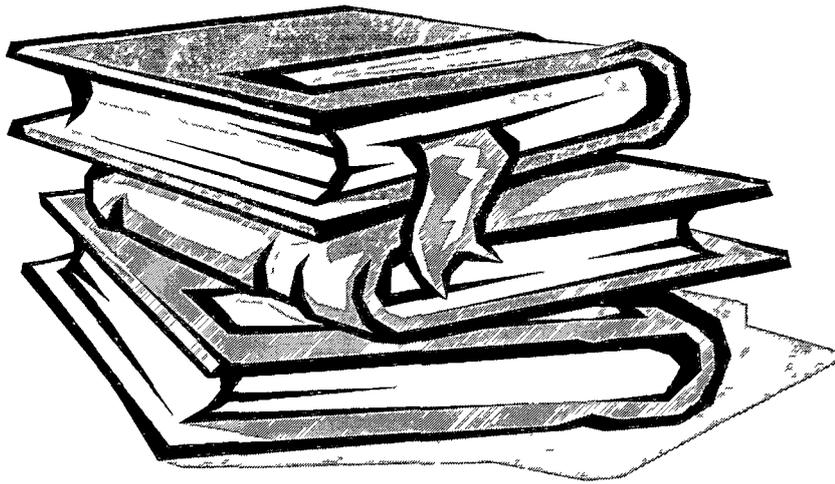


CHAPTER-III



REVIEW OF LITERATURE

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Shewart (year 1927) conducted a study to evaluate productivity with varying condition of work such as rest breaks, workdays etc., Productivity increased without regard to experimented variables. Only in retrospect, however was the term able to determine that it was not the special test conditions, that accounted for the largest portion of the increase is output and quality but the improved morale, unchanged styles, less working control, impressed inter personal skills and increasing share of attention by the supervisor's to workers who are isolated for immigration.

This change in orientation has since given rise to the concept of Hawthorne effect, which means that the efforts launched tend to and bias the outcome through the personalized attention and novelty of efforts of the management as in Hawthorne. The transformation that results from the Total Quality Management implementation is a continuous process for superior results.

Ronald fisher (year 1935) studied the variables that affect the quality, cost or output of the product's organization process systems. He isolated a few dominant variables that have the largest contribution to the objective under consideration. Total quality management can make rapid strides to avert crisis in inspection and testing, quality control and assurance introduction management.

Professor Kaoru Ishikawa (year 1943) first developed the cause and effect diagram concentrating on simple statistical techniques for data collection and presentation which would help in the sorting out and documentation of possible

cause's variation and their interrelationships. An important requirement for an effective application of this technique is open group communication and participation, things that Ishikawa viewed as critical.

Dr. Armand V. Fergenganam (year 1951) advocated a total approach to quality through practice of Total Quality control relying on an early stage build-in of quality as opposed to relying inspection.

Professor G.E.P Box (year 1957) developed a method known as the Evolutionary Operations (EVOP). This technique can be seen as a step-by-step search for an optimum set of operating conditions within the range of operability of a process while it is currently running. EVOP arose out of the need to study the behavior of a production process with in the minimum possible disturbance.

Masaaki Imam (year 1962) brought together the management philosophies. Theories and tools that have been popular in Japan over the case, as a single concept, Kaizen. Through his study of the Kaizen concept concluded that many benefits could result from improvement in one's over work, through cost savings in energy and resources, to process quality and innovation ideas. The hidden potential of the work force can be utilized for the benefit of the company through a suggestion system. This is an integral part of the individual oriented Kaizen and can be the sources of numerous opportunities for improvement on a continuous basis.

Professor Kaoru Ishikawa (year 1962) pioneered quality control circle, typically consisting of six to ten people, aiming towards the educational development of these member through study of statistical techniques on quality

control which lead to workshops with an emphasis on problem solving and quality improvement. They are subjected to a training course lasting for about 20 to 40 hours involving study of simple problem solving techniques, study of reports of improvement projects carried out by other Quality Control circles and participation in an actual project and implementation of the lessons learned.

G. Taguchi and S. Kyushu (year 1987) formed the orthogonal arrays and linear graphs, which according to Taguchi methods are tools for quantity engineering.

Anand. S (year 1999) conducted a study on Total Quality at Shri. Nataraj ceramic and chemical industries Ltd., Dalmiapuram with an objective of studying various dimensions such as work environment, communication, machine check and maintenance, small group activity etc., of Total Quality Management. The study revealed that age of the employees played an important role with regard to the various dimensions of Total Quality Management.

Zaheer Hussain (year 1999) conducted a study on Total Quality Management at BHEL, Trichy with the objective of studying various dimensions (Planning, Leadership and commitment, infrastructure, focus and roll outs, measurement, education, resources, information and communication, system alignment, customer alignment, supplier's alignment and public responsibility). The study reveals that the perception level for half of the respondents is high with regard to Total Quality Management various dimensions.

E.Arularasan (year 1998) conducted a study on perspective on Total Quality Management. He adopted exploratory design. The universe of the study

was BHEL Trichy and total numbers of respondents were 50. Lottery method was adopted as sampling design. The main objective of the study was to study various dimensions of Total Quality Management, such as Job security, communication, appraisal, target settings, training and development. The major findings were, there is no significant association between, income, experience, dependents and value of personnel and the dimensions.

J.Ravikumar (year 2000) conducted a study on perspective on Total Quality Management. He adopted exploratory design. The universe of the study was BHEL Trichy and total numbers of respondents were 50. Lottery method was adopted as sampling design.

The main objective of the study was to study various dimensions of Total Quality Management, such as job security, communication, appraisal, target setting, training and development. The major findings were there is no significance association between age, income, experience, dependents and value of personnel and dimensions.

P.Subburethina Bharathi (year 2002) conducted an empirical study on Total Quality Management In R&D at BHEL, Trichy with the objective of studying various dimensions such as working environment, Health and Safety provision, job Security, Communication, Appraisal and Target Setting, Training & Retraining Career Development, Job Requirements, Rewards & Recognition, Management Styles of Effectiveness, Employment Conditions, Empowerment, Involvement, the organization's vision, value of strategy, improvement process.

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