
TOTAL QUALITY MANAGEMENT'S CONTRIBUTION TO ATTAINING LEADERSHIP IN UNIVERSITIES

Lecturer Baraka Bahjat AL-Tamimi

Al-Nahrain University / College of Business Economics

email: baraka@nahrainuniv.edu.iq

Abstract

Currently there are many changes in different domains are undergoing in our contemporary Iraqi society, which necessitated modern administrative systems in the field of education. Education as an element of social development is a cornerstone that needs to be developed strategically in order to fulfil its goal with today's challenges and one of the modern development in the field of administrative development that has been taken away from TQM (Total Quality Management). TQM is a modern management philosophy consisting of administrative methods, innovative ventures and specialized technical competence aimed at improving the performance, its improvement and continuous development. This means that it is a transformation of human, material and financial resources in an attempt to satisfy the needs and the wants of the society. One has to appreciate the fact that TQM drive to improve and develop itself is not a short term effort but a long term commitment and does involve all administrative, functional and technical levels. The cooperation, loyalty, precision regarding duties from the very beginning and the comprehensive perspective are the factors on which the commitment of this rule is based. An introduction of a total quality management system in a university per se is not an end but a springboard for the superior performance and leadership qualities of the university. The use of TQM system; however, shows that although quality includes procedures only, is no longer enough for quality. Quality implies radical transformation of organizational culture: the cluster of dominant values, thoughts and behavior in the institution. This is a transformation of an organization as it applies to whether or not its application has supporters or opponents. Implementation process plays a crucial role to achieve a success or failure of the system. As such, the selection of the best programs is not the secret to the success of some organizations; rather, the secret could be that of adopting programs in keeping with their organization's culture, objectives, the needs of its service beneficiaries and its staff.. These organizations participate in program development and execution to the fullest extent. Due this, universities are always working to keep the educational system better and change whenever it is necessary because of the challenges to the new and developments in education at a local, regional and global level to enable their institution to operate successfully. The goal is to reach the educational objectives using an efficiency and effectiveness of a most high degree. Therefore, a reformulation of their mission, goal and priority is needed in order to commit to the implementation of the TQM system in educational institutions. It also requires identification of the most important beneficiaries of their services, and those services' employees, that is, students. In the educational sector, the TQM system requires integration in full scale, which necessitates commitment from senior management to the quality, so that the TQM system is kept undergoing refinement.

Keywords: Higher Education, University Leadership, Total Quality Management Continuous Improvement, Organizational Excellence.

Introduction

In this context, there are significant transformations in modern Iraqi society in the various sectors that require adjustments to the administrative spheres. This is evident particularly in education sector that has a significant role in accelerating socio-economic progress. Also, in order to achieve institutional goals with efficiency and effectiveness, it has become necessary to adapt to these changes. TQM is one strategic way of modernizing administrative practices. Total Quality Management means a new approach that relates contemporary management methods and trends with high-tech solutions and knowledge, for enhancing organizational performance and ongoing development. It is essentially to unleash people's talent, material and financial resources to satisfy society requirements in accordance with the trend. TQM therefore is a continuous process taken up at all levels within an organization rather than as a one off solution. Teamwork, no lesser commitment and focusing on getting things right right from the beginning while keeping a long term strategic focus, is what makes its effective application possible. Though the purpose of this framework is to be implemented by higher education institutions, it is neither the final destination nor the end to being an excellence and leadership. The adoption of Total Quality Management is beyond its inherent value, and in fact goes beyond the simple introduction of a set of procedures because it changes the culture of the institution by changing the institution's core values, guiding principles, and daily practices. A huge change like this is bound to attract the advocates and critics alike, because it changes long set organizational dynamics. This system is ultimately to be effective or ineffective to the extent it is implemented and adapted to the institution's ability to manage and adapt to this transformative process. Success of an organization is not only based on choosing the best program or practice, but also on the extent to which these programs or practices cohere with organization's particular cultural and strategic framework. The implementation of this system is irrelevant as a degree of success or failure on this system depends on the quality of how this process was implemented. How organizations will adapt to this transformative change will determine the outcome. If organizations were simply to choose the best programs, then their success will depend not only on deciding which programs to select, and not only on deciding which programs to launch, but also on making sure that they are programs that align with their unique culture, goals, and needs assumed by their service recipients. Importance of employee involvement in the development as well as implementation of these programs cannot be overemphasized. Universities, for example, continually work to improve their educational systems to meet local, regional, and global challenges, aiming for high efficiency and effectiveness in achieving educational objectives. Implementing Total Quality Management (TQM) requires reassessing mission, goals, and priorities, understanding the needs of key stakeholders, and fully integrating TQM into the institution. Achieving quality in education demands strong leadership, dedication from all employees, and patience, as true quality outcomes and university leadership take time and effort.

Research Methodology

The concept of Total Quality Management (TQM) spans both historical and modern periods, embodying the pursuit of excellence, mastery, and the optimal realization of any endeavor. Its evolution reflects a continuous process of refinement, enhancement, and development, visible in the material artifacts and achievements across different civilizations. TQM has become a significant intellectual and philosophical framework, gaining widespread attention from researchers and managers, particularly those focused on improving the performance of production and service sectors within organizations. Japanese management practices, especially during the 1980s and late 1990s, were crucial in advancing this concept. By adopting TQM, Japan was able to deliver high-quality products and services at lower costs across various industries (Hammoud, 2000, pp. 71-72). The concept of TQM holds various meanings for researchers and enthusiasts in this field. Despite the multitude of definitions offered, certain ones have gained prominence within administrative thought due to their objectivity and comprehensiveness. A few of these definitions include the following:

Drummond (2001, p.13) defines Total Quality Management as a philosophy geared toward achieving customer satisfaction.

Besterfield (2005, p.2) characterizes Total Quality Management (TQM) as a foundational philosophy rooted in key principles that drive ongoing organizational improvement. This approach integrates analytical techniques and workforce engagement to refine processes, boost efficiency, and ensure the fulfillment of both current and evolving customer demands.

Benhardt (1991, p.267) defines it as fostering a performance culture where managers and employees consistently work to meet beneficiaries' expectations, ensuring tasks are done right the first time with maximum efficiency and minimal time.

Aqili (2000, p.31) describes Total Quality Management (TQM) as a contemporary managerial philosophy designed to drive transformative improvements within an organization. It seeks to reshape fundamental aspects such as mindset, behavior, values, and beliefs, fostering a culture of continuous

Al-Kilani (2000, 362) defines TQM as an integrated administrative style that employs strategies for improvement, development, cost reduction, and ensuring stable production of goods within specified requirements, leading to high service value that satisfies the beneficiary and achieves their goals.

These definitions collectively emphasize practical directions for TQM, which include setting specific standards for product or service specifications, ensuring design conformity for performance, and employing scientific and statistical methods for quality control. The successful execution of TQM depends on the collaborative efforts of work teams, intensifying both human and material resources to achieve this purposeful orientation.

Total Quality Management in Higher Education

The concept of quality management emerged in the 1980s in response to rising global competition and Japan's expansion into new markets, which led to a decline in market share for American and European companies. In response, U.S. companies expanded the idea of strategic quality management, adopting more comprehensive approaches to improve competitiveness and adapt to global changes. Quality assurance methods evolved into a

strategic quality control approach. The American approach to strategic quality management drew inspiration from Japanese ideas, and it ultimately evolved into the comprehensive quality management we know today. It's worth noting that the quality improvement movement in Japan was greatly influenced by Americans after World War II, particularly figures like Edwards Deming and Joseph Juran. Despite the multitude of definitions for total quality management (TQM), there is a general consensus on fundamental principles that are considered essential for its successful implementation. These principles include:

Organizational Culture: TQM's success hinges on creating an organizational culture where values and prevailing trends align with TQM principles. This culture fosters cooperative work and participation of all employees through work teams, aiming to propose and implement changes that satisfy customers' needs and expectations (Juran & Frank, 2003, 158).

Participation and Empowerment: Involving all employees in the enhancement of services and products through work teams and quality circles is crucial. These groups work together to identify performance obstacles, offer solutions, and have the authority to put those solutions into action. By encouraging participation, an environment is created where employees can collaborate, manage their own tasks, improve performance, and make collective decisions, which in turn cultivates a culture that embraces change (Crosby, 1997, p. 108; Martinich, 2007, p. 600).

Training: TQM encompasses modern management concepts, methods, and tools designed to enable organizations to successfully implement TQM, improve the quality of services and products, and reduce errors and rework by ensuring accurate performance from the outset (Deming, 2006, p. 20).

Top-Level Management Commitment to Quality: Senior management is crucial in driving and aligning efforts within a Total Quality Management (TQM) framework. Although the execution takes place at the worker level through teams, the initiative must be spearheaded from the top of the organizational structure (Juran & Frank, 2003, p. 164).

Focus on Clients: Customer satisfaction is the cornerstone of TQM. Organizations must consistently strive to meet the needs and expectations of their customers, whether they are internal employees or external clients. The goal is to gain customer loyalty and achieve success and competitiveness (Crosby, 1997, p. 162).

Continuous Improvement: TQM is an ongoing effort aimed at continuous development and improvement because opportunities for enhancement are infinite. Quality, desires, and customer expectations are subject to change, necessitating continuous evaluation and improvement (Al-Khatib, 2008, 27).

Strategic Planning for Quality: TQM begins with the development of a vision and long-term goals that necessitate strategic planning. Employee participation is essential, and a clear plan helps continuously evaluate progress (Janet & Douglas, 2006, p. 201-219).

Motivating Employees: To succeed, TQM requires motivating and encouraging employees to contribute to quality improvement by enabling them to suggest changes, make decisions, innovate, and develop new work methods based on their field experience (Crosby, 1997, 14).

Measurement and Analysis: In a TQM environment, decisions are grounded in data, relying on regularly collected and analyzed information to prevent errors and performance deviations (Deming, 2006, p. 268).

Prevent Errors Before They Happen: TQM seeks to improve service and product quality and increase production. It emphasizes the prevention of errors and defects through examination, review, and continuous analysis to identify problems before they occur, reducing the cost of prevention compared to the cost of correction (Feigenbaum, 2007, p. 20).

Total quality management Functions

Total Quality Management plays a key role in achieving the effectiveness and efficiency of performance for different organizations, whether productive or service ones. They are the functions that quality management seeks to achieve, **as follows:** -

1. In an era defined by globalization, maintaining high-quality standards is essential for organizations to remain competitive on a global scale. Whether in production or services, quality management is a key factor in ensuring stability, growth, and long-term success.
2. TQM contributes to raising the overall quality of life by fostering economic growth, expanding investment opportunities, and boosting productivity. This is also consistent with international trade regulations, especially within the context of the World Trade Organization framework.
3. Adapting to technological advancements and improving service quality are essential for addressing the changing expectations of consumers. It is imperative for organizations to engage in continuous innovation in order to deliver superior products and services to both current and prospective customers.
4. The effective management of human resources is fundamental to the success of an organization. Enhancing employees' skills and optimizing their potential contributes to increased efficiency, creativity, and overall organizational performance.
5. Enhancing training and development initiatives guarantees that employees possess the requisite knowledge and skills. Well-designed training initiatives directly contribute to organizational growth and sustained excellence.
6. Implementing recognized quality standards—whether national regulations or international certifications like ISO 9000—is crucial for enhancing operational effectiveness. Focusing on high-quality product design, service delivery, and performance ensures compliance with industry benchmarks and consumer expectations.

7. TQM serves as a strategic tool for organizations to boost their competitiveness by fostering continuous improvement. By adapting to changes in the external environment, businesses can maintain a strong position in the market.

8. A preventive approach to quality management is far more effective than a reactive one. By identifying and addressing potential issues early, organizations can significantly cut costs associated with corrective actions while maintaining high performance.

9. The use of statistical tools and data-driven techniques plays a vital role in improving productivity and operational efficiency. These methods help organizations make informed decisions, streamline processes, and achieve their objectives effectively (Al-Khatib, 2008, p.37)

The Concept of Entrepreneurial Education

Entrepreneurial Education is understood differently across countries, reflecting varying interpretations of entrepreneurship itself. In the United Kingdom, the term enterprise education is used, which focuses on developing an individual's personal, cognitive, and practical skills, while in the United States, entrepreneurship education specifically targets business creation and self-employment. Arquilla (2000) in her study, *Entrepreneurial Education: Mapping for Discussions in the United States, the United Kingdom, and Finland*, proposed a more inclusive term, Entrepreneurial Education, which bridges these two concepts. This widely accepted definition outlines a structured learning process that nurtures business management abilities as well as an entrepreneurial mindset, emphasizing creativity, innovation, and problem-solving. It equips individuals with the skills necessary to succeed in today's dynamic job market. Educational institutions play a central role in delivering this process, ensuring students are prepared not only for employment but also for self-employment. The International Labour Organization (ILO) and UNESCO further clarify this by defining entrepreneurial learning as a formal set of educational methods designed to inform, train, and inspire individuals to contribute to socio-economic development, particularly through initiatives that boost entrepreneurial awareness and support the establishment and growth of small businesses. Through these programs, students acquire essential knowledge and skills to thrive in both traditional employment and entrepreneurial ventures.

Entrepreneurial Education and the educational system:

The rapid development witnessed by the world in the field of knowledge, technology and communication affects the educational institution, methods and curricula of education, preparation and empowerment. Therefore, the need arose for a new type of education that suits in its content the new needs of individuals and societies, and the mission of the educational institution can not be limited to transferring knowledge only, but to the diversity of the contents of education for leadership and the fields that permeate it. Within the educational framework, entrepreneurial learning is not treated as an add-on but is integrated into the system's very structure. This integration affects multiple areas—from regulatory policies, financial backing, and governance to the continuous evolution of curricula, faculty development, and collaborative ventures with both public and private organizations. By

embedding entrepreneurial principles into both academic programs and co-curricular activities, institutions empower students to critically assess and explore the process of launching their own businesses. This method also gives practical, hands on experience from experience while also teaching some very important theory. In addition, by educating, it uncovers the current market dynamics and how to have a presence in them. The amount of entrepreneurial training that is done by academia in its curricula has been increasing throughout the years. It is important these programs help to prepare students to deal with the challenges of the every day and to identify the opportunities, in a changing, dynamic, competitive as well as innovation driven world.

Objectives of Entrepreneurial Education in Basic Education:

There's no doubt that the main purpose of entrepreneurial education is to educate the next generation of entrepreneurs and innovators in the world of business and go against the approach of the past and be in the direction of creativity, innovation and renewal. Also, this educational approach aims to have an impact on culture of independence and arouse a spirit of exploration. The early integration from the time childhood allows these goals to be achieved as it achieves early integration which also shapes the mindsets. To attain its objective and aim, entrepreneurship should be integrated with foundational education system in the form of a supplement to the present academic curriculum. This is a novel attempt to integrate students critical `thinking` towards business scenarios, impart knowledge related to entrepreneurship and facilitate a more practical business thinking about change.

Core Foundations for Effective TQM Implementation and University Leadership

To be effective, a Total Quality Management (TQM) system must be accompanied by the existence of some critical conditions. Conditions by which TQM can be integrated into the university's routine operations, thus making a huge contribution to improving the total performance and quality.

1- Strong and competent leadership is one of the requirements. Good administrators lead teams toward continuous improvement, set the scene for excellence and maintain a consistent quality vision.

2- The main contributor is the continuous education and training. Keeping employees up to date with new ways and best of lot can be done by making sure they keep learning. Additionally, training methods are improved over time, which increases effectiveness of learning and employees can subsequently use quality management principles correctly.

3- The success of TQM is also dependent on the effective communication. Good communication system enables all department working jointly in the company, but in order, under the basic objectives of the organization.

4- In addition, organizations must be organized around known quality assurance frames such as ISO 9000. These systems are a solid foundation for the TQM by showing key elements including:

A- All procedures and processes that can result the quality of products or services needs to be documented accurately.

B- Accurately documented on all procedures and process that can lead to the quality of products or services.

C- Using the quality control measures to enhance performance.

5- Thus, to make Total Quality Management (TQM) functional, they must create a favorable and conducive organizational culture. That's because employees needs to be supported to participate in co-operation of work activities, show enthusiasm to their assignment and learn continuously.

6- Formal structures are not the only form of TQM, and having informal mechanisms of quality improvement can help in the implementation of TQM. Small departmental quality teams, or larger cross departmental improvement groups concerned with problem solving and innovation, can be used to encourage employee participation in quality enhancement.

7- Another key requirement is organizational development, which plays a critical role in shaping a positive institutional culture. Through continuous training and education, employees at all levels—including leaders, supervisors, and general staff—can enhance their skills and contribute more effectively to the university's quality objectives.

8-Lastly, an organization must carefully structure its activities into productive, preventive, and corrective processes. Balancing these different aspects ensures that operations run efficiently while allowing room for continuous improvements based on feedback and evaluation. (Zaher, 1998, p. 63).

A proposed model for applying total quality in university education

The educational and university system is built upon two pivotal elements: the teacher and the student. Together, they collaborate to shape individuals both from a scientific and social perspective. Each educational institution and university possesses unique patterns and traditions that set it apart from its peers, reflecting its role and influence in guiding and advancing human society. These attributes may be aligned with advanced, civilized goals and functions. When a university extends its mission to encompass the betterment and refinement of society, preparing individuals for the ever-evolving international landscape, it assumes a critical aspect of its social role and responsibility. This entails fostering the natural and systematic development of the educated individual in intellectual, emotional, moral, and social dimensions, ultimately leading to educational leadership. In this context, the contemporary university plays a pivotal role by embracing scientific originality and fostering innovation. The educational process transcends the mere transmission of information or data in a conventional manner; it is the process of nurturing a model for a creative and analytical human being capable of confronting life's changes and developments. This underscores the importance of prioritizing the advancement of the teaching and educational process by integrating modern technologies into educational methods and resources in accordance with the demands of modern life.

The educational services and amenities offered.	The standard of quality in the service offered.					STANDARDS
1/1- The college/department satisfies the fundamental technical prerequisites	1	2	3	4	5	RELIABILITY
1/2-We possess precise knowledge and skills						
1/3- Effective lecture scheduling hinges on the significance of time management						
1/4- Adapt the curriculum terminology to align with the college/department's standing or level						
1/5 –The curricular elements adhere to their designated timeframes						
1/6-You acquire globally cutting-edg information and expertise						
Provided educational services and facilities	The standard of quality in the service offered					STANDARDS
	1	2	3	4	5	tangibility
2/1- Educators employ diverse methods for explanation						
2/2- teachers are observed to utilize various methods of explanation to simplify and clarify the scientific material.						
2/3-Study rooms are suitable for college						
2/4-The college should invest in additional equipment						
2/5-(The college/Department) supports students by offering a comprehensive syllabus and staying current with developments and changes						
2/6-New knowledge can be obtained easily						
3/1-lectueres listen to students opinions with an open heart						Telecommunications
3/2-Lecturers speak scientific language within specialty						
3/3-The(college/Department) provide a developed information system						

3/4-The(college/Department) set up training courses for students						
3/5-Most of the syllabus are understandable for the students						
3/6-Syllabus represents a knowledge base for the students						
4/1-Teachers provide us with important and advanced information						Authenticity
4/2- Lectures are appropriate to the prestige of the college/department						
4/3 -The deanship/department is keen to develop the study for the better						
4/4- The deanship/department responds to our important opinions and suggestions						
4/5 – The curriculum vocabulary is free of confusing information						
4/6- Encouraging curriculum members to search in other sources						
5/1- Teaching constantly understands students' behaviour						Know and understand
5/2- The relationship between the lecturer and the student is characterized by routine						
5/3- The subject/department constantly learns about students' needs						
5/4- The available services are proportional to what befits the university student's status						
5/5- The deanship/department determines what suits the student's academic standing						
5/6- The specialization curricula used differ from the rest of the equivalent departments						

Standards	The educational services and amenities offered	The standard of quality in the service offered				
		1	2	3	4	5
Safety						
	6/1- Lectures are characterized by calm, tranquility and dignity					
	6/2- Teachers are characterized by scientific honesty					
	6/3- The college/department provides safety and security measures					
	6/4 – Feeling psychologically comfortable upon entering the college /department					
	6/5- Curriculum vocabulary causes anxiety and tension when reviewing					
	6/6- I would like to complete my graduate studies here					
Merit	7/1- Teachers have high cognitive skills					
	7/2- Teachers master how to convey knowledge without effort					
	7/3- The deanship/department's potential for expansion and specific specialization					
	7/4- The college needs to add advanced scientific personnel					
	7/5- The curriculum vocabulary develops our scientific and skill capabilities					
	7/6- Students need to replace the curricula with more advanced ones					
Easy access and service	8/1- Teaching staff commitment to lecture timings					
	8/2- Difficulty in understanding curriculum vocabulary					
	8/3- Easy access to the college /department website					
	8/4- The need to provide additional transmission lines					
	8/5 – Obtaining scientific skills and knowledge					
	8/6- The college /department seeks to provide advanced curricula					

Standards	The standard of quality in the service offered.	The standard of quality in the service offered.				
Courtesy	9/1- The teacher deals with kindness and transparency	1	2	3	4	5
	9/2- The teacher seeks to please us with conviction					
	9/3- When we inquire, the teaching staff receives us with welcome and friendliness					
	9/4- The college/department strengthens our relationships with students and their appropriate participation					
	9/5- The scientific material is clear and understandable to everyone					
	9/6- Tuition fees are commensurate with the academic standing gained					
Response	10/1- 10/1- Teachers respond to our inquiries in a timely manner					
	10/2- Teachers respond to our desires in the scientific subject					
	10/3- The college/department provides facilities to students when they request them					
	10/4- The stage curricula provide sufficient scientific benefit					
	10/5- The curriculum items cover our scientific and educational needs					
	10/6- The sections provide assistance to study needs					

Conclusions and Recommendations

Conclusions

1-Entrepreneurial education is intended to create a new changing traditional thinking to one that promotes creativity, innovation and change in the interest of generating entrepreneurs and innovators. This transformation A strong self employment mindset as well as an adventurous spirit is required. In order to achieve these goals entirely, the entrepreneurial education needs to be launched early and should not be confined within the confines of academic learning. This is a sheer vital tool to assist the students in attaining the skills of business analysis and very essential entrepreneurial knowledge and to help them think in the right direction.

2-The Total Quality Management (TQM) has become an important management tool. extensively used in both publicly and privately owned sectors contemporary economies. TQM is aimed at increasing productivity, contribution to problem solving, and making organizations more apt and enduring in accomplishing success in a competitive environment.

3- Organizations of government are service rather than for profit type. Primarily they are concerned with providing the citizens with basic amenities especially. education, transportation, and security. These services are important and intangible yet productive, and presenting the challenge of implementing TQM. Some of the unusual hurdles include:

- a- Frequent changes in senior leadership
 - b- A lack of dedication to training among upper management
 - c- restrictive laws and regulations.
 - d- A substantial difference between the services actually given and the ones that students expected.
- 4-The suggested approach tries to address these concerns by giving extensive information on the quality of educational offerings. It enables senior management to successfully plan and implement plans, therefore narrowing the quality gap and enhancing the provision of services to satisfy the expectations of students.
- 5-The model also offers a precise framework that helps senior management make informed decisions based on clear data. This ensures that the educational services provided align with students' needs and institutional goals.
- 6-A key advantage of the model is its capacity to meet students' needs by following thorough quality standards. This guarantees that students enjoy the highest quality educational experience, aligned with global quality criteria
- 7-This model allows for students and faculty to collaborate in improving the education quality and thus actively participate in making education better. The partnership thus creates this shared responsibility of space.
- 8- It is about focusing on collaborating between students and faculties to give high quality educational services. However, it also allows for constant improvement in the education experience to match the audience's expanding needs.
- 9-Ultimately the proposed model provides a robust framework for making appraisals of the poor or good state of educational services at all levels of the university. It facilitates It involves thorough assessments in different departments and colleges, thus making the institution quality maintainable.

Recommendations

- 1- Enhancing educational development by implementing quality standards that align with both national and international benchmarks.
- 2-Considering the adoption of the proposed model, while acknowledging that it does not offer a comprehensive and detailed assessment of the quality of educational services provided.
- 3-Ensuring that senior management has access to relevant data and information to support effective planning and decision-making in the educational process.
- 4-Prioritizing student-centered services, recognizing that students are the primary beneficiaries of the educational system.
- 5-Strengthening the relationship between professors and students through effective academic advising while also creating opportunities for faculty members to share their scientific and practical expertise. This, in turn, helps improve the quality of education, enhances graduate competencies, and contributes to the development of a knowledgeable and skilled workforce.

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