

Abstract

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Adoption of Total Quality Management (TQM) in Higher Education Institutions

Total Quality Management (TQM) has been widely implemented throughout the world. Many organizations have arrived at the conclusion that effective TQM implementation can improve their competitive abilities and provide strategic advantages in the marketplace. Several studies have shown that the implementation of TQM practices can allow organizations to compete globally. The adoption of TQM implies that employees must learn qualitatively new ways of thinking, acting and behaving. An institution of higher education (HE) is a community dedicated to the pursuit and dissemination of knowledge, to the study and clarification of values, and to the advancement of the society it serves. Adopting management concepts and practices developed in the business world is not new to higher education, which constitutes the origin for disseminating such concepts and practices. HE institutions are faced with an unprecedented set of challenges. Among these challenges are financial pressures, increasing public scrutiny and accountability, rapidly evolving technologies, changing staff roles, diverse staff and student demographics, competing values and a rapidly changing world. Such comprehensive transformational change has been accompanied by the introduction of TQM. This study introduces a framework for implementing TQM in HE institutions. It is based on a methodical approach that focuses on the deployment of a wide collection of TQM constituents, as envisaged by Quality Gurus and various schools of thought, towards assuring the proper fulfillment of HE institutions' role in modern society. A case study is also presented.