

## SYNOPSIS

This case describes the use of project management principles as an excellent tool for implementing total quality management (TQM) in any organization. The author stresses the fact that TQM is people dependent and relies on the use of cross-functional teams. The paper also presents guidelines on how to implement TQM through projects management and discusses how project management and TQM fit.

## LEARNING OBJECTIVES - "TOTAL QUALITY MANAGEMENT..."

In discussing this case, participants should gain a better understanding of:

- teams
- the matrix organization
- the relation between planning and implementing
- the wide applicability of project management

# Discussion Point

- The author stresses the importance of the implementation phase of the project.
- In small groups, discuss the importance of the implementation stage and its relationship between the design and implementation phase.