

Implementation of Total Quality Management in a Small Scale Industry: A Case Study

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Abstract : In the present scenario of globalization and privatization, it becomes difficult for small scale industries to sustain due to rapidly increasing competition. In a developing country, most of the gross output is generally obtained from small scale industries. Thus, quality plays a vital role in maintaining customer satisfaction. Total quality management (TQM) is an approach which enables employees to focus on quality rather quantity, further improving the competitiveness, effectiveness and flexibility of the whole organization. The objective of the paper is to present the application of TQM and develop a TQM Model in a small scale industry of narrow fabrics in Surat, India named 'Rajdhani Lace & Borders'. Further, critical success factors relating all the fabric processes involved were identified. The data was collected by conducting a questionnaire survey. After data was collected, critical areas were visualized using different tools of TQM such as cause and effect diagram, control charts and run charts. Overall, responses were analyzed, and factor analysis was used to develop the model. The study presented here will aid the management of the above-mentioned industry in identifying the weaker areas and thus give a plausible solution to improve the total productivity of the firm along with effective utilization of resources and better customer satisfaction.

Keywords : critical success factors, narrow fabrics, quality, small scale industries, total quality management (TQM)

Conference Title : ICSRD 2020 : International Conference on Scientific Research and Development

Conference Location : Chicago, United States

Conference Dates : December 12-13, 2020