

Total Quality Management in the Small Business Environment

Cengiz Haksever

Total Quality Management, or TQM, has become one of the most frequently discussed topics in current business literature. Because of the competitive pressures created by Japanese companies, quality became a competitive weapon in the 1980s in most industries. Its role in economic life seems to be attaining a new level in the 1990s; in some industries, such as the automotive industry, quality no longer seems to be a competitive weapon, but rather a prerequisite to survival.

Competitive pressures of the 1980s and 1990s have been felt most strongly in the major industries that are dominated by very large firms. Large U.S. corporations were the first to feel the impact of international competition and suffer its devastating effects. Thus, it is natural that almost all discussions of quality and related issues have focused on large corporations. Small firms seem all but forgotten. This article attempts to attract attention to this neglect and propose a conceptual framework for implementing TQM in the small business environment. Specifically, its emphasis is on small firms in the United States.

The main assumption is that quality is as important for small businesses as it is for large corporations. One reason is that some small companies have been competing directly with foreign firms for a long time; some have suffered the same consequences as large companies, while others have prospered in the competition. A second reason is that many large firms rely on a number of small companies for parts and services they use in producing their products. Quality-conscious corporations are demanding continuously higher quality in the goods and services they buy from small businesses; at the same time, they are reducing considerably the number of vendors. Criteria used in deciding which company to keep as a vendor are based almost entirely on cost and quality. Third, competition in the American economy seems to be intensifying,

and new conditions emerge to which small firms have to adapt. Quality and productivity seem to be the indispensable main ingredients in a small firm's struggle for survival in these new conditions.

SMALL BUSINESS DEFINED

A challenging issue one must deal with when writing about small business—an issue that has not yet been settled in a generally accepted manner—is to define what small business is and distinguish it from big business. Most of the attempts at defining small business have to rely on some quantifiable characteristic, such as the number of employees, sales volume, or worth of assets. One classification scheme defines a small business as a firm with fewer than 500 employees. A more detailed classification divides this range further into subcategories: very small (1–19); small (20–99); and medium (100–499). Any company with more than 500 employees is considered to be a big business.

But there are other, qualitative approaches that offer valuable insight into understanding small business. According to The Small Business Act of 1953, a small business is independently owned and operated and not dominant in its field of operation. The Committee for Economic Development, as reported in Broom and Longenecker (1993), proposed identifying a small business as a firm that is characterized by at least two of the following:

1. Management is independent; usually the manager is also the owner.

This review of the possibilities, potentials, and problems of TQM can help small firms decide if it is really worth the effort.

Quality Management And The Small Business

L.-C. Tang



Quality Management And The Small Business:

Small Business Total Quality N. Huxtable,1994-10-31 Written specifically for small business managers this book gives a practical step by step guide to the implementation of Total Quality Management TQM It will assist all small businesses from the recently established entrepreneur based company employing a handful of people to businesses of 100 staff and above with an established management structure and position within the market place This book will give practical help and early results and includes actual case studies of successful TQM implementation from a broad cross section of small businesses

Quality Management for the Small Business Winston Edwards,David Hoyle,2013-08-10 Quality Management for the Small Business fills the entry level gap in the quality literature market Written for the small business that wants to improve the management of its quality but has limited resources time and expertise Covering all the key areas of Quality Management in a simple jargon free way it provides both the reasons for adopting and How to do guidance Broken down into three main areas Customer Focus Management Actions and Processes each essential component of these key areas is addressed in an easy to understand way All the examples provided come from small businesses The second part of the book allows the reader to assess how well things are going with a simple to use self assessment tool kit The self assessment can be completed before any improvements are started identifying the weaker areas allows for an effective improvement plan to be made It is an ideal book for someone new to quality management and is a valuable resource for beginners and experienced people alike If it later becomes necessary for the business to progress to ISO 9001 certification then Quality Management for the Small Business is an ideal starting point

The Little Book of Quality Management for Small Businesses British Standards Institute Staff,1917-02-28 Quality management Enterprises Organizations Quality assurance Management Quality *ISO 9001:2000 for Small Businesses* Ray Tricker,2005 Small and medium sized companies face many challenges today including the demand by larger customers for ISO 9000 compliance Four years into the current version of ISO 9000 the new edition of this life saving book incorporates the hard won field experience of actually working with the standard Along with a thoroughly updated and customisable generic Quality Manual with audit checklists for developing a complete Quality Management System the book provides valuable advice on Compatibility and Inter Relationship between other Management Standards Basic Requirements to Set Up an Integrated Management System and The Eight Principles of Management among others

MDD Compliance Using Quality Management Techniques Ray Tricker,2012-04-27 The Medical Devices Directive MDD is an all encompassing document legislating for the manufacture of any medical device or material used either temporarily or permanently on or in the human body To achieve its main objectives the MDD requires the manufacturer of all products covered by the Directive to possess a fully auditable Quality Management System consisting of Quality Policies Quality Procedures and Work Instructions based on the ISO 9000 standard The book is based on the sound principles of ISO 9000 and will guide to the reader if required to eventually set up an ISO 9000 fully compliant system MDD Compliance using

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ISO 9001:2008 for Small Businesses

Ray Tricker,2010-07-15 According to the 2008 Small Business Economy report there are 27 million small businesses in the US providing half of the nation s non farm private real gross domestic product GDP These small and medium sized enterprises SMEs face tough operating challenges particularly in difficult economic times and quality management is essential to increase bottom line results save money and manage risks ISO 9001 is the most well known and widely followed quality management standard and certification to this standard is often a prerequisite before small companies can get the contract to act as a partner or supplier However it is complicated time consuming and expensive to understand and implement the changes required to achieve certification and this is a particular burden on small companies with less money to invest in such activity fewer staff and less chance that the task of quality management will fall to a quality expert This established book now in its fourth edition provides step by step prescriptive guidance tailored to the non quality specialist on how to approach

quality management and certification to ISO 9001 in a cost and time effective way It enables small businesses to reap the benefits of ISO 9001 certification with minimum effort and paperwork and without the need for expensive consultancy or training that takes employees out of the office

Quality Management in Micro firms - Myth or Reality? A Maltese Micro Manufacturing firm under review Edward de Brincat, 2014-02-01 Manufacturing companies including a local micro enterprise Quality Postform Ltd are persistently facing competitive pressures as a consequence of customers demanding higher quality products The emergence of Quality Management has been attributed by many researchers and Quality Gurus including Phil Crosby as a strategic imperative for typical organisations to survive within a highly competitive environment Nevertheless research carried out throughout the past years is relatively restricted regarding the practicality of micro manufacturing firms in implementing Crosby s Quality Improvement Programme which is claimed to be highly beneficial in typical situations This dissertation seeks to investigate this scenario from both a descriptive and critical perspective towards Quality Postform Ltd The research provides a critical evaluation of the academic contributions towards the quality management concept Distinct disputed viewpoints have been identified focusing on Crosby s 14 Step Quality Improvement Programme From one end of the spectrum supporters uphold that claimed benefits have been acknowledged Alternatively others sustain that in essence a Quality Improvement Programme is counter productive in terms of its application within Small and Medium sized Enterprises However the researcher has identified four key pre requisites in order for micro firms to effectively implement Crosby s programme These include management commitment the acknowledgement of a quality problem the organisation s readiness to embrace change together with the suppliers readiness to support the quality programme The methodology applied to assess the presence of these four pre requisites at QPL was to compile primary qualitative data through one to one face to face interviews with key management officials This approach is justified due to the absence of formalised documentation and as a result it is imperative to assess that historical data on Quality Systems is seriously lacking at QPL The field research outcome reveals that QPL s management is experiencing serious doubts regarding the feasibility and practicality of the program s implementation within a micro manufacturing firm This is the case primarily whenever the latter is facing limited financial and human resource capabilities such as at QPL The research findings disclose that none of the four pre requisites are present within this micro firm Moreover it confirms the scepticism on the part of

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edition includes down to earth explanations to help you determine what you need to enable you to work in compliance with and or achieve certification to ISO 9001 2015 a contextual explanation of ISO 9001 within the structure of ISO 9000 family of standards a detailed description of the structure of ISO 9001 2015 and its compliance with Annex SL coverage of the new requirements for Risk Management and Risk Analysis a guide to the costs involved in implementing ISO 9001 2015 and advice on how to control costs an example of a complete generic Quality Management System consisting of a Quality Manual plus a whole host of Quality Processes Quality Procedures and Word Instructions and access to a free software copy of these generic QMS files to give you a starting point from which to develop your own documentation This book is also supported with a complete bibliography containing abbreviations and acronyms as well as a glossary of terms This comprehensive text will provide you and your small business with a complete guide on your way to ISO compliance

Quality Management for the Small Business Lionel Stebbing, R. J. Pengelly, 1994 In today's increasingly competitive markets customer satisfaction stemming from quality is seen more and more often as the make or break factor especially for small manufacturing or service businesses Although there has been increasing pressure on such businesses to adopt quality systems modelled on the requirements of the ISO9000 series of standards Quality Assurance often mistakenly confused with Quality Control remains a very misunderstood philosophy Using a jargon free down to earth approach this book explores and explains the whole field of Quality Assurance as a complete management system Defines the contents of a quality program and quality plan leading to the development of a quality manual and supporting procedures including quality auditing computer software control and the role of quality circles Covers all the Quality Assurance activities for manufacturing and service firms e.g. design procurement manufacture installation and service Includes many case histories and presents the various procedures and requirements in a quick reference tabulated form which covers the activity scope the involved personnel and the methods of confirming activity compliance For anyone involved in developing or implementing a quality assurance management system in a small manufacturing or service business

Information Technology Entrepreneurship and Innovation Zhao, Fang, 2008-05-31 It has become a widely recognized fact that entrepreneurs and information technology have become the backbone of the world economy The increasing penetration of IT in society and in most of industries businesses as well as the joining forces of entrepreneurship and innovation in the economy reinforce the need for a leading and authoritative research handbook to disseminate leading edge findings about entrepreneurship and innovation in the context of IT from an international perspective Information Technology Entrepreneurship and Innovation presents current studies on the nature process and practice of entrepreneurship and innovation in the development implementation and application of information technology worldwide as well as providing academics entrepreneurs managers and practitioners with up to date comprehensive and rigorous research based articles on the formation and implementation of effective strategies and business plans

APAIS 1994: Australian public affairs information service ,

Quality Management Systems Ray Tricker, 2019-11-05 This book provides a clear easy to digest overview of Quality Management Systems QMS Critically it offers the reader an explanation of the International Standards Organization's ISO requirement that in future all new and existing Management Systems Standards will need to have the same high level structure commonly referred to as Annex SL with identical core text as well as common terms and definitions In addition to explaining what Annex SL entails this book provides the reader with a guide to the principles requirements and interoperability of Quality Management System standards how to complete internal and external management reviews third party audits and evaluations as well as how to become an ISO Certified Organisation once your QMS is fully established As a simple and straightforward explanation of QMS Standards and their current requirements this is a perfect guide for practitioners who need a comprehensive overview to put theory into practice as well as for undergraduate and postgraduate students studying quality management as part of broader Operations and Management courses Minority Business Today, 1992 **Small Business Development Center Program** United States. Congress. House. Committee on Small Business. Subcommittee on SBA and SBIC Authority, Minority Enterprise, and General Small Business Problems, 1984 Business □□□ □□□□□□, 2003 Industrial Engineering and Applications L.-C. Tang, 2023-08-09 The field of industrial engineering IE has a very wide scope from production processes and automation to supply chain management but the scope of IE techniques has expanded beyond the traditional domains of application and is now relevant to areas that matter most to society at large This book presents the proceedings of ICIEA 2023 the 10th International Conference on Industrial Engineering and Applications held in Phuket Thailand from 4 to 6 April 2023 The conference was conducted in hybrid mode with close to 100 delegates attending in person and about 50 participants attending online A total of 272 submissions were received for the conference of which 120 were accepted for presentation with 83 of those published here as full papers These papers cover a wide range of topics within the scope of industrial and systems engineering including but not limited to supply chain and logistics quality and reliability advanced manufacturing and production scheduling to ergonomics and man machine systems interfaces In particular a significant number of papers are devoted to machine learning techniques and applications beyond the traditional manufacturing sector to include healthcare sustainability assessment and other social issues Offering an overview of recent research and novel applications the book will be of interest to all those whose work involves the application of industrial engineering techniques **Forecast of GSA Contracting Opportunities**, 1993 **Australian National Bibliography**, 1978 **Technology Diffusion and Adoption: Global Complexity, Global Innovation** Zolait, Ali Hussein Saleh, 2013-01-31 Technology Diffusion and Adoption Global Complexity Global Innovation discusses the emerging topics of information technology and the IT based solutions in global and multi cultural environments This comprehensive collection addresses the aspects of innovation diffusion in the field of business computing technologies and is essential for researchers practitioners academicians and educators all over the world

This book delves into Quality Management And The Small Business. Quality Management And The Small Business is a vital topic that must be grasped by everyone, from students and scholars to the general public. This book will furnish comprehensive and in-depth insights into Quality Management And The Small Business, encompassing both the fundamentals and more intricate discussions.

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