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FACULTY OF COMMERCE

DEPARTMENT OF MANAGEMENT

RESEARCH PROJECT

*AN INVESTIGATION OF THE IMPORTANCE OF TQM IN PROCUREMENT AND
INVENTORY MANAGEMENT SO AS TO ACHIEVE ORGANISATIONAL
EXCELLENCE. A CASE STUDY OF SCHWEPPE'S ZIMBABWE LIMITED.*

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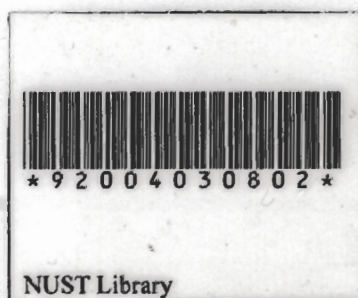
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ABSTRACT

Quality is now being granted more attention and is now recognised as a major factor of success. Excellence through quality is the business strategy applied by today's successful organisations. The successful performance of a business is based above and beyond customers needs satisfaction through a common effort and co-ordination among organizational departments. Quality is not restricted to the quality of products and services, it extends to all activities and operations performed in an organization. Total Quality Management goes beyond the traditional perception of quality and quality control techniques, it emphasizes on continuous quality improvement by everyone at all times. As such, the research was carried to study the importance of TQM in procurement and inventory management so as to achieve organisational excellence.

The project is divided into five parts:

Introduction (Chapter 1), in this section the researcher gives the background to the research. It states the objectives of the study which include identifying policies regarding quality management that are used at Schweppes, exploring TQM and the benefits associated with it, highlighting how TQM can be used to enhance operations of procurement and inventory management and the challenges faced by Schweppes in implementing TQM in procurement and inventory management.

Literature review (Chapter 2), the literature review provides a terminology concerning TQM. The researcher begins by defining the "quality" and goes on to describe quality concepts, that is, importance of quality, changing views on quality. The reviewed literature on TQM showed that it is important in achieving organisational excellence. A comparison of TQM with other change programmes in procurement processes, Supply Chain Management and Just In Time management was made and it showed that for these other change programmes to be effective TQM should be incorporated in them hence its importance.

Research methodology (Chapter 3), this chapter covers the nature of the research project, sampling frame, sample size, sampling technique issues and data collection issues. The researcher also states the positive and negative aspects of the different sampling methods used

for data collection. The researcher used the case study methodology in collecting data. This section is concluded by briefly discussing how the qualitative and quantitative data will be analysed. The sampling method that was used is stratified sampling to come up with a representative sample.

Analysis of findings (Chapter 4), in this section the researcher goes on to present and analyse data using tables, pie charts and graphs. The researcher found out that 60% of the respondents were not aware of TQM but were aware of Quality Management. It has been noted that the level of quality improves significantly if the organisation fully utilizes TQM hence resulting in profitability and improvement in customer satisfaction and general significant improvement in overall company performance.

Conclusions and recommendations (Chapter 5), in the conclusion section the researcher matched the findings with the research objectives in an effort to draw out conclusions. These recommendations include communication of quality standards to the supplier, supplier partnerships and specialisation in procurement amongst. The researcher further on gave recommendations for further study and these included a nationwide study to be conducted so as to give more reliable and more representative results and the need to carry out this research in other industries other than the beverage industry.

Appendix/ bibliography, in these last two sections, the researcher attached the questionnaires and the personal interviews guideline used in the research. In the bibliography the researcher lists various information sources used by the researcher and these are textbooks and websites.