

A

SYNOPSIS ON

**“ANALYSIS OF THE QUALITY PROCEDURES AT M/S
WHEELS INDIA LTD”**



UNDER SUPERVISION OF:

.....

SUBMITTED BY

NAME :

ENROLLMENT NO :

Submitted in partial fulfillment of the requirements for qualifying
MASTER OF BUSINESS ADMINISTRATION (OPERATION)

“ANALYSIS OF THE QUALITY PROCEDURES AT M/S WHEELS INDIA LTD”

Under Supervision of : _____

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Name : _____

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1. TITLE OF THE PROJECT

**“ANALYSIS OF THE QUALITY PROCEDURES AT M/S
WHEELS INDIA LTD”**



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2. INTRODUCTION TO THE STUDY

A quality procedure is the most important factor for any organization and success of any Organization is depending upon its resource. If human resource of organization is not happy with the organization. It will adversely affect the organization.

The higher degree of commitment toward work will improve productivity and will decrease rejection cause due to human factor.

So to make the people happy is the responsibility of the organization. So this study is helpful to measure the level of commitment toward work and to know the factor affecting the commitment level

THE TQM CONCEPT

In this age of liberalization, the quality of products has become a major concern for any company. To be competitive, an industry needs to provide a product/service, into which quality is designed, built, marketed and maintained at the most economical cost, which brings in customer's "delight" instead of customer satisfaction. These competitive edges have made the quality management efforts in their total form, known as Total Quality Management (TQM).

PRINCIPLES OF TQM

The key principles of TQM are as following :

- Management Commitment
 - 1. Plan (drive, direct)
 - 2. Do (deploy, support, participate)
 - 3. Check (review)
 - 4. Act (recognize, communicate, revise)
- Employee Empowerment
- 5. Training

6. Suggestion scheme
 7. Measurement and recognition
 8. Excellence teams
- Fact Based Decision Making
 9. SPC (Statistical Process Control)
 10. DOE (Design of Experiments), FMEA (Failure Modes and Effects analysis)
 11. The 7 statistical tools
 12. TOPS (FORD 8D - Team Oriented Problem Solving)
 - Continuous Improvement
 13. Systematic measurement and focus on Cost of Non Quality (CONQ)
 14. Excellence teams
 15. Cross-functional process management
 16. Attain, maintain, improve standards
 - Customer Focus
 17. Supplier partnership
 18. Service relationship with internal customers
 19. Never compromise quality
 20. Customer driven standards

ESTABLISHING A QUALITY PROCEDURE:

Improving quality (reducing bad quality and improving work processes) in a company requires reflection by both the management and all the employees in order to define the reachable goals in terms of quality that can be accepted by everyone.

A "**quality policy**" is the general directives and goals in terms of quality that are laid out by a company's management and formalized in a written document. The quality policy defines the directives and stakes pursued in terms of beneficiary satisfaction.

The term "**quality procedure**" refers to the approach and operational organization used to achieve the goals set by the quality policy.

Most importantly, an inventory of the company must be taken that can be used to outline its organization and which clarifies the company's project:

- the company's general goals
- the general organization and responsibilities: who does what?

At this stage, a new structuring that takes into account the quality organization can be defined. This "*organizational shake-up*" allows companies to redefine their core business and goals and constitutes a means by which to soften résistance to change.

Insofar as the goal of quality is beneficiary satisfaction, it is essential to properly define the beneficiaries.

Because implementing a quality procedure often requires organizational changes, it must start off by involving the highest level of the hierarchy. Writing a commitment letter that is signed by management sets the procedure in stone and legitimises a quality manager when operational changes are implemented.

A quality procedure hinges on successive action plans that allow a company to pinpoint and formalize short-term goals and the means by which to meet them.

Instituting a quality procedure above all involves establishing a new spirit that is shared by everyone in the company. Therefore, a successful project depends largely on the communication surrounding its implementation. So, a **communication campaign** will allow employees to learn about the action that has been taken and find their place in the company's project.

COMPANY OVERVIEW



Wheels India is promoted by the TVS Group and was started in the early 60's to manufacture automobile wheels. Products manufacturing and supplying of wheels for heavy vehicles like trucks, buses, trailers, wheels for light vehicles like cars, mini vans, wheels. Today, Wheels India has grown as a leading manufacturer of steel wheels for passenger cars, utility vehicles, trucks, buses, agricultural tractors and construction equipment in India. The company supplies 2/3rd of the domestic market requirement and exports 18% of the turnover to North America, Europe, Asia Pacific and South Africa.

The company also has a technical-financial collaboration with Titan Europe

Wheels India designs and manufactures wheels for the specific requirements of the customer. Our activities are driven by the following objectives:

- Maintain leadership in the domestic market and presence in export markets.
- Ensure customer satisfaction through timely delivery of quality products and services, at competitive prices.
- Continuously improve & innovative product design, process technology and work environment to offer better products.
- Bring about involvement of all employees in achieving the above objectives.

Plants	Annual Capacity	Manpower
Padi, Pune, Rampur, Bawal, Sriperumbudur and Pantnagar	10 million wheels	1, 930

Headquarters of Rampur district is Rampur Rown and it is a part of Moradabad division. It is bounded by District Udhampur in North side, Moradabad in West side , Bareilly in East side and Badaun in South side. The district occupies an area of 2,367

km².

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3. RATIONALE OF STUDY

The area of study of this project is Total Quality Management. What has been done in this direction and how? It is proposed to be a study of Quality Control Process at Wheels India Ltd. It is not supposed to be a definite study of every fact of quality management but to try and trace how important it is in any industry and for that matter any field.

One of the reasons for selecting this subject was to link theory with productivity and quality as implemented in the industry. Managers of today in any industry or organizations are facing enormous challenges. To succeed in today's world it becomes mandatory for an organization to be competitive in every aspect of business. This can be achieved through excellence in design, manufacturing, marketing and the after sales service. The keys to this excellence for any organization are its people and their productivity. The ever-changing business environment and its stringent requirements as regards quality, cost and delivery are putting undue pressure on the organizations to perform par excellence. This competition-induced stress has to be borne by the people of the organization, who are depicted as the most vital resource in this philosophy, most abundant yet scarce. Managers in order to excel, have to enhance their effectiveness and usefulness to the organization. They are in constant search of solutions, which would help them in the continuous quest for excellence of theirs and their team members.

4. OBJECTIVES OF THE RESEARCH

1. To study the Quality Control Systems as adopted by Wheels India Ltd.
2. The aim of this study is to analyze the implementation and effectiveness of Total Quality Management at Wheels India Ltd.
3. To study the different operational Techniques implemented in Wheels India Ltd and optimize it for the maximum throughput.

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5. RESEARCH METHODOLOGY

The project being undertaken is exploratory research, wherein all the approaches of exploratory research are adopted

Data Collection Approach

The base on which a study rests is the information that is embedded in it. The data for this study will be obtained as a blend of both Secondary and Primary sources.

Secondary Data

Already published data will form the starting point for the study. This includes: -

- Official Reports on related matters.
- Literature of quality management available at Wheels India Ltd.
- Books and Journals on quality process of Industries.
- Books on Quality, and Operation Management

Primary Data

Data will be collected specifically for the research needs at hand. The sources include : -

- **Interviews** of 4 Managers at Wheels India Ltd.

Questionnaires: A structured, non-disguised questionnaire will be prepared. This will than be presented to concerned people at Wheels India Ltd. 10 employees from middle and Senior Management will be contacted for the purpose of getting the required information. The information gathered would be analyzed and presented in the final report.

Limitations

- Time will be the biggest constraint but all effort will be made to get all the relevant information required for this study.
- I will have an in-depth study on all the parameter related to quality process and improvement measures adopted by Wheels India Ltd at Rampur. But the information that will be provided may not be self sufficient to project the scope and direction of

future R&D in respect to other products that are being produced by Wheels India Ltd. But all effort will be made by me to present in this report the fact and figures, which will be relevant to the quality management at Wheels India Ltd

Universe

We are engaged in manufacturing and exporting a wide range of technical products that are widely used in various industrial and commercial applications. These stand high on the parameters of quality and have been widely accredited all across the globe.

Quality Assurance

Our main objective is to provide good quality products and services to our clients. We have our own team of experts from the field of Landscape designing, agriculture and horticulture who with their knowledge and experience add to the finer quality that we supply.

6. REVIEW OF LITERATURE

There are different approaches through which the concept of quality can be understood. According to the product-based approach, quality is an attribute, which can be measured quantitatively. The manufacturing based approach on the other hand, uses universal definition of conformance to the requirements. The value-based approach says that the consumer purchase decision is based on consistent quality at an affordable price.

Definition of Quality

Mr. W. Edwards Deming defines quality as: "Pride in Workmanship". Dr. J. Juran defines quality as: "those product features which meet the needs of customers and thereby provide product satisfaction." or "freedom from deficiencies." Mr. Kaoru Ishikawa defines quality as: "total quality control, Japanese style, is a thought revolution in management. Mr. Gary Griffith, in his book "The Quality Technician's Handbook," defines quality as: "the totality of features and characteristics of a product or service that bear on its ability to satisfy given needs."

Total Quality Management (TQM)

Total Quality Management is a management approach that originated in the 1950's and has steadily become more popular since the early 1980's. Total Quality is a description of the culture, attitude and organization of a company that strives to provide customers with products and services that satisfy their needs.

The culture requires quality in all aspects of the company's operations, with processes being done right the first time and defects and waste eradicated from operations. Total Quality Management, TQM, is a method by which management and employees can become involved in the continuous improvement of the production of goods and services. It is a combination of quality and management tools aimed at increasing the business and reducing the losses due to wasteful practices. Some of the companies which have implemented TQM include Ford Motors Company, Phillips Semiconductor, Motorola and Toyota Motor Company.

Quality Management is a company wide activity, involving the combined efforts of various departments such as R & D, engineering, purchase, production, Quality Control, Quality Assurance, Human Resources, Marketing, Distribution, Warehouse, etc., with a view to achieve the desired quality of the end product. Quality awareness must begin at the very conception of the product and continue through various stages of development and manufacture & even during its use to get feedback from the users, which is essential for continuous product improvement.

TQM Defined

TQM is a management philosophy that seeks to integrate all organizational functions (marketing, finance, design, and engineering, and production, customer service) to focus on meeting customer needs and organizational objectives.

TQM views an organization as a collection of processes. It maintains that organizations must strive to continuously improve these processes by incorporating the knowledge and experiences of workers. The simple objective of TQM is "Do the right things, right the first time, every time". TQM is infinitely variable and adaptable. Earlier, it was applied to manufacturing operations, and for a number of years was used only used in that area. Now, TQM is becoming recognized as a generic management tool, just as applicable in service and public sector organization. Different sectors created different or their own versions from the common ancestor. TQM is the foundation for activities, which include :

- Commitment by senior management and all employees
- Meeting customer requirements
- Reducing development cycle times
- Just In Time/Demand Flow Manufacturing
- Improvement teams
- Reducing product and service costs
- Systems to facilitate improvement
- Line Management ownership

- Employee involvement and empowerment
- Recognition and celebration
- Challenging quantified goals and benchmarking
- Focus on processes / improvement plans
- Specific incorporation in strategic planning

This shows that TQM must be practiced in all activities, by all personnel, in Manufacturing, Marketing, Engineering, R&D, Sales, Purchasing, HR, etc. TQM is a philosophy, which aims at managing a set of business practices that emphasizes continuous improvement in all phases of operations. It focuses of giving 100 percent accuracy in performing activities, involvement and empowerment of employees at all levels, team based work design, benchmarking and fully satisfying customer expectations.

Quality improvement processes have now become a globally pervasive part of the fabric of implementing strategies keyed to defect-free manufacture, superior product quality, superior customer service, and total customer satisfaction. TQM entails creating a tool quality culture bent on continuously improving the performance of every task and value chain activity.

In any TQM philosophy, aligning business processes to fulfill business objectives is the major exercise. Functions/activities are performed to achieve business objectives. Departmental objectives are derived from business objectives. Activities are performed in the department to achieve departmental objectives. For each activity there is immediate internal or external customer and supplier. It is necessary for every process owner to think about “My Customers” and “What I provide to them” and about “My Suppliers” and “What They provide to me”.

It is necessary to identify major business process in the organization and measurement of process performance. When TQM is not a part of wider scale effort to improve strategy execution and business performance, they deteriorate into strategy-blind efforts to manage better.

What is the Philosophy of TQM?

Although no two businesses use TQM in exactly the same way, its theory rests on two basic tenets. The first and most important is that customers are vital to the operation of the organization. Without customers, there is no business, and without business, there is no organization. Consequently, it should be the primary aim of any group to keep customers satisfied by providing them with quality products (Deming 1986).

These ideas are not foreign to most organizations. What makes TQM unique is its call for a restructuring of management methods to create that quality. TQM proponents urge organizations to turn nearsighted, top-down management "on its head" by involving both customers and employees in decisions. This second tenet, that management needs to listen to nontraditional sources of information in order to institute quality, is based on the belief that people want to do quality work and that they would do it if managers would listen to them and create a workplace based on their ideas (Deming).

Managers, in the TQM view, need to become leaders who "not only work in the system but also on the system" (Rocheleau 1991). A company will see continuous improvement in products only when managers realize all systems consist of interdependent parts and work to aim all those parts toward a vision of quality. This type of leadership is needed to ensure that product quality improves constantly and forever and truly satisfies the customers (Deming).

7. CHAPTERISATION

Detailed/final Project Report will include the following chapters

- | | |
|----------------------|--|
| Chapter –I | Introduction |
| Chapter –II | Objective and scope of study |
| Chapter –III | Methodology

(Details of methodology used in studying and collecting the data and issue will be described) |
| Chapter –IV | Descriptive work

(Descriptive work on the topic, this chapter will include analysis and interpretation of data tabulation and categorization) |
| Chapter –V | Study report

(Study report of other researcher will be observed and analyzed) |
| Chapter –VI | Conclusion |
| Chapter –VII | Limitations |
| Chapter –VIII | Recommendation |
| Chapter –IX | Bibliography |
| Chapter –X | Appendix-1

(Questionnaire prepared for conducting study will be attached and other papers which have not been mentioned above will be included, if required) |

8. BIBLIOGRAPHY

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2. Financial Management: Theory & Practice-By Prasanna Chandra 2004