

# Total Quality Management (TQM) in Education



**Anuradha Saini**  
Head of Department,  
Deptt. of Education,  
SLKMW TT College,  
Pilani, Jhunjhunu



**Mange Lal**  
Research Scholar,  
Deptt. of Education,  
JNVU, Jodhpur

## Abstract

Few solutions of these problems are to be found so that these barriers can be removed from getting TQM to its mark. These solutions can be taken to get TQM, can be termed as better understanding of TQM process and follow in the practice before and during implementation. Quality management deepen knowledge must be provided to the people of institution and all of them are linked between performance measure of employees, effective integration of programs associated with identifying the obstacles of TQM should be there and managers should motivate their employees to focus on long term strategies rather than just focusing on short one.

All these activities should be taken into consideration to achieve the Total Quality Management.

Total Quality Management (TQM) is an enhancement to the traditional way of doing business. It is a proven technique to guarantee

**Keywords:** Education, Total Quality, Management.

## Introduction

### What is Management ?

For everything we do whether it might be the whole day you are working upon or studying or plying or anytime, we are required to an essential process that take care of the every activity.

This process is termed as management so, we can say that management is a process which includes the sealing with or controlling the activities, thing or people. We can also say that management includes planning, staffing, leading or directing and controlling an organization to accomplish a goal or target. Academic discipline, social science can also be directly related to the management.

The etymology suggests that the English verb "manage" come from Italian management (to handle) which is also derived from two different Latin word manus (hand) (to act) so, management is directly be quoted as the handing of thing.

According to Henry Fayol, "to mange is to forecast and to plan, to organize, to plan, to co-ordinate and to control,"

This means when a functional organization preplans al the working activities and the process ,this will lead to a higher degree of success.

According to Ghislan deslandes, "A vulnerable force, under pressure to achieve results and endowed with triple power of constraint, imitation and imagination operating upon subjective, interpersonal and environment levels."

### Why Management is Needed?

Management can be applied in every field and so can be applied to the field of education, to provide a quality education and also the personality development of children, in educational institutions, management term has been introduced quite recently that too specifically in India, and this term has directly been quoted from the industrial and other organizations where work is managed. The concept of management involves planning, budgeting, controlling, staffing, directing, organization, Motivating and co-coordinating.

The budgeting involves the calculation or estimation of the finance that has to be put up for particular task such as in education system it will be taken as the money required for the building, essential for the Equipment and appliances required for the school /college.

Planning involves the directions to make imagination of on educational institutions work on the basis of the building, positioning, essentials and other activity that are to be included in the Educational System.

Controlling on educational system is as much important as the activities that are planned for the improvement and upliftment in an

educational system. Controlling helps in the proper scheduling and management of the educational policies. Staffing includes the recruitment of people in the institution.

#### **Is Management A Direction?**

As an institution comprises and gets its name and fame from the people who are part and partial of the system, when the people staff of an education system are well-trained and wise then only an organization will progress.

Directing is another term which deals with assigning the staff as the directions of work. Educational or industrial the work that is being done requires staff and the staff that works should have proper directions of doing the work light. Those directions are given in the protocols that are made for the operation of institution, those protocols are also taken care by the head of the institution thus, directing an institution is an essential activity in the management of education.

When the work is scheduled according to time and all the activities are working successfully and also in schedule then the system is said to be organized or well organized. This also makes an organization work in most successful way.

#### **Is Management A Motivation?**

Another feature of the educational management is motivation. Motivation spreads positive energy, this positive energy makes every institution work in the most successful manner. The leader must keep motivating the people /staff of the organization to keep them working in the best possible manner. Similarly, staff and the head of the institution must keep praising student. By this the part and the partial of the system will willingly take part in the working of particular tasks assigned to them.

As they work enthusiastically in all the activities they will get to work with each other making a coordination and a better understanding of the work they are doing which also relates to the successful functioning of the tasks they are provided with in an educational institution.

These all activities as we have already discussed comprises the educational management. We have seen this but we should also know the need of the educational management.

#### **Is Management A System, Procedure and Co-Ordination?**

It's not an easy task to manage the formal process of imparting skills and knowledge, many factors are to be taken in consideration and opportunities to grab and also threats to lookout for instance, the process of passing on the knowledge from teacher or professor to the student, there is a need to manage all the concerned activities which include both related or non related to teaching.

Education ministers are not provided with teaching assignment and if they are then the load given to them is minimal so that they can lows up upon the affairs of the school. Now teaching faculty only deal with passing of the knowledge and skill and non teaching staff sees the maintenance of building, equipments and transaction, teachers and professors see pupils mental ability and education but education managers see over all well uses of teachers and students equally. They do this by providing safe pace

for institution, necessary equipment for speeding up the learning process and checking all the finances, education management is the collaboration of both educational passers and educational equipment and working of school.

#### **May The Education System Survive Without Management?**

The need of education management is much more for the proper and successful working of an educational institution.

For goal based management of education there are three types of goal which can be undertaken in a school level system they are management goals, support goals and education goals. The management goals in school level are been stated by principal and evaluated live administrator by the methods of visitations and interviews.

This goal is a basically fulfilled by the record which plans for school and follow up discussion by principal and administrator.

The support goals in school level are checked upon by principal of the school or the school professions staff by rating forms and staff prepare program.

The educational goals are started by teacher planning groups which are seen by or evaluated by teacher evaluate procedures by unit tests (commercial and teacher made).

Both principal and teacher program changing objectives showing improvement in service, relative procedures and costs.

On the other hand, in class room level again these three goals remain the same but the work done is changed accordingly. In this the management goals are stated by the forms used for teacher evaluation and conducted by principal and teacher discussion that induce discussion, observation and formal teaching evaluation procedure. The support goals are not stated or formally evaluated educational goals are done by teacher on his/her own level which is outcome of daily planning and working according to Schedule.

#### **Is The Management a Vital Tool in Education?**

When all these goals are full fledged then comes total quality management, which can be abbreviated as TQM.

Total Quality Management (TQM) is an enhancement to the traditional way of doing business. It is a proven technique to guarantee survival in world class competition only by changing the actions of management will the culture and actions on an entire organization be transformed. TQM is for the most part common sense, analyzing the three words, the "Total" in TQM dedicates that everything and everybody in the organization is involved in the enterprise of continuous improvement or in short "made up of the whole". The "management" in TQM like wise means Act, art, or manner of handling controlling, directing etc. It includes everyone and everything because everyone in the institution whatever their status, position or roll is the manager of their own responsibilities. The "Quality" indicates the degree of excellence of products and service provides.

Therefore, TQM is the art of managing the whole to achieve excellence. TQM is usually completed by a series of small scale incremental

projects "kaizen" is a Japanese word for this small incremental activities which means step by step improvement. TQM philosophy is large scale inspirational and all embracing but its practical implementation is of small scale and incremental.

TQM is defined as both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. It is the application of quantitative methods and human resources to improve all the processes within an organization and exceed customer needs now and in the future. Total Quality Management is obtained through a chain where small objectives combine to get the TQM in education. The TQM in education is upside down institution where it makes a pyramid when the chain is connected as senior manager connected to middle managers, to teachers to support staff to learners / students to teams of teachers and support staff to leaders, where all are connected to make a circle of all the activities that are shared between all the connected people of the institution.

Further, in this field there are some basic concepts shared, like continuous improvement of quality and this is fundamental to all TQM systems main aim is improving the quality of the products and services provided by an organization. Such quality improvement results in greater productivity and enhances the ability of an organization to remain vital. Secondly a systematic improvement of operations is necessary. Further, TQM is also characterized by long term thinking which helps mold the future by understanding the consequence of current actions. Such thinking requires decision making that is based on data, both hard and soft and related to real problems not merely symptoms, It requires time it shies away from quick fixes arrived at by discussion and invitation. Long term thinking works best in organizations.

To get the TQM on its full swing there are some obstacles which lower down the working of TQM by making some improvements can be made in system to get successful results. The first eight most common obstacles were determined by Robert J. Masters after an extensive literature search, they are like lack of management commitment, Inability to change organizational culture, improper planning, lack of continuous training and education, Incompatible organizational structure and isolated individuals and departments, Ineffective measurement techniques and lack of Access, paying inadequate attention to internal and external customers, inadequate use of empowerment. The barriers in TQM can also be quoted as competitive market, bad attitude, lack of leadership, lack of focus and poor planning.

As the development in the country reaching heights, the educational institution have become more of a business deal. This increasing competition in industry makes an educational institution lag behind of the others. Thus, the TQM comes in the picture and takes the organization out of the trauma. Bad attitude towards the studies, management and organization of students, teachers, principal and managers will also be a reason of the backlog in the way of TQM. When the leader of the organization is not well qualified for the post and also has bad attitude for the people of institution will also hamper the growth of institution.

Dynamicity in the institute is also another part of TQM because not only the students but the co-curricular activities also pay an important role in the growth of the institution and all the programs will be well organized. Inadequate resources should not be there as all the nodes of an organization must be fulfilled to get total quality management. Poor planning and lack of commitment to job by the people of the institution will lead to defuncting of the system which directly or indirectly will affect the institution in a negative way and TQM will not be achieved. Thus, there is a requirement of proper training of all the people connected to the management, if not they could not connect to the management of Total Quality Education.

Survival in world class competition. Only by changing the actions of management the culture and actions of an entire organization can be transformed.

TQM is the art of managing the whole to achieve excellence. Total Quality Management is defined as both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. It is the application of quantitative methods and human resources to improve all the processes within an organization. The TQM in education is upside down institution where it makes a pyramid when a chain is connected to middle managers, to teachers to support staff to learners/students to teams of teachers to leaders where all are connected to make a circle of all the activities that are shared between all the connected people of the institution.

TQM is also characterized by long term thinking which helps to mold the future by understanding the consequences of current actions. Such thinking requires decision; making that is based on data both hard and soft and related to real problems not merely symptoms. It requires time.

To get TQM on its full swing there are some obstacles which lower down the working of TQM but by making some improvements it can get successful results.

The first eight most common obstacles were determined by Robert J. Masters after an extensive literature search, they are like, lack of management commitment, Inability to change organizational culture, Improper planning, lack of continuous Training and Education, Incompatible organizational structure and Isolated individuals and departments ineffective measurement techniques.

Poor planning and lack of commitment to job by the people of the institution will lead to defuncting of the system which directly or indirectly will effect the institution in a negative way and TQM will not be achieved. Thus, there is a requirement of proper training of all the people connected to the management, if not, they could not connect to the management of Total Quality of Education.

#### **The Conclusion**

Few solutions of these problems are to be found so that these barriers can be removed from getting TQM to its mark. These solutions can be termed as better understanding of TQM process and follow in the practice process and follow in the practice before and during implementation. Quality Management deepen knowledge must be provide to

the people of institution and all of them are linked between performance measure of employees, effective integration of programs associated with identifying the obstacles of TQM should be there and managers should motivate their employees to focus on long term strategies rather than just focusing on short one.

If all these activities are taken into consideration TQM in education can be achieved successfully.

#### References

1. Educational Management and Educational Technology, Dr. Maya Sankar Singh, Addhyan Publisher & Distributor, New Delhi, 2007.
2. Secondary Education and Management, Prof. Ashok Sidana & Dr. Manju Sharma, Shiksha Prakashan, Jaipur, 2006
3. [www.wikipedia.com](http://www.wikipedia.com)
4. [www.slideshare.net](http://www.slideshare.net)
5. [www.oscd.org](http://www.oscd.org)
6. [www.acadmia.ed](http://www.acadmia.ed)