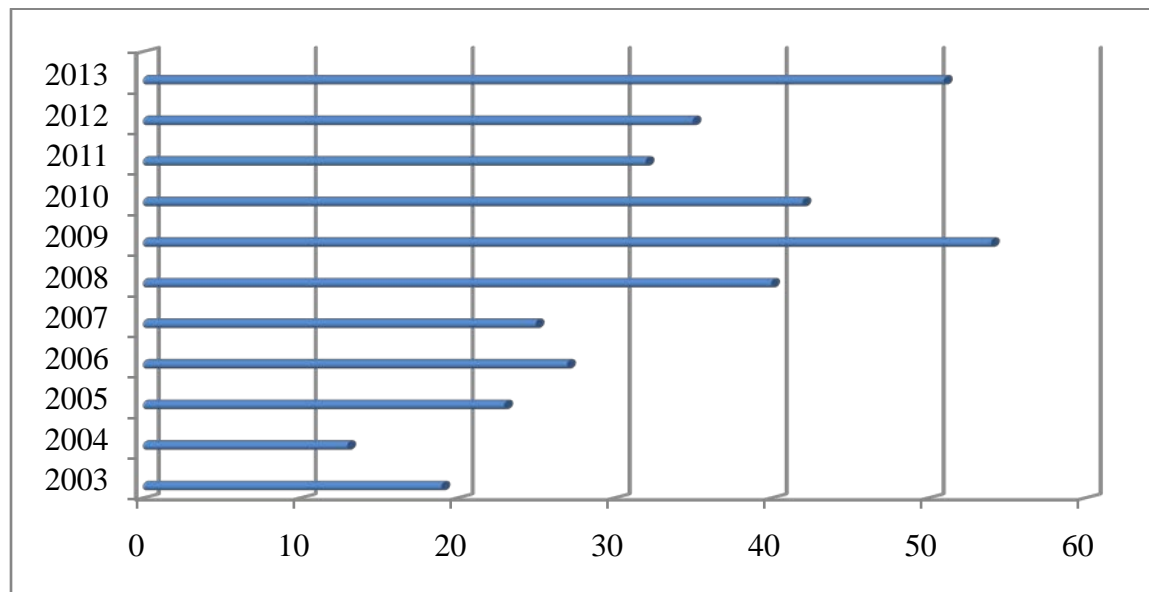


Figure 2: Articles Studied Year wise

### TQM Descriptions

Several descriptions of TQM are struck by different authors as per their understanding and demonstrated as such:

Author	Year	Description
M. Beer	2003	Top-down TQM programs often fail to create deep and sustained change in organizations.
Wali et al.	2003	TQM is universally accepted as the change management programmes.
Kodali	2003	TQM has now been recognized as a generic management tool, relevant for service and public sector organizations.
Garg et al.	2005	
York & Miree	2004	TQM is an integrated management and a set of management methods and tools.
Dale H.B.	2004	Besterfield (2004, p. 24) defined TQM as both a philosophy and a set of guiding principles.
C.C. Yang	2005	TQM is a holistic approach aims to maximize customer satisfaction.
Yam et al.	2005	TQM is a holistic and planned management strategy.
Ryan and Moss	2005	TQM success lies in viewing it as a holistic process rather than a selective or contingent process.
Demirbag et al.	2006	TQM is a factor and a holistic approach. TQM, as a management philosophy, is necessary tool for each organization to survive.
Garg et al.	2006	TQM is now becoming recognized as a generic management tool, just as applicable in service and public sector organizations.
Karuppusami & Gandhinathan	2006	TQM is an integrative management philosophy.
Rahman & Siddiqui	2006	TQM is a management philosophy that makes use of a particular set of principles, practices and techniques to expand business and profits.
Yahaya	2007	TQM is an integrated management approach and a long-term process

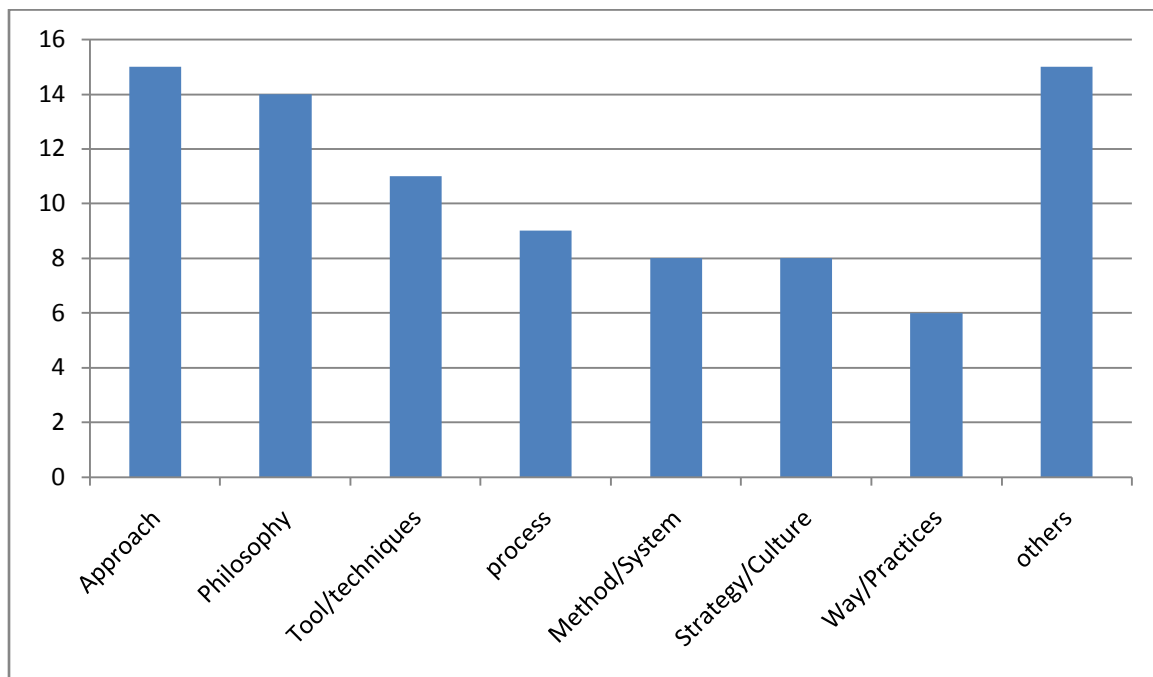
Yusuf et al.		based on a set of techniques.
F. Vouzas & A.G. Psychogios	2007	In almost all definitions of TQM, two substantial aspects can be identified: the “hard” side and the “soft” side. The “hard” (or technical) side refers to management tools, techniques and practices, while the “soft” (or “philosophical”) is associated with management concepts and principles.
Tseng et al.	2007	TQM can be seen as a management style.
S. Vijande & A. Gonzalez’s	2007	TQM is an appropriate resource to promote organizational innovation and to increase firm’s competitiveness.
Chang & Sun	2007	TQM is portrayed as a set of guiding principles.
Keng	2007	TQM is a key strategy to keep competitive superiority and a management method to improve productivity and efficiency.
H. Naem et al.	2008	TQM is a long term cultural commitment requiring a strong leadership commitment.
B. Klefsjo et al.	2008	TQM is a universal way to achieve competitiveness and financial feedback by its proponents.
J. Jung et al.	2008	TQM has been recognized as an innovative management methodology for improving operational performance.
L. Li et al.	2008	TQM is a philosophy with a system science point of view that focuses on continuous improvement within the organization so as to provide superior value to customers.
Talib et al.	2009	TQM philosophy and approaches has been considered when develop and identifying the model constructs.
Sun et al.	2009	TQM applies an all-encompassing, quality-focused management approach. TQM is a philosophy that stresses a systematic, integrated, and

		consistent perspective.
R. Kumar et al.	2009	TQM is considered as an important improvement tool for quality and business performance.
Thamizhmani & Hasann	2010	TQM is a management technique and a systematic approach to quality, process improvement to delight the customers.
Azizi et al.	2010	TQM is often interpreted as a modern paradigm of management and is both a culture and a set of strategic principles.
Wong et al.	2010	TQM has been defined as a Technique.
Raja et al.	2011	TQM is a collection of principles, techniques, processes, and best practices that over time have been proven effective.
Breja et al.	2011	TQM is an integrated process through the use of continuously evolving tools and techniques.
R. Kumar et al.	2011	TQM is a modern management philosophy and a journey, not a destination. TQM is a systematic management approach and is a way of managing the industries.
Agus & Hassan	2011	TQM provides a vision.
A. Brun	2011	TQM is an integrated practice.
I.S. Ahuja	2012	TQM has emerged as a customer-centric approach encompassing a set of management policies.
Koilakuntla et al.	2012	TQM is considered as an important quality and business performance improvement tool.
Naghshbandi et al.	2012	TQM is a management method to improve productivity and efficiency leading to top quality.
Kaur et al.	2013	TQM is an approach that seeks to improve quality and performance.

### Aspects of the TQM

Aspects perceived by the numerous authors are shown in the figure 3:

Other viewed aspects of TQM are: Theory, Style, Paradigm, Framework, Resource, Vision and Commitment.



**Figure 3: Aspects of TQM**

### Methods Applied

Methods applied are shown in the figure 4 also:

- Survey based on:
  - Questionnaire
  - Interviews
  - Literature Review
- Modeling
- Case Study

- Analytical Research
- Applied Research

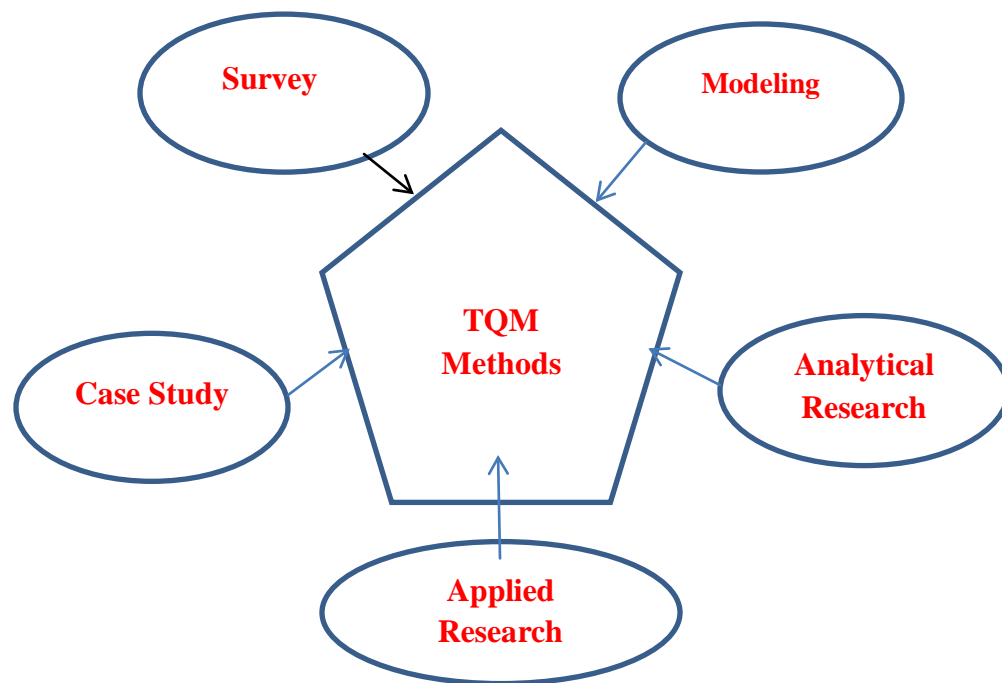


Figure 4: TQM Methods

## Findings

TQM is measured as an approach and a philosophy by most of the authors.

The methods noticed by most researchers are: survey, modeling, case study, analytical research and applied research.

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