

## Total Quality Management in Large Organizations

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### Abstract

*Several organizations are going through periods of downsizing, rightsizing re-engineering, restructuring or other types of reorganization with the ultimate goal of reducing staff numbers, developing a leaner organization and reducing costs.*

*At the same time, many of these organizations have already invested or are investing in continuous improvement activities and adopting the principles of Total Quality Management (TQM). Many are using the quality award models as they strive for business excellence. What happens to quality in periods of downsizing? Can quality programmes survive when quality departments are completely removed, team members are displaced and the situation for many employees who remain becomes insecure? Can TQM assist in the restructuring process?*

*This paper addresses some of these issues.*

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