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## **ABSTRACT**

### **Five Keywords**

**TQM, BHEL, Governance, Sector, Culture**

The study on “The Impact of TQM Orientation on Governance of BHEL” aims at examining and understanding TQM programmes and their significance in a company. Further, it also evaluates objectively the position of TQM programme, corporate governance, business ethics, and social responsibility of BHEL. Thus, it studies the conceptual framework of TQM organization and evaluates the usefulness of TQM orientation and its application in BHEL.

Bharat Heavy Electricals Limited (BHEL) established in 1953, is one of the leading power generation equipment manufacturers in the world. The wide network of BHEL’s 14 manufacturing divisions, 4 power sector regional centers, 8 service centers, 15 regional offices and a large number of project sites spread all over India and abroad enables the company to promptly serve its customers and provide them with suitable products, systems and services efficiently and at competitive prices. BHEL caters to core sectors of Indian economy like Power Generation and Transmission, Industry, Transportation, Renewable Energy, Defence, etc. Most of the trains operated by Indian Railways are equipped with traction equipment and controls manufactured and supplied by BHEL. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-77.

TQM is a management approach that originated in the 1950s and has steadily become popular since the early 1980s. It 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. 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 aiming at increasing business and reducing losses due to wasteful practices. TQM is a systematic and organized approach that allows management to focus on achievable goals and to attain the best possible results from available resources. It aims at increasing organizational performance by aligning goals and subordinate objectives throughout the organization.

BHEL continues its thrust on Total Quality Management (TQM) as per Confederation of Indian Industries (CII) and European Foundation Quality Model (EFQM) of Business Excellence. As a commitment towards TQM, continuous improvement action plans are implemented involving techniques like Benchmarking, Business Process Re-engineering and Six Sigma etc. The results show that TQM factors are playing an essential and indispensable role in the development of the organization. BHEL has been following all the principles of the TQM phenomenon, i.e., customer satisfaction, continuous improvement, management-by-fact so on and so forth. All these functions are interdependent, participative and also integrative in the problem-solving process. These are the flash points that are conducive to the success of BHEL. BHEL has given due recognition and taken cognizance of human factors in the organisation. It believes in a proper and complete study of human factors in the organisation. BHEL has become a full Total Quality Management company. The results of the CSR policies deduced that BHEL undertakes initiatives to promote greater environmental responsibility and encourage the development and diffusion of environment-friendly technologies.