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(Change) (Competition) (Customer) (4 CS)  
(Complexity)

(Quality) (Competition Priorities)

(TQM) (Total Quality Management)

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TQM :  
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(282)  
) : (229)  
(7 : 2002 ) .(  
  
(3 : 2002 )  
  
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) ( ) ( 105  
  
( )  
  
(Quality Control ) W. Shewart  
  
(Feigenbaum , Juran , Deming, Taguchi, Ishikawa, Crosby)  
  
/  
" (Qualities) (Quality)  
( 77 : 1998 ) "  
( ..... )  
Evans Grosby  
(Fitness for use) Juran .( Evans, 1993 : 44)  
Fergenbaum (Mitra, 1993 : 7)  
Ishikawa .(Dilwork, 1992 : 609)  
" G. Taguchi  
"  
(8 : 2000 )

: (Zhang, 1998 : 3-4) (Salack et al, 1998 : 765)

**Quality inspection stage** : \*

**Quality Control stage** : \*

**Quality assurance stage ( )** : \*

**Total Quality Management** : \*

**(1)**

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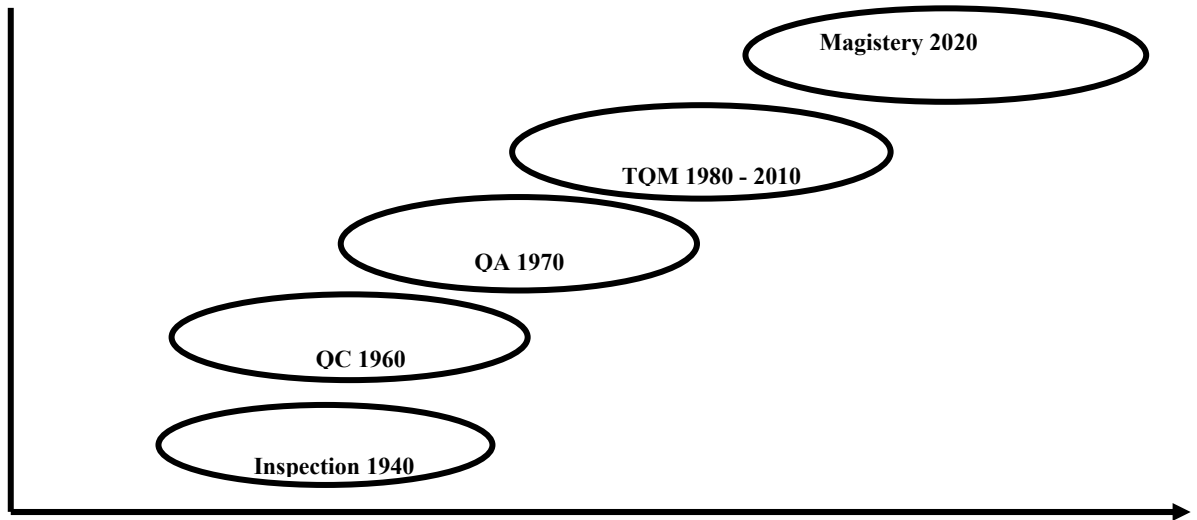
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.(Customer) (Product) ( ) -3

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(9 : 1997 : )

(2)



(2)

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" (1997)

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TQM

(21 : 2001 )

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" TQM

.(Logothesis, 1997 : 1) "

TQM

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" TQM

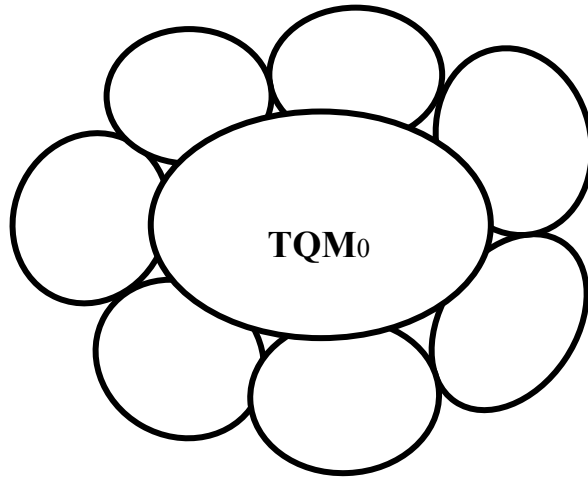
.(158 : 1995 ) "

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" TQM

.(Evans, 1993 : 25) "

.(9 1997: ) "



(3)

.(Carr et al, 1990:16-21) (Tenner et al,1992:32-33) :

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TQM

(Evans 1997 : 57)

.(Nahmias, 1997 : 704)

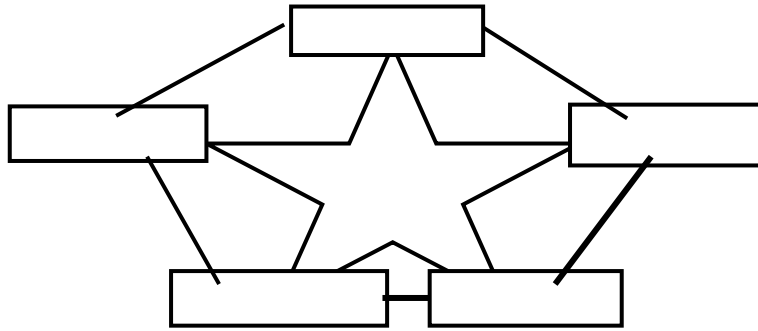
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TQM

.(26 :1999 ) :

.TQM

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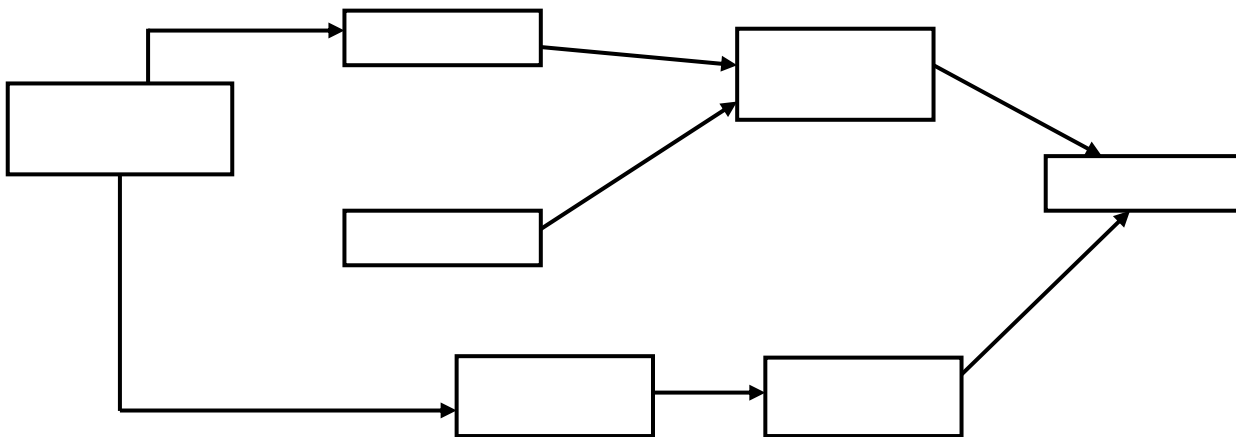
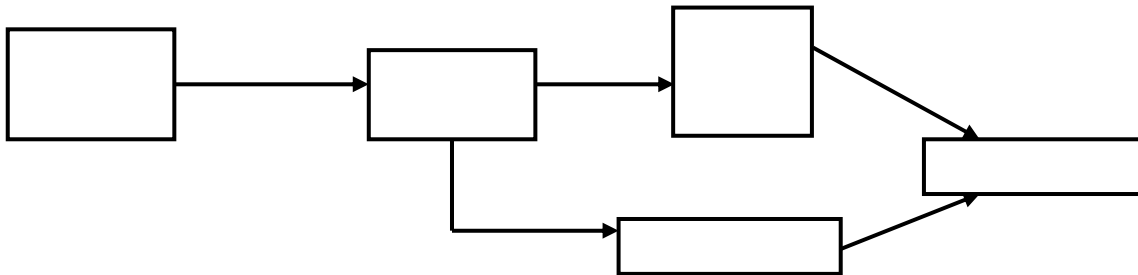


:(4)

Creech, the Five Pillars Of TQM how to make total quality management work for you, Perguin Group -: Publishing, 1994:522

(Krajweski, 1993,145) :

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:(5)

Krajweski, L. and Ritzman, L. (1993), "Operation Management: Strategy and Anlaysia" , -: Adison – Wesley Publishing Co. Inc., PP. 145.

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/ " " (1999) -:

42

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**Organizational Performance :**

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(Eccles, 1991:131) ( ) Eccles -

(Wright, 1996:259) ( ) Wright -

(Daft, ( ) Daft -

.1992:120)

Measurer of organizational performance

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(Higgins, 2001: 68). ( ....

( )

.(Wheelen et al , 1999, 231)



: Brown & Laverick  
(Marris) (Brown et al, 1994: 92)

(Boeker et al ,  
(Jobber, Hooly, Doyle, Wright) .1991:805)

. (Eccles, 1991:131)

**Competitive advantage :**

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Porter (Read et al,1990:90) (

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) (Fahey) (porter,1996:27)

(60:1999 ) (

Doyle

.(Doyle ,1994: 49 )

:(Czepiel, 1992:40)

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**TQM**

(stonebreaker et al,1994:86)

(Kotler,1997:280) (Faster) ( Newer ) (Better) (cheaper)

)

(Innovation)

(

(Scale Economics) (Market Share) **:Cost** -

Krajewski :12) (et al, 1996 Peter & Waterman **:Quality** -

.(Pitts et al,1996:103) **:Time** -

.Fast Delivery Time \*

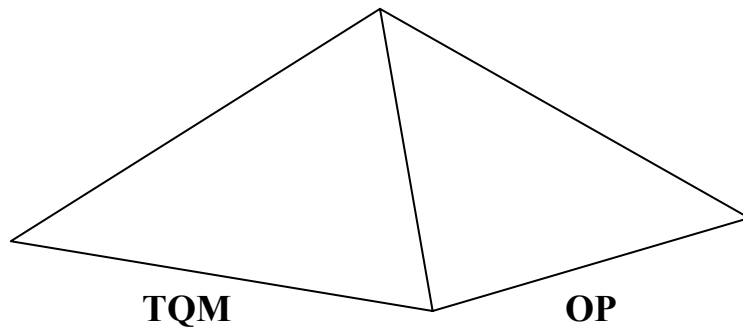
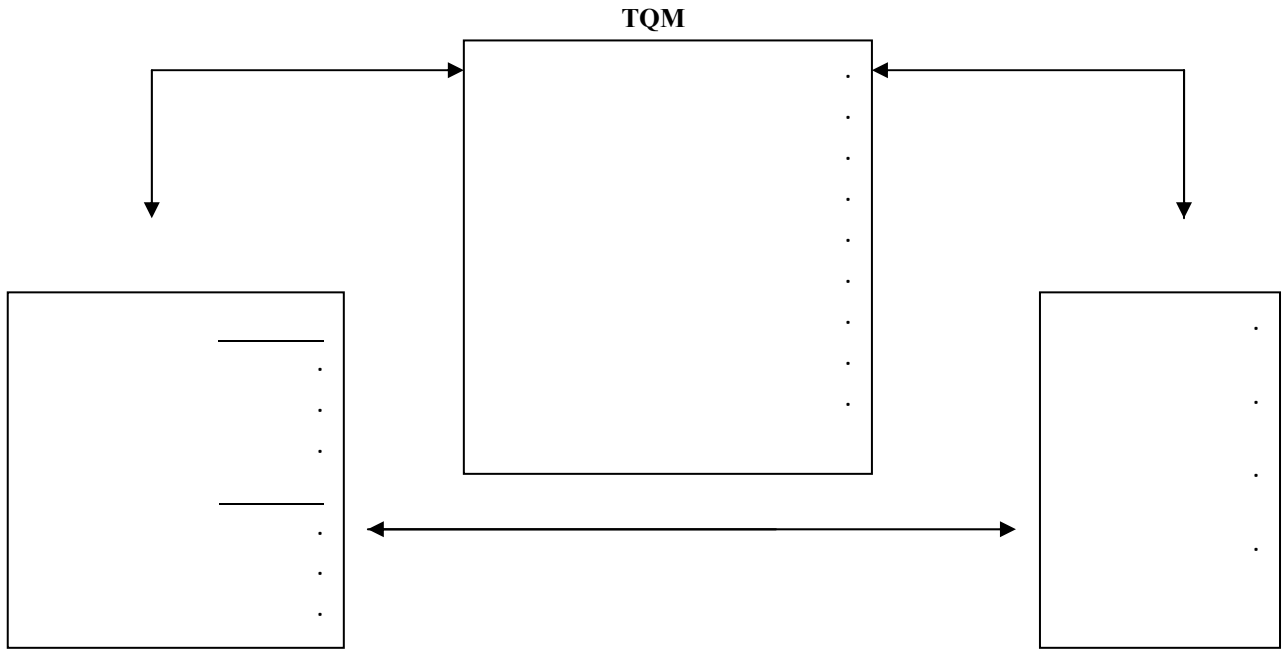
.On Time Delivery \*

.Development Speed \*

**:Flexibility** -

Dilworth (Dilworth,1996:57) : Volum Flexibility \* Mix Flexibility Product ( ) \*

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ISO 9000 & ISO	1 2000:2001	-3
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