

TOTAL QUALITY MANAGEMENT IN HIGHER EDUCATION: A REVIEW

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Abstract: The quality of higher education is everybody's concern today. Various studies and commission reports at official level has recognized the same and given recommendations for its improvement. Government and other constitutional agencies are taking necessary measures. But these alone, will not serve the purpose unless institutions and faculty take proactive initiatives and measures. This paper highlights the importance of TQM in Higher Education and the strategies adopted by Government of Haryana for improving Quality of Education.

Keywords: - Total Quality Management, Educational Schemes, Scholarships, Empowerment, Strategic Management

INTRODUCTION

Total Quality Management is a comprehensive, customer focused system which requires contribution from all participants in the organization to work towards long term benefits for those involved and society as a whole. It involves three concepts: Focus on customer, Employee involvement and continuous improvement. Total Quality Management is a method for ensuring that all the activities necessary to design, develop and implement a product or service are effective and efficient with respect to the system and its performance. Total Quality Management provides a framework for implementing effective quality and productivity initiatives that can increase the profitability and competitiveness of organization (Deming 1992). Total Quality Management is not a onetime process but a journey that never ends. It provides the overall concept that encourages the continuous improvement and also focuses on systematic, integrated, consistent, organization – wide perspective including everything and everyone. Total Quality Management is a long term process, which relies on relative achievements through continuous improvement. Problem Identification, Problem Solving, Teamwork and Quality circles are all important aspects of driving the improvement wheel forward.

Therefore, one may say that TQM is a philosophy concept and powerful management approach. It involves management and empowerment of people in order to create satisfied customers and improve organizational performance.

REVIEW OF LITERATURE

Sudha (2013) conducted a study on 'Total Quality Management in Higher Education Institutions' to know the actions required for implantation of TQM principles and to determine the success of TQM actions through various measures. Data were collected from 220 respondents working in both Govt. and Private Higher Education Institutions and analyzed with the help of Mean and Standard Deviation. The study found that the three major actions the respondents would take in applying TQM principles to structure and delivery of courses taught are Improve teaching methodology (using reference materials, seminars etc.) constantly, base most of student grade or group performance and use daily journal of progress and problems. The study also found from the analysis that the popular measures respondents would take to measure the success of TQM actions are student's performance based on assignment, course final exam and failure rate for the course. **Gopalbhaipatel (2013)** in his paper TQM in Higher Education Institutions explained the reasons for necessity of Total Quality approach to running the Higher Education Institute. It also highlighted that the system approach to education comprises of input, processes and outputs. Inputs are human, physical and financial resources, (students, faculty, administrators and organizational culture). A process transforms measureable inputs to measurable outputs under a value adding operations. Output of TQM in education include heightened students morale, better teamwork among department, bridging faculty- staff functions and continuous development of everyone who is part of education. **Ibrahim (2014)** conducted a study on "The impact of TQM on the efficiency of academic performance- Empirical study- The Higher Education" aimed to identify the TQM and its impact on the efficiency of academic performance in Jordanian University. The result of the study showed that there is positive impact for the application of principles of TQM on the efficiency of academic performance in Jordanian University. **Hasan (2014)** in his paper "Total Quality Management in Higher Education" concluded that TQM will provide a superior impact on the Institution objectives and produce value in improving the economic value. TQM is one of the most efficient tools in the field of teaching and learning criterion in education. **Pushpa (2016)** in her paper "Implantation of Total Quality Management in Higher Education Institutions" analyzed the importance of TQM in Higher Education Institutions in economic development of nation. The study found that the success of Higher Education Institutions depends on their management strategy on how to identify, classify, analyze and react to the effective approach. The study revealed that TQM have an excellent impact on the Institution's goals, mission and vision and create value in enhancing quality and assuring growth.

OBJECTIVES OF THE STUDY

- To study the means and strategies adopted by Government of Haryana to improve the quality of education.
- To study the importance of TQM in Higher Education.

RESEARCH METHODOLOGY

Research Design of the proposed study is exploratory and descriptive in nature as the study aims at achieving insights into relatively new phenomena of TQM in Higher Education by understanding the importance of TQM on Higher Education. Secondary data is used for the study and collected from annual reports and website of department of higher education.

SCHEMES IMPLEMENTED BY GOVERNMENT OF HARYANA FOR QUALITY IMPROVEMENT**Empowerment of Female Students:**

In order to empower female students and to bring out the latent talent of the girls, a scheme was started in the year 2005-06. Under this Scheme, Women Cells have been established in all Govt. Colleges of the State to organize various activities to bring awareness in students on gender related issues. Budget worth Rs. 100.00 Lakhs is sanctioned for this scheme for the year 2016-17 and about 55000 girl students will get benefit from this scheme.

Human Resource Development:

A scheme for the training of teachers and supporting staff was started in the year 2005-06. Under this scheme Seminar/Conferences/Refresher Courses/Orientation Courses are organized for capacity building and faculty development of the teachers. Lecturers also attend different training courses organized at HIPA Gurugram for their capacity building. Budget worth Rs. 100.00 lakh has been sanctioned for this scheme for the year 2016-17. Cultural Programme will be organized under this scheme in all the Govt. Colleges.

Earn While You Learn Scheme for the student:

A novel scheme of "Earn While You Learn" has been drawn up whereby the students of colleges would be employed for various college jobs in laboratories, libraries and other office jobs. This scheme was started in the year 2005-06 for the benefit of needy students to earn while learning so that they can continue the studies on their own. This scheme gives an opportunity to develop the spirit of work culture and confidence amongst the students. The Budget sanctioned for this scheme for the year 2016-17 is 130.00 lakh and about 6500 students will get benefit from this scheme.

Up-gradation of Laboratories

A scheme was started in the year 2005-06 to modernize and upgrade the laboratories in Govt. Colleges. This scheme proved beneficial to all those students who study science subjects and other practical subjects. The budget worth Rs. 150.00 lakh is sanctioned for the upgradation of Laboratories for the year 2016-17 and about 36,000 students will get benefit from this scheme.

Assistance for Science Exhibition:

The scheme was started to organize Science Exhibition at college, district and state level. This Scheme gives benefit to all those students who study Science and other practical subjects like Geography, Psychology, and Computer Science. A budget of Rs. 50.00 lakh is sanctioned for the year 2016-17 and about 4000 students will get benefit from this scheme by attending Inter District and State Level Science Exhibition.

Sports Promotion Scheme:

With a view to improve the standards of sports and to raise the participation of students in State/National and International Sports, a scheme was started in the year 2005-06. This scheme also provides help to the students to prepare themselves for the games at National & international level. Budget sanctioned for the year 2016-17 is worth Rs. 110.00 lakh for this scheme and about 20000 students will get benefit from this scheme.

Educational Tour for Girls Student:

A new scheme was launched in the year 2009-10 for the excursion of Girls students. Girl students of the Govt. Colleges go for excursion educational/historical tour and visit various prominent places of historical and cultural interest. This enhances their awareness and knowledge about State/ Nation. A budget of Rs. 50.00 lakh is sanctioned for the year 2016-17 and about 5 000 girl students will get benefit from this scheme.

Educational Tour for Boys Student:

A new scheme was launched in the year 2009-10 for the excursion of students. Boys student of the Govt. Colleges go for excursion educational/historical tour to visit various prominent places of historical and cultural interest. This enhances their awareness and knowledge about State/ Nation. A budget of Rs. 50.00 lakh is sanctioned for the year 2016-17 and about 5000 boy students will get benefit from this scheme.

Soft Skills Scheme:-

This scheme was started in year 2005-06 in six Govt. colleges. The scheme is meant for upgrading the knowledge of students and giving them an intensive training in communication skills and interpersonal skills particularly for BPO industry and ITES sector. During the year 2007-08 till date 128 Soft Skills DVD's were displayed through EDUSAT. This programme

is being launched for the benefit of the students and training is being provided absolutely free of cost in the 66 colleges where EDUSAT system is working.

Setting up of Placement Cells in Govt. Colleges:-

Under this scheme, Placement Cells have been constituted in all the Govt. Colleges under the supervision of the Principal and senior most lecturers of the college. A sum of Rs. 16.00 lakh has also been distributed @ 25000/- per college in 64 Govt. Colleges for this purpose for the year 2007-2008. A Budget Provision of Rs. 18.00 lakh was made for the year 2008-09. The Rs. 38.00 lakh have been distributed in the 75 Govt. Colleges for the year 2009-10. Rs. 50 lakh have been distributed in the year 2011-12. Rs. 40.00 lakh have been distributed in 64 Govt. Colleges in 2014-15. Budget worth Rs. 60.00 lakh has been sanctioned for the year 2015-16. 04 Government sponsored Placement fairs have been organized w.e.f 2010 in February /March every year at four division level Government colleges of the state for final year students. Almost 800 plus students have been offered jobs every year. In all the four years the Placement fairs were prefixed with training programme of 4-5 days on personality development, how to face interview, communication skills, etiquettes etc

Setting up of Legal Literacy Cells:

On the directions of Haryana State Legal Services Authority Legal literacy cells have been established in all Govt. Colleges of the state since 2009. Four state level annuals functions have been held so far under HSLSA and Education department.

IMPORTANCE OF TQM IN HIGHER EDUCATION:

Education is universally recognized to be an investment in human resources. It is the process by which society transmits its cultural heritage, its accumulated knowledge, values & skills from one generation to other generation through schools, colleges, universities and other educational institutions. Higher Education is defined as Education beyond high school, especially that provided by colleges and universities. Higher education imparts in-depth knowledge and understanding so as to advance the students to new frontiers of knowledge in different walks of life. It develops the student's ability to question and seek truth and makes him/her competent to critique on contemporary issues. It broadens the intellectual powers of the individual within a narrow specialization, but also gives him/her a wider perspective of the world around. Higher Education also provides opportunities for lifelong learning, allowing people to upgrade their knowledge and skills from time to time based on societal needs. Today competitive environment demands better quality in education. There is no doubt about the point that quality plays an important role in today higher education. In this world of rapidly boosting competition, speedy changes of technology, falling quality, varying demographic, privatization and globalization in education have led to the use of concept of TQM in Education. It is also an unfolded truth that "quality of Education" is the key factor on which there is a serious competition between countries. Education and particularly higher education is being driven towards commercial competition imposed by economic forces. TQM can be applied as a means for improving student/staff morale, increase productivity and delivering higher quality service to both internal & external customers. The quality of teaching, quality in the classroom as well as quality in the teaching-learning process is areas where the use of quality concepts has also been discussed, jointly with the strong link between quality of education and its impact on the quality of life of a society. Like business and industry, the educational Institutions aim to turn out higher quality products. Like service oriented organization, Education Institutions are also offering their services to customers. In this respect TQM seems to be applicable to higher education because many objectives of TQM are compatible with work of higher education Institutions which have used them – consciously or unconsciously in their operation and in response to external quality assessment and audit (Bolton, 1995). Reasons for quality Management in Higher Education are: Competition, Customer satisfaction, Maintaining standard, Accountability, credibility, prestige and Status, Image and visibility. The exponential growth of knowledge, exploding instructional technologies, enhanced access to practices of premier institutions, accessibility to knowledge, globalization of education etc. require educators and faculty members to continuously evaluate themselves and improve upon their effectiveness. Total Quality Management is an important step and the entrance is essential in the development of performance in colleges and brings them to the desired level, especially in light of the continuous fast paced and interactive world in which we live these days. In the Institutions of education the Total Quality Management process brings with it commitment to quality, commitment to employees and commitment to the institutions.

CONCLUSION

The economic, social, cultural, technological changes contribute to knowledge society. The present growth of economic growth can be substantially increased if India becomes super power in knowledge sector. A conceptual TQM model for excellence in Higher Education Institutes is based on the following five variables which lead to student satisfaction is proposed.

Commitment of top management: Top management, through their supervision of all processes, should ensure that everybody is committed to achieving quality. **Course delivery:** Expert knowledge must be matched with expert skill to transmit that knowledge – the fervor to acquire knowledge must be matched with fervor to transmit it. **Campus facilities:** Utmost attention is to be shown in providing excellent infrastructure and physical facilities in the campus for student learning, co-curricular and extracurricular activities. **Courtesy:** An emotive and positive attitude towards students will lead to congenial learning environment. **Customer feedback and improvement:** Constant feedback from the students leading to continuous improvement in the process is the key to achieving excellence.

The higher Education system needs to be strengthened which will be capable of honing the system to attain all-round, multifaceted personality; to acquire leadership qualities, to sharpen communication and interpersonal skills, to acquire knowledge of the latest trends in technology, to have exposure to industrial climate and to gain confidence to face changes in the highly competitive and ever changing world.

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