Chapter 10


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ABSTRACT

There is a major difference between completing a project and completing a project that is judged as a project completed in a quality manner, it is not enough to just get something done!!! What is much more important is to complete a project what is judged as to be a work of quality. If one aims at quality at the onset one can maximize the probability of completing the project while reducing the risk of failure. One of the earliest pioneers in the field of QUALITY is W. Edwards Deming. Some consider Japan’s post World War 2 economic recovery as truly miraculous and the person given much of the credit for guiding Japan to this recovery was an American named W. Edwards Deming. Deming did this by reinforcing the importance of applying principles of Total Quality Management through the recovery. The Prime Minister of Japan awarded Dr. Deming with one of the most prestigious awards that can be earned in Japan when he awarded Deming Japan’s Order of the Sacred Treasure, Second Class. This article will detail the importance of these principles for reducing risk.

INTRODUCTION

This author has had the good fortune of serving in several leadership positions and the pleasure of being the project leader for several successful projects. As a department chair for several years, and president of the Terre Haute Noon Optimist Club, this author completed several projects, such as raising approximately $45,000 to clothe 800 needy children in the Terre Haute area, and also coordinate the distribution of the clothes. As president of the Ryves Community Optimist Club, this author led fundraising projects needed to build a quality sound system in a large building for events, such as Silver Gloves Boxing. A faithful navigator of the 4th Degree of Assembly 252 of the Knights of Columbus, this author led the first annual Wounded Warrior fund raiser wherein monies were raised to support sending a wounded
warrior and his/her caregiver to Lourdes France for rest and spiritual healing. Thus, the following is based on this author’s numerous experiences in project leadership positions.

Not all aspects of all projects were completed in a quality manner. However, what became crystal clear is that when employing Dr. W. Edwards Deming’s 14 principles of Total Quality Management, one could dramatically reduce the risk of failure.

The purpose of this chapter is to demonstrate, through an example, how the risk of project failure may be reduced through the incorporation of total quality principles into the project management processes. Businesses, community organizations, other groups, and individuals continuously attempt to complete projects, however, not all projects reach a successful completion.

It is the contention of this author that the risk of failure will be reduced through the incorporation of the principles of total quality management (TQM) into project management. This will be accomplished through discussing a real-world situation where total quality management was employed during the management of a project. Author, Regina Woodard has listed the top two pitfalls in project management as: (1) being late and, (2) being over budget. The examples in this paper will demonstrate how the application of the principles of TQM will help to eliminate these top listed pitfalls.

**REVIEW AND DISCUSSION**

This section discusses a specific project that was completed while demonstrating how the incorporation of TQM principles was integral to achieving the desired outcome upon project completion (Bialaszewski & Bialaszewski, 2010). There were several early pioneers in the development of the TQM approach. Aside from W. Edwards Deming (2014), other important figures in the development of this area included Joseph M. Juran, Philip B. Crosby, Walter A. Shewhart, Kaoru Ishikawa, and Armand V., Feigenbaum (Partington, Pellegrinelli, & Young, 2005), as well as others. However, we will focus on Dr. Deming’s work for the purpose of this study.

A recent survey has shown that many faculty members teaching at the college level believe that the area of project management should be taught to students early in their college program. However, many colleges are only introducing these important skills late in the curriculum, and some are not introducing these skills at all. This may be the result of the fact that only recently has the area of project management obtained frameworks, structure, systematic tools, and techniques to implement projects (Kwak, 2003). Entrepreneurs and executives manage companies and projects on a daily basis, so it is critically important to employ project management skills and tools. Research has been completed in this area to demonstrate the importance of the project management area. However, too often, total quality management (TQM) is ignored as projects are completed.

For the purpose of the study, the Project Management Institute’s (PMI)’s definition of project management will be used, which is, “Project Management is the area of management that is a cross disciplinary function that strives to achieve goals of scope, cost, quality, and time (PMI, 2008). Another way to express this would be that project management achieves activities where plans are set to accomplish the achievement of a particular goal, and where the process includes defined phases: initiation, planning, execution, and closing. Also, project management involves the application of various skills and techniques in the areas of communication, time management, organization, and budgeting (Bialaszewski, Dennis & Krutik, 2013).