

## **The Role of Total Quality Management in Achieving University Leadership**

Proposed model

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### Abstract

Our Iraqi society is currently witnessing a lot of noticeable changes in various fields, which are imposed on its modern administrative systems, especially in the field of education because it is the basis for the development of society, and in order to achieve its goals efficiently and effectively in light of contemporary challenges.

One of the methods of modern administrative development is total quality management, which focuses on a modern management philosophy that combines administrative means and innovative efforts with specialized technical skills in order to raise the level of performance, improvement and continuous development. This is done by investing human, material and financial resources available to meet the requirements and expectations of society. To the improvement and development that total quality management aspires to as a transient event. Rather, it is a commitment for all administrative, functional and technical levels, provided that this commitment is based on cooperation, loyalty, and keenness to perform the duty in an accurate manner and from the first time, and for a comprehensive view of things.

The adoption of this system by universities is not a goal in itself. Rather, it is the beginning to reach distinction and leadership. Despite its importance, the application of the total quality management system in the future as a method for improving quality in general, as quality is not procedures and systems that can be applied, but rather means a radical change in the organizational culture of the organization. Expressing it in the prevailing values, ideas and behavior.

The application of the total quality system must have supporters and opponents because it represents a kind of organizational change and that is only why organizations succeed in implementing it while others fail, and therefore the judgment on the success or failure of this system is due to the application process itself.

Accordingly, the secret of the success of some organizations may not be in their choice of the best programs, but in their adoption of a program that suits their culture, goals, the needs of the beneficiaries of its services and its employees, and their active participation in its construction and commitment to its implementation.

Hence, we find that universities are constantly seeking to improve and develop their educational system to meet the challenges and keep abreast of developments in the educational field locally, regionally and globally, to achieve the desired educational goals with a high degree of efficiency and effectiveness.

The actual commitment to the application of the total quality management system in educational institutions requires reconsidering its mission, goals and priorities, and identifying the demands and needs of the most important beneficiaries of its services, namely the students, along with its employees. The system and its application in the educational sector to the fullest.

The process of building quality in educational institutions requires a lot of efforts and the commitment of the senior management towards the process of quality and its continuous improvement. It also requires a great deal of patience and commitment on the part of all employees, and it takes time to give tangible quality outcomes and achieve university leadership

### Introduction

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### Research Methodology

The purpose and importance of the research

The application of the total quality system in universities, which has imposed itself as a distinct and developed administrative method, is the real haven that enables educational institutions to efficiently confront current and future challenges, as the international quality standard is one of the most important modern administrative concepts that can have a significant impact on making a qualitative leap in The field of leadership education.

### Research problem

The research problem lies in raising the level of the university through the application of total quality management, which in turn leads to continuous improvement, development and university leadership.

Research hypothesis:

The research hypothesis can be determined by answering the following questions:

What is the concept of total quality management?

What is the concept of educational leadership?

What are the basic requirements for the successful application of the total quality management system and the achievement of university leadership?

### Total Quality Management in Higher Education

The concept of total quality management:

The concept of total quality management is one of the ancient and modern concepts, and it means in both cases the good performance of the thing, its mastery and the completion of it to the fullest possible extent. His civilizational march led to perfecting his work, improving it, developing it, and

raising its level, which was clearly reflected in the relics and material aspects that abound in many civilizations and peoples.

This concept is also one of the leading intellectual and philosophical concepts that have captured the attention of researchers and administrators who are particularly interested in developing and improving production and service performance in various humanitarian organizations. The Japanese administration played a crucial role in this regard, especially in the early eighties and late nineties. From the last century, through its acquisition of the provision of goods and services of high quality, it can achieve with low costs due to its use of the total quality management method in various production and service fields (Hammoud, 2000, pp. 71-72.)

The concept of total quality management carries multiple meanings for researchers and those interested in this field. Despite the multiplicity and diversity of definitions in which TQM was described, some of them appeared and imposed themselves on administrative thought, due to their objectivity and comprehensiveness. Among these definitions are the following

Drummond (2001. p.13) defined Total Quality Management as a philosophy found to express customer satisfaction, and Besterfield (2005. p.2) defined it as: It represents a philosophy and a set of guiding principles, considered as pillars of continuous improvement of the organization It is the application of quantitative methods and human resources to improve all operations, the degree of fulfillment, and meet the current and future needs of the customer.

Benhardt defined it (Benhardt, 1991, p.267) as: ((Creating a distinct culture in the level of performance, where managers and employees constantly strive to achieve the expectations and desires of the beneficiary of the good or service, and to ensure that the work is performed correctly from the first time with the utmost degree of effectiveness, and in the shortest possible time.

As Aqili (2000, 31) defined it as: ((a modern administrative philosophy, which takes the form of an approach, or a comprehensive administrative system, based on making radical positive changes to everything within the organization, including thought, behavior, values, organizational beliefs, and administrative concepts, And the administrative leadership style, and systems of work and performance procedures, in order to improve and develop all the components of the organization to reach the highest quality in its outputs (goods or services) at the lowest cost, with the aim of achieving the highest degree of satisfaction with its customers, by satisfying their needs and desires, according to what they expect. ( .

Al-Kilani (2000, 362) defined it as: “An integrated administrative style that includes the employment of strategies that will carry out the process of improvement, development, cost reduction and confirmation of stability in good production, within the required specifications, which the beneficiary considers as a high service value that leads to his satisfaction and achieve his goal. (( .

Through these definitions, it is clear that the practical directions of total quality management include starting to set standards for specific specifications for the product, commodity, or service, and striving to fit the design with its conformity to verify performance, using scientific and statistical methods to control the quality of the product, commodity, or service. Therefore, this performance depends on the common directions of the collective work teams in intensifying the available human and material efforts, to achieve this purposeful orientation.

### Principles of Total Quality Management

This concept of quality appeared after 1980, due to the increasing intensity of global competition and the sweeping of the Japanese industry to markets, especially developing countries, and the loss of large shares by American and European companies of these markets. Under these circumstances, American companies developed and expanded the concept of strategic quality management, adding more comprehensive aspects. In depth, quality assurance methods were used to become a strategic quality control method. The Americans relied on Japanese ideas in developing strategic quality management to become comprehensive quality management in its current dimensions. However, the establishment of the quality improvement movement in Japan, thanks to the Americans after World War II by Edwards Deming (Edwards Deming), and Joseph Juran.

Despite the multiple definitions of the concept of total quality management, there is a general agreement about the most important foundations and principles that are based on them, and which must be adopted and taken when trying to apply them successfully. These principles are:

#### 1. Organizational Culture:

The success of total quality management mainly depends on the creation of an organizational culture so that the values and trends prevailing in the organization are consistent with the environment of total quality management, and to support the continuity of work according to its characteristics and to create constructive working relationships between its members, by adopting values and concepts based on cooperative work. With the participation of all employees through possible work teams, to propose and make appropriate changes in order to satisfy the customer by providing services and high quality products that live up to the expectations and needs of customers (Juran & Frank, 2003, 158).

#### 2. Participation and Empowerment:

The participation of all employees in the organization in improving services and products through work teams, and quality circles that are formed to identify obstacles to outstanding performance, work to find appropriate solutions to them, and enable these teams to make the changes they propose, and create an environment in which workers can work collectively. And controlling their work, developing their performance, and taking appropriate decisions towards them, is a basic principle of total quality management, because subordinates are always more able than senior management to identify the problems they face in the performance of their work, and find appropriate solutions to them, because they practice these activities on a daily basis. Active participation also creates a special climate of acceptance or non-resistance of change (Crosby, 1997, p. 108; Martinich, 2007, 600).

#### 3. Training:

Total quality management includes a set of modern management concepts and methods, as well as tools that must be used to enable the organization to successfully implement total quality management. The purpose, and to enable them to contribute to improving the quality of services and products, and also to enable them to perform in a distinctive manner that reduces errors and waste and re-works so that it performs correctly from the first time every time (Deming 2006, p.20).

#### 4.Top Level Management Commitment to Quality:

The senior management in the total quality management environment plays a leading role in coordinating and unifying efforts to achieve the organization, and development and implementation is the task of the workers through the work teams. , the application must start at the top of the organizational pyramid, and then descend to the lower levels (Juran& Frank, 2003, p.164.(

#### 5.Focus on Clients:

There is no organization that does not work to provide services or products to its customers, and the criterion for success is the extent of customer satisfaction with those services or products. Therefore, customer satisfaction is the basis for total quality management. The organization must constantly strive to achieve customer satisfaction at home, whether they are employees, Or departments and clients abroad, who are the beneficiaries of services or products, through the provision of their services or products, in a distinct manner commensurate with the expectations of its beneficiaries in order to gain their loyalty, and thus achieve success and ability to compete (Crosby, 1997, p.162.(

#### 6.Continuous Improvement:

Total quality management is not a special program whose beginning and end are known in advance. Rather, it is an effort to continuously improve and develop without stopping, because it is based on the principle that opportunities for development and improvement never end, no matter how efficient and effective performance is, and that the level of quality, desires, and expectations of beneficiaries are not fixed. Rather, it is changing, so quality must be evaluated and continuously improved, according to information that is collected and analyzed periodically (Al-Khatib, 2008, 27.(

#### 6:Strategic Planning for Quality:

The application of total quality begins with the development of a specific future vision, and long-term goals that the organization seeks to achieve, and these will not be achieved by working at random, and the application of total quality management requires the participation of all employees in the organization, albeit to varying degrees, but it cannot be achieved without The existence of the plan is considered the best tool for continuous evaluation, by knowing what has been accomplished compared to what must be achieved (Janet & Douglas, 2006, p.201-219.(

#### 7.Motivating the Employees:

Since the success of total quality management depends largely on the participation of employees in the organization by presenting them with ideas, developmental and creative proposals, then it is necessary to motivate and encourage them to contribute to improving quality by enabling them to make appropriate changes, take the necessary decisions, give them the opportunity to innovate, and invent ways And modern work methods, stemming from their experience in their field of work (Crosby, 1997, 14.(

#### 8:Measurement and Analysis:

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Decisions in a total quality management environment are made according to data collected and analyzed periodically, to avoid errors and control deviations in performance (Deming, 2006, 268.)

### 9.Prevent Errors Before Happening:

Improving the quality of services and products, and increasing production are among the most important goals that total quality management seeks to achieve. That is, it adopts the principle of prevention of errors and defects, through examination, review, and continuous analysis in order to find out the problem before it occurs, and to find appropriate solutions to it, because the cost of prevention is much less than the cost of treatment (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 light of the emergence of the phenomenon of globalization, quality is a key key in facing international competition that recognizes productive or service performance to achieve stability and continuity.
2. Contribute to improving the standard of living of the individual and society alike, developing investment fields, increasing productivity, and the World Trade Organization in light of globalization.
3. Continuous improvement in the use of technology and the improvement of services to be provided to current and prospective consumers.
4. Optimizing the use of human energies, and developing their capabilities aimed at improving performance.
5. Improving training and development programs and the purposeful use of them.
6. Adoption of standard standards, whether national standards, or international standards ISO 9000 as basic requirements in the efficiency and effectiveness of performance, and interest mainly in reaching high levels of quality, both with regard to the design of the product, service and performance that aims to achieve compliance with those specifications. Or the standards to be achieved in line with the needs and expectations of consumers.
7. Total quality management is considered a key entry point in increasing the competitiveness of different organizations, through continuous improvement with the external environment.
8. Great emphasis on the preventive role instead of the curative role, and this would reduce the costs resulting from corrective (remedial) measures.
- 9.Using statistical means and methods that contribute effectively to achieving efficient and effective performance in service productivity areas and achieving the desired goals (Al-Khatib 2008, 37.)

### The Concept of Entrepreneurial Education

It is known that there are differences in the explanation and classification of the concept of entrepreneurship between different researchers, and this difference also extends to the concept of Entrepreneurial Education in terms of its explanation, as well as its specificity. In the United Kingdom, it is called enterprise education, and it focuses more broadly on the development of the individual in the personal, mental and skills aspects. While the United States uses the term entrepreneurship education, which means focusing on the specific context of setting up a business and one's self-employment. Arquilla, through her study in 2000 concluded (Entrepreneurial Education: Mapping for the discussions in the United States, the United Kingdom, and Finland), deduced a more comprehensive concept that unifies the two terms and called it Entrepreneurial Education, which is the most common and used term that indicates that it is an organized process that develops Administrative skills and self-employment skills and the promotion of a culture of creativity and innovation under the supervision of educational institutions to meet the operating needs of businesses with competent knowledge, skills and behavioral competencies. It also trains and qualifies the student to acquire the various necessary skills in all aspects of skill, knowledge, behavior and skills specific to the labor market.

And, The International Labor Organization and UNESCO has identified a procedural definition that it refers to multiple roles, including students, the educational institution and society, and defined the concept of entrepreneurial learning as “a set of formal education methods that are based on informing, training and educating any individual who wants to participate in socio-economic development through a project aimed at promoting Entrepreneurial awareness, and establishment of business projects or development of small business projects.

#### 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, which can also include all dimensions and contents of the educational system, including Relevant inputs, processes and practices. It also includes inputs such as legislation, financing and government, in addition to its focus on curricula, teacher preparation and the role of partners in the public and private sectors. It is well known that the role of the educational system and the policies related to it in terms of activities, programs, educational curricula and applications at all levels are supportive of entrepreneurial Education through its contents of means, programs and guidance for students to think about establishing their own projects, and to provide skills, knowledge, information and experiences necessary to help them learn. It works to provide them with instructions and guidance on the principles and economics of the market and other topics, and the interest in Entrepreneurial Education has emerged from educational institutions.

#### Objectives of Entrepreneurial Education in Basic Education:

There is no doubt that the main objective of Entrepreneurial Education is to create a new generation of entrepreneurs and innovators in the field of business and to change the traditional thinking pattern to thinking patterns based on creativity, renewal and innovation. It also aims to instill a culture of



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self-employment and encourage them to have a spirit of adventure, and this cannot be achieved unless it has been instilled from the age of infancy. In order to achieve its goals and vision, Entrepreneurial Education must be included in basic education and is not limited to academic learning only. Entrepreneurial Education is a new mechanism that develops in the student the skills of analyzing business situations, and acquires knowledge closely related to entrepreneurship and transforms its attitudes towards change.

### The basic requirements for the successful implementation of the total quality management system and the achievement of university leadership

The implementation of the total quality management system requires eight basic requirements for its success, which are as follows

1. Distinguished administrative leadership that supports the process of continuous improvement.
2. Continuous education and training for all employees, with continuous development of training methods.
3. An effective communication system, and coordination between all activities
4. The need for the organization to be based on one of the quality assurance and assurance systems, including ISO 9000, which provides the basis for the total quality management program, by focusing on the following aspects:
  - A- Documenting the various procedures and processes that affect the quality of the good or service.
  - b- Effective application of quality assurance
  - C- Effective application of quality control
5. The existence of an appropriate organizational environment for the implementation of total quality management, dominated by cooperation, enthusiasm, participation, loyalty, teamwork, desire to work, and the continuous pursuit of developing skills and capabilities with the aim of continuous improvement.
6. The existence of an informal organizational structure to support the implementation of total quality management through which all employees participate in continuous quality improvement through quality departments (for members from the same work site), and improvement teams across departments (members from different departments)
7. Organizational development to build a positive organizational culture, through continuous training and education for all, and the development of human resources to develop the skills of leaders, supervisors and workers.
8. Dependence of the organization's activities into productive activities, preventive activities, corrective activities and corrective activities (Zaher, 1998, p. 63.)

### A proposed model for the application of total quality in university education

The teacher and the student are the two main elements in the structure of the educational and university system, and both work in building the personality from a scientific and social point of view.

Each institution/university has a pattern and traditions that distinguish it from competing counterparts through its role and interaction in guiding and developing human society, and it may be linked to goals and functions with an advanced civilized dimension. When the university has added to its tasks the development and refinement of society for the better and prepared for the changes that occur on the international arena, it will have taken an essential aspect of its social role and responsibility in building the natural and orderly growth of the educated personality intellectually, emotionally, morally and socially and achieving educational leadership.

Hence the role of the contemporary university through its adherence to scientific originality and outstanding innovation, as the educational process was not just feeding information or data in a classic way, but rather it is the process of building a model for the creative and thinker human being who is able to face the changes and developments that occur in life, and this is a major reason why we should pay more attention to the development of The teaching or educational process through the introduction of modern technologies in the methods and means of education in accordance with the requirements of life.

The level of quality in the service provided					Provided educational services and facilities	Expectation of the level of educational service					STAND ARS
1	2	3	4	5		1	2	3	4	5	
					1/1-The(college/the Department)						RELIABILITY
					1/2-Accurate acquisition of knowledge and skills						
					1/3-Time has an important role in scheduling lectures						
					1/4-Syllabus are suitable for(college/Department)						
					1/5 –Syllabus are suitable with time period						
					1/6-Obtaining advanced global information and knowledge						
The level of quality in the service provided					Provided educational services and facilities	Expectation of the level of educational service					STAND ARS
1	2	3	4	5		1	2	3	4	5	
					2/1- Lecturers uses various educational aids						الموسمية

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					2/2-Lecturers are keen to use educational aids to facilitate the scientific subjects						
					2/3-Studyrooms are suitable for college						
					2/4-The college need to provide additional equipment						
					2/5-(The college/Department) supports students by providing scientific syllabus and keeping up with development and change						
					2/6-New knowledge can be obtained easily						
					3/1-lectueres listen to students opinions with an open heart						
					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						تكملة

Conclusions and Recommendations

Conclusions

1-There is no doubt that the main objective of Entrepreneurial Education is to create a new generation of entrepreneurs and innovators in the field of business and to change the traditional thinking pattern to thinking patterns based on creativity, renewal and innovation. It also aims to instill a culture of self-employment and encourage them to have a spirit of adventure, and this cannot be achieved unless it has been instilled from the age of infancy. In order to achieve its goals and vision, Entrepreneurial Education must be included in basic education and is not limited to academic learning only. Entrepreneurial Education is a new mechanism that develops in the student the skills of analyzing business situations, and acquires knowledge closely related to entrepreneurship and transforms its attitudes towards change.

2-The concept of total quality management is one of the administrative concepts and its continuity, which resulted in the rapid application of this concept in the public and private sectors in allmodern

countries of the world aims to increase productivity in organizations and increase their ability to confront and solve problems, guarantee its existence

3- Since the nature of work in the government sector is of a service nature, and not for profit, meaning that government institutions and their affiliated agencies are only concerned with providing services to citizens that they need in many and varied fields in their daily lives, such as transportation, education, communications, internal security...etc, and this It means that its works are productive and intangible, as they are business and service activities, we find that there are many obstacles that are unique to government agencies in the field of applying total quality management in them:

1-Permanent change in senior management leadership

2-The senior management is not satisfied with training.

3-Inflexibility of laws and regulations

4-The quality gap is measured between the service actually provided and the one expected by the student.

5-The proposed model provides the exact details of the educational service.

6-The results of the scale provide the possibility for senior management to plan and implement.

7-The proposed model provides the needs of students according to the comprehensive quality standards.

8-The proposed model enables the student and the teaching staff to provide educational quality services.

9-Provides the proposed model as a measure of the level of quality in the educational service at the university and its distribution to all academic levels, departments and colleges.

### Recommendations

1- Development by adopting educational service quality standards in accordance with international and international quality standards.

2-Wishing to apply the proposed model because it did not provide total and detailed information about the quality of the educational service provided.

3- The necessity of providing data and information for the senior management to be seen in planning the educational process.

4- The necessity of adopting the provision of services to students, as they are the first beneficiary of the educational process.

5- Emphasis on the need to create a correct relationship between the professor and the student through the academic advising process, in addition to providing an opportunity for the teaching staff to give their scientific and practical expertise in order to raise the educational level of graduates and provide the community with a useful scientific cadre

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