

TQM and Necessary Changes in the Organization That Implements Such System

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Abstract

In a complex world with rapidly changing business environment, managing organizations represents a major challenge. To respond promptly to the environmental changes, the managers must identify areas of improvement which could bring important results on long and medium time periods. One approach used more and more often, is the implementation of a total quality management system. In this paper, the authors identify changes in organization's areas, needed to meet the stakeholder's requirements with minimum resource allocation. The paper starts from the idea that implementing a new management system in an organization involves a number of changes and by default, resources. Using the criteria of the EFQM's excellence model, the authors identify the necessary changes in the three directions of change within an organization: employee behaviour, organizational structure, technology. By highlighting the changes required to implement a total quality management system, the authors wish to emphasize that acceding to the state of excellence in business, can involve significant changes in different plans.

Keywords: TQM, organizational changes, EFQM

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