ABSTRACT:
Total Quality Management is an organizational strategy founded on the idea that performance in achieving a quality education is achieved only through involvement with the perseverance of the entire organization in improving processes permanently. The objective is to increase the efficiency and effectiveness in satisfying the customers. The concept of quality has undergone several stages, adapting to every level of technology and market requirements. Thus, gradually, the selection of finished class performance has been replaced by statistical control of quality parts on-stream, then to extend the process, becoming, through the concept of quality an important factor in delivering products and services. The paper presents some fundamentals aspects about the Total Quality Management (TQM) concept. In is pointed out the representative models: Oakland, SOHAL, three dimensional and also some representative areas of TQM interest.

KEYWORDS:
quality, management, TQM, models, areas of interest

INTRODUCTION
Total Quality Management is an organizational strategy founded on the idea that performance in achieving a quality education is achieved only through involvement with the perseverance of the entire organization in improving processes permanently. The objective is to increase the efficiency and effectiveness in satisfying the customers. The concept of Total Quality Management (Total Quality Management - TQM) has been proposed by Dr. Edwards Deming in 1940 but its use started in 1985 with the takeover by American principles of working in Japanese industry:
- focus on process improvement permanent, so that processes are visible, repeatable and measurable;
- focus on analyzing and eliminating undesirable effects of production processes;
- consideration of how the users use products in order to improve product;
- expanding beyond concerns of product management.
TQM is a description of culture, attitude and organization of a company that strives to provide clients with products and services that meet their needs and expectations. This culture involves all the processes as the company did so well in the first, zero defects, zero waste.

The concept of quality has undergone several stages, adapting to every level of technology and market requirements. Thus, gradually, the selection of finished class performance has been replaced by statistical control of quality parts on-stream, then to extend the process, becoming, through the concept of quality an important factor in delivering products and services. Charge on a gate of which are increasingly a concern for quality led to the appearance TQM as a full definition concept which has a dimension in time correlate thus competing with the concept and simultaneous engineering.

METHODOLOGY
To successfully implemented TQM organization should focus on 6 key elements:
1. CONFIDENCE;
2. TRAINING;
3. TEAMWORK;
4. LEADERSHIP;
5. RECOGNITION;
6. COMMUNICATION
1. CONFIDENCE - It is a result of integrity and ethics of the organization without trust cannot be built within the work of TQM. The trust helps the full participation of all employees.
3. TEAMWORK

Training of employees who need to refer to the philosophy of TQM among employees operate. Implementing TQM in their departments and to spread to be very productive. Supervisors are responsible for management at the highest level. Personal involvement and commitment is absolutely necessary from the top management in determining values and goals for all levels in line with company objectives and define the systems, methods and measurable indicators to achieve these goals.

5. COMMUNICATION – is one that unites all these concepts. This acts as a vital link between all elements of TQM. Communication is there a common understanding of the ideas so that it emits and the one who receives them. TQM success is conditioned by the communication between all members of the organization, suppliers and customers. Supervisors should create and maintain channels of communication through which to receive and transmit information about TQM processes. Sharing of accurate information is vital. For a credible communication is absolutely necessary that the message be clear that the interpretation of receptor to be in the sense in which the broadcaster has intentionally.

6. RECOGNITION – This is the last element of the system, it should be given both for and suggestions for performance, both for teams and individuals. Employees shall endeavor to obtain recognition for themselves and for their teams. Detection and recognition of individual contribution is the most important duty that each supervisor has. Then when people recognized the merits of producing major changes in terms of self respect, productivity, quality and quantity of effort for each task. Recognition is the greatest impact when it is close can be a reward or just a message from top management.

RESULTS

It was proposed several models for the representation of TQM, in accordance with definitions given by different researchers. Model Oakland (1989) proposes that TQM representation of a pyramid in the supply chain to customer-supplier of quality systems, tools of statistical quality control method of teamwork. These are integrated to support communication by stimulating the cultivation of a new industrial crops and immediate employment of all managerial structures.
The model focuses on meeting customer requirements in the external and the internal (which is translated by satisfying the requirements of any recipient of services or track the flow of production), the firm commitment to quality that has to start from the high level of management and should be reflected until the last level. This commitment is found both in quality investments for the specific field of activity, and by increasing the risk taken in an effort to get success. A good quality management system covers all major aspects of business such as management, conception, design, materials, manufacturing processes, qualifications, distribution of products and services.

TQM requires a continuing review of compliance with agreed standards of clients and performance tracking tools with statistical control of processes. The “team work” model involves promoting the idea of continuous and sustained improvement, and implementation in the organization. Model SOHAL (1989) suggests that quality improvement continues to come from an integrated approach to quality control action plans at various operations during the business cycle.

The principal elements of the model are:

- focusing the customer: the objective of all of the organization should improve the quality of processes and services delivered.
- engage management to build a culture and an environment of quality, expressed by changing attitudes and expectations and supported by the measurement and quality control.
- total staff participation from the base to the peak, the problems associated with understanding the processes in the sense of moral responsibility and membership.
- use of statistical techniques for analysis of correlated data and to solve various problems.
- a systematic process of solving problems using the cycle execution-check-action-and concentration items on clients business process.

Three dimensional model proposed by Price and Gaskill. This model is to:

- the size of products and services, and the degree to which a customer is satisfied with our products and services;
- personal dimension and the degree to which a customer is satisfied relationship with the organization providing personnel;
- size processes and the degree to which the supplier is satisfied with the internal working processes, which are used to develop products and services provided to the client.

The three dimensions are considered together and reflect the organization and request that it can evaluate, analyze and can only improve business. In terms of scope of TQM, there are implementations in the different areas are:

- protection of health education and research;
- government agencies;
- the environment;
- banks;
- manufacturing.

The difficulties encountered in implementing TQM come most often from:

- lack of sufficient involvement of top management;
- resistance to change;
- insufficient training and education;
- the poor communication;
- lack of resources, high costs.

For the enterprise stimulation and implementation of the TQM, the European Foundation for Quality Management (EFQM) has developed starting with 1991, European Quality Award - EQA. Developing this reward system, was achieved with the help of European Organization for Quality and European Commission.

The pressure of new conditions in the world economy, globalization of market demand orientation and relaxation dynamics of technology and resources, orientation and expectations of customers, forcing the application of appropriate managerial concepts, this being a condition of competitiveness.

By entering the European Quality Award, is meant by the European Foundation for Quality Management (EFQM) the stimulation and implementation of the TQM.

CONCLUSION

TQM refers to an integrated approach by management to focus all functions and levels of an organization on quality and continuous improvement.

Over the years TQM has become very important for improving a firm’s process capabilities in order to achieve fit and sustain competitive advantages. TQM focuses on encouraging a continuous flow of incremental improvements from the bottom of the organization’s hierarchy.

TQM is not a complete solution formula as viewed by many - formulas cannot solve managerial problems, but a lasting commitment to the process of continuous improvement.

REFERENCES


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