

SURESH GYAN VIHAR UNIVERSITY - JAIPUR

A Project Report on

**“Assessing TQM Effects on Air India's Performance and
Stakeholder Satisfaction in Aviation”**

Submitted by,

“*”**

Enrollment No.: ***

**In Partial Fulfillment of the Requirement of MBA Program of Suresh Gyan Vihar
University, Jaipur**

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ACKNOWLEDGEMENT

I express my deep sense of gratitude and indebtedness to ****Name**** for his valuable guidance, consistent encouragement, untiring and continuous supervision and support at every state of the project.

My sincere thanks to my all teachers for their valuable guidance in the successful completion of my project work. Last but not least I express my thanks to all those who directly or indirectly helped us and encouraged us in carrying of this work.

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DECLARATION

I hereby declare that this project work titled “**Assessing TQM Effects on Air India's Performance and Stakeholder Satisfaction in Aviation**” is my original work and no part of it has been submitted for any other degree purpose or published in any other from till date.

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TITLE OF THE PROJECT

Assessing TQM Effects on Air India's Performance and Stakeholder Satisfaction in Aviation

MARKETING MANAGEMENT

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CHAPTER – 1

INTRODUCTION TO THE TOPIC

Total Quality Management (TQM) is a management philosophy that prioritizes efficient work processes and people, aiming to satisfy customers and enhance organizational performance. By coordinating work processes for continuous improvement across all business units, TQM strives to exceed customer expectations and optimize quality on all fronts, thereby minimizing waste and rework to boost production efficiency.

TQM is universally applicable, including the public sector, where it enhances effectiveness in meeting public demands. Yet, some organizations struggle to fully adopt TQM due to noncompliance with its principles. While some treat TQM as a self-operating program, others only partially embrace its principles, leading to failure in meeting desired outcomes.

This issue is especially pertinent in developing economies like India. The Indian Aviation industry exposes operational shortcomings resulting from prioritizing profit over quality. Amidst government reforms and increased competition, organizations need to introspect and adapt to new challenges.

Despite new investors adopting TQM principles and enhancing the industry's image, passenger complaints persist in the Indian aviation sector. This study investigates Air India's quality

standards, identifies TQM implementation challenges, and evaluates the impact of TQM on the airline industry.

Airline deregulation ushered in heightened competition and a focus on service quality as a differentiator. Customer satisfaction in the airline industry is pivotal as airlines compete daily to meet and exceed customer expectations. Quality management is crucial for airlines to continually improve services and gain a competitive edge.

Service quality significantly influences competitiveness in the airline industry. Although price plays a role in customer choices, managing quality adds essential value to airlines. Strategic TQM implementation empowers airlines to remain customer-focused, innovative, and efficient. This approach involves aligning various units with quality principles, championed by leadership, to imbue quality across service delivery activities.

RATIONALE OF THE STUDY

Evolution in consumer preferences has compelled producers to customize their offerings to align with potential buyers' needs. This impetus drives organizations to enhance services, striving to surpass customer expectations. Despite these efforts, certain glitches persist within service delivery processes. Many Indian local airlines, aiming to minimize costs, restrict their quality initiatives to select operations, disregarding the comprehensive approach. The entry of new airlines into the market is redefining industry competition, with these newcomers adopting total quality management (TQM) philosophies. Their advantage becomes evident through progressively heightened patronage.

Neglecting quality by established airlines could swiftly erode their customer base, eventually leading to business decline. Hence, a shift in organizational culture and structure is imperative to accommodate novel service delivery methodologies. Effective adoption of TQM principles holds potential for legacy airlines. Robust TQM implementation can enhance customer satisfaction, translating to improved market share and profitability.

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PROBLEM STATEMENT

Generally, the business operating environment is volatile, it has become quite unpredictable and quite competitive as the effects of globalization and internationalization of firms continue to manifest themselves. Today, organizations are facing high competition and only those companies who are alert on progressively scanning the business arena will be rewarded.

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STAKEHOLDERS THEORY

The stakeholder theory examines the organization and those groups both internally and externally and the relationship between them all. This theory looks at how the connection of these groups influences how an organization conducts its activities.

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TOTAL QUALITY MANAGEMENT PRACTICES

Total Quality Management can be described as that approach used by business firms to improve its processes, systems and ultimately achieve customer satisfaction. If this approach is implemented well, it leads to reduction in production costs, improved employee morale, improved overall business performance, improved supplier relationship and happy and satisfied customers. It is important to note that TQM is not a one-time activity but a continuous process. The seven principles of TQM are the ability to manage quality, embracing correct processes, considering quality improvement as a continuous process, measuring quality, dealing with problem root cause as opposed to treating symptoms, responsibility of quality involves all employees and that quality is a long-term investment.

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OBJECTIVE AND AIM OF THE STUDY

1. Demonstrating TQM Benefits in Air India: Analyzing Core TQM Principles in the Airline Context

2. Contrasting Performance of TQM and Non-TQM Airlines: A Statistical Evaluation of Three Key Value Additions:
 - a. Customer Satisfaction
 - b. Employee Satisfaction
 - c. Operational Efficiency

Positive outcomes from this comparison will underscore the imperative for non-TQM airlines to consider benchmarking, aiming to unlock the value yielded by TQM implementation. Alternatively, if results are unfavorable, a probe into TQM airlines' implementation challenges will be conducted, drawing insights from interviews and supplementing questionnaire-derived data.

CHAPTER – 2

COMPANY PROFILE

Air India: Elevating India's Flag in the Skies

Air India stands as India's premier flag carrier airline, a government-owned entity under Air India Limited. Operating a diverse fleet of Airbus and Boeing aircraft, it connects 90 destinations both domestically and internationally. Its primary hub is Indira Gandhi International Airport in New Delhi, complemented by strategic focus cities throughout India. Notably, Air India commands an impressive 18.6% share in the international market departing from India, spanning over 60 destinations across four continents. On the domestic front, it ranks as the third largest carrier, with a passenger market share of 13.5% as of July 2017, trailing behind IndiGo and Jet Airways.

The airline's legacy can be traced back to its inception by J. R. D. Tata as Tata Airlines in 1932. Its maiden flight, piloted by Tata himself, transported air mail from Karachi to Bombay's Juhu aerodrome, later extending its route to Madras (now Chennai). After World War II, the airline underwent transformation into a public limited company, reemerging as Air India. In a landmark event on 21 February 1960, Air India welcomed its inaugural Boeing 707 aircraft, named Gauri Shankar, marking it as the first Asian airline to integrate a jet aircraft into its fleet.

Air India's trajectory faced privatization attempts during 2000–01, followed by financial struggles post its merger with Indian Airlines in 2006. Yet, the airline has maintained its presence, offering both domestic and Asian routes through its subsidiaries, Alliance Air and Air India Express. The

enduring symbol of Air India, the Maharajah (Emperor), embodies its character, while its logo features a soaring swan encircled by the wheel of Konark.

Adding to its accolades, Air India achieved the distinction of becoming the 27th member of the esteemed Star Alliance on 11 July 2014, solidifying its position as a prominent player in the global aviation landscape.

CHAPTER – 3

LITERATURE REVIEW

CHAPTER - 4

RESEARCH METHODOLOGY

RESEARCH HYPOTHESIS

QUESTIONNAIRE

SAMPLE DESIGN

POPULATION AND SAMPLE SIZE

The population of study will be drawn out from Air India Operations department.

SAMPLE SIZE: 100

DATA ANALYSIS & INTERPRETATION

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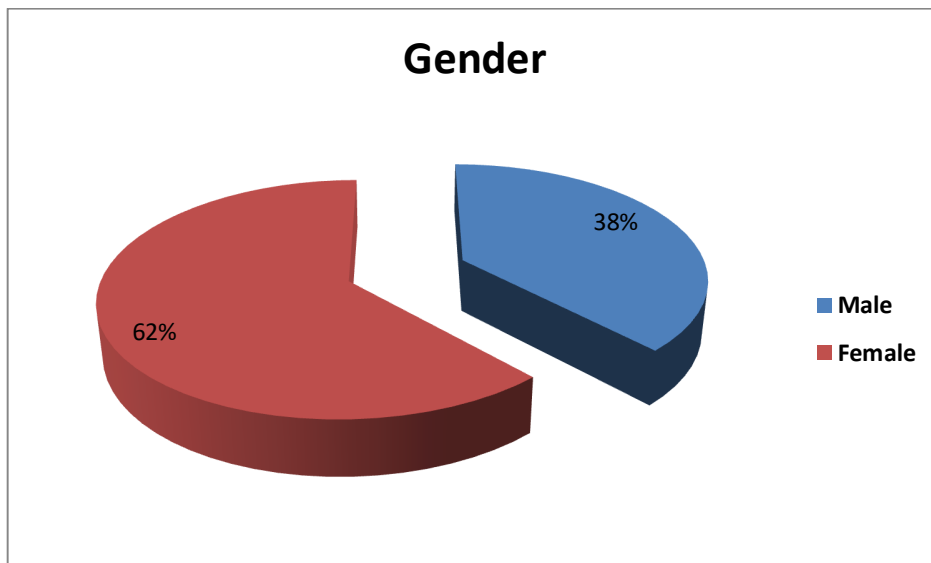
DATA ANALYSIS AND INTERPRETATION

1. Gender

Table 1

Gender	Particulars	Percentage
Male	38	38%
Female	62	62%
Total	100	100%

Graph 1



Interpretation: A representation of gender in the population of the 100 respondents in the Air India is shown in Figure 1. The percentage of the respondents based on gender is 38% male and 62% female.

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FINDINGS AND RECOMMENDATIONS

CHAPTER – 7

CONCLUSION

The outcomes of this research underscore the manifold advantages stemming from the implementation of Total Quality Management (TQM). It is unequivocally established as a strategic instrument for organizations seeking to retain competitiveness. When skillfully harnessed, TQM engenders supplementary worth by enhancing operational efficiency, fostering employee contentment, elevating customer satisfaction, and even augmenting profitability.

The research findings also bring to light the tireless pursuit of service delivery enhancement, which augments customer value by orienting the organization toward catering to customer requisites. Simultaneously, the cultivation of teamwork and continual training empowers employees to spearhead the organization's unceasing drive for improvement. The revelation of how every facet of an organization interrelates underscores the significance of managing each segment meticulously. Ineffectiveness in the service delivery process triggers a cascade effect throughout the overall production process, emphasizing the imperative of an all-encompassing approach that seamlessly harmonizes every functional domain.

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BIBLIOGRAPHY & REFERENCES

i.

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ANNEXURE

QUESTIONNAIRE

Name:

Designation:

1. Gender

- Male
- Female

2. Department

- Ticketing and Reservation
- Customer service agent
- Cabin Crew

3. Have you heard of TQM?

- Yes
- No

4. Are you satisfied with the authority given to you by your employer?

- Extremely Satisfied
- Satisfied
- Indifferent
- Unsatisfied
- Extremely Unsatisfied

5. Are you satisfied with the Regular Training provided by Air India?

- Yes
- No

6. Do you satisfied with the management encourage the teamwork effort?

- Extremely Satisfied
- Satisfied
- Indifferent
- Unsatisfied
- Extremely Unsatisfied

7. How are you satisfied that employees are involved in decision - making?

- Extremely Satisfied
- Satisfied
- Indifferent
- Unsatisfied
- Extremely Unsatisfied

8. Do you think Air India provide you Job flexibility?

- Yes
- No

9. Do you think company provides monetary and non – monetary benefits to boost employee motivation level?

- Yes
- No

10. How satisfied are your customers from the complaint handling process of Air India?

- Extremely Satisfied
- Satisfied
- Indifferent
- Unsatisfied
- Extremely Unsatisfied

11. Do you think defection of customer is a result of poor service?

- Yes
- No
- Can't Say

12. Do you think your organization respond quickly to customer complaint?

- Yes
- No
- Can't Say

13. Do your company honors and commitment and guarantee to all customers?

- Yes
- No
- Can't Say

14. Does the accessibility of services to customers' aids the efficiency in operation?

- Yes
- No
- Can't Say

15. Does Air India keep to its flight schedule?

- Yes
- No
- Can't Say

16. Do you think Flight delays and cancellation are due to controllable factors?

- Yes
- No
- Can't Say

17. Does your supplier's operation aid the efficiency in your operations?

- Yes
- No
- Can't Say

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