

## CHAPTER 1

### Introduction And Objective Of The Study

#### 1.1 Objectives and scope of study

This study attempts to provide some insight and findings on how Harris Advance Technology (M) Sdn Bhd, in short Harris Malaysia, can implement TQM successfully. This will provide valuable knowledge to other companies which are going or in the process of implementing TQM.

This study will also help us to understand more about TQM especially on the implementation aspect of TQM. This study will reveal some of the problems and obstacles that implementers of TQM need to take into consideration in their process of implementing TQM. Beside that, it will also reveal how Harris Malaysia solve those problems and this will definitely benefits the concerned parties.

This study will also enable us to know what are the organization and staff cultural that are ingrained in Harris Malaysia that led to the successful implementation of TQM.

Therefore, this study will provide valuable information to those who are interested the subject of TQM. Lastly, not many local case studies are done in the subject of TQM. Most of the cases being revealed are overseas case studies.

The overall objective of this case study is to explain how Harris Malaysia can implement TQM successfully. In line with this, the specific objectives are as follows:

- a) To know why Harris Malaysia implemented TQM.
- b) To know what were the actual factors contributing to the successful implementation in Harris Malaysia and how they implemented TQM.

- c) To know what were the problems and obstacles faced by Harris Malaysia and how they overcame them.
- d) To know what were the benefits gained by Harris Malaysia after the implementation of TQM.

The study is confined to a case study on TQM implementation in Harris Malaysia. Harris Malaysia is chosen because they have made known to the public on their successful implementation of TQM. Malaysian Institute of Management has published an article in its monthly magazine Management (September/October 1994 issue) on how Harris Malaysia has reaped significant benefits from its commitment to this management philosophy.

Besides that, Harris Malaysia has been awarded the "Malaysia Quality Management Excellence Award" by The Ministry of Trade and Industries in September 1995.

#### 1.2 Methodology and data collection

The analysis of the case will be based on primary data. Personal interviews to gather primarily data from concerned parties who are involved in the implementation of TQM in Harris Malaysia will be conducted.

Besides that, the research also involved gathering data and information from secondary sources such as Asian Productivity Organizational Journal, Strategic Management Journal, International Journal Of Strategic Management Long Range Planning, Focus On Change Management: Cases in Business Process Reengineering Journal, numerous text and other publications.

### 1.3 Problems that may be encountered

There are three major problems that may arise during the research. The first is time constraint. This problem may hinder the researcher from enlarging the scope and the depth of the study. Many aspects of the study may have to be forgo.

The second major problem is the company may be reluctant to reveal confidential and "sensitive" data or information. The reason given being to avoid the information from falling into competitors' hand.

Third major problem is the researcher may find it difficult to get local case studies on this subject. As a result, the researcher depends heavily on overseas case studies as a reference to analyze the case. The limitation of this approach is the cultural context in which TQM is being implemented is totally different from the local context. Therefore, the researcher has to be careful when analyzing the implementation of TQM in Harris Malaysia in the context of local culture.

### 1.4 Organization of the study

This study comprises six chapters. Chapter One is the introduction to the study. Chapter Two describes Total Quality Management in general. Chapter Three touches on the TQM implementation in Harris Malaysia. Chapter Four talks about the obstacles, hindrances, problems and solutions. Chapter Five talks about the benefits gained from TQM implementation and Chapter Six talks about the future of TQM in Harris Malaysia.