

Dedication

To my mother and father; whom my good example to be followed, my brother; Omer Ali Omer, who has scarified everything in his life for us, and to all those, who encouraged and stand beside me in all my life stages.

Definitely I am not forgetting my wives and my hope in my life; my sons and my brothers and sisters, whom I am having a good and happy life with them.

Acknowledgement

All gratitude and thanks goes to Alla for giving me the courage, strength and patience to complete my study.

Special thanks and admiration goes to my supervisor Dr. Afaf Ahmed Mohammed for her guidance, direction, comments and feedback, she provides me since early stages of my study throughout the dissertation. I am also grateful for her wisdom, patience, and courage and keep my momentum to continue.

As I am at the last stages of getting my degree, I am not forgetting my professors and doctors, teaching staff and the family of the Total Quality Management and Excellence Centre at Sudan University of Science and Technology, For them all I extend my deepest appreciation and gratitude.

I am also gratitude to my colleagues in Giad Head quarter who support me in this study, especially thanks to Dr. Mohammed Fadlallah Ali for his cooperation to make this study a reality. I am also grateful to Giad business units' managers who unlimited support and cooperated with me during the course of study.

There are many people I have to acknowledge them who helped me in many stages in my life, I ask God to grant them the Paradise.

Abstract

This study aims to define the effects of implementation approaches of EFQM Excellence Model on business results in Giad Industrial Group which adopted the implementation of the excellence model since the year 2007. Six business units were selected as case study, but there were clear deviations in results achieved at Giad Award of Excellence. A descriptive analytical approach was adopted by using SPSS (15) and the data was collected by a questionnaire which based on determining the approaches and the perception of sub-criteria of deployed approach and the effective support activities of the study were collected by the project managers of business units. The samples were selected due to the size of the business units of the case studies and the questionnaire analyzed and distributed to samples of 50 members of improvement teams at business units selected. The results concluded that the workshop approach was deployed with the percentage of 94% of all approaches implemented at GIG. The study also explored that the performance indicators of approaches considered one of the success factors of implementing the EFQM Excellence Model. The recommendations concerning the implementation approach represented by increasing of awareness of the concept of self assessment, the high commitment of leadership, continuous improvement of approach in implementation of EFQM excellence model.

المستخلص

تهدف هذه الدراسة الى التعرف على المنهجيات المتبعة لتطبيق نموذج التميز الاوروبى و أثرها على نتائج الاعمال بمجموعة جياذ الصناعية. تم إختيار ستة من وحدات أعمال المجموعة كدراسة حالة ، حيث تبنت المجموعة تطبيق نموذج التميز الاوروبى منذ العام ٢٠٠٧م ، لكن النتائج المحققة من خلال جائزة جياذ للتميز أظهرت تباينا واضحا.

تم تبنى المنهج الوصفي التحليلي باستخدام آلية التحليل الإحصائي (SPSS-15) وقد تم جمع البيانات من خلال استبيان اشتمل على تحديد المنهجية المتبعة لتطبيق نموذج التميز الاوروبى و على تقييم انطباع المستطلعين حول فعالية المعايير الفرعية للمنهجيات المتبعة وعلى مدى فعالية الانشطة المساندة والمجمعة بياناتها بواسطة مدراء مشروع تطبيق النموذج بالوحدات محل الدراسة. تم اختيار العينات حسب حجم وحدات الاعمال محل الدراسة وتوزيعها الى خمسين شخص من المستطلعين من اعضاء فرق تطبيق نموذج التميز الاوروبى موزعين نسبيا على وحدات الاعمال محل دراسة البحث.

وقد خلصت الدراسة الى_أن منهجية "فريق العمل" هى المنهجية المتبعة لتطبيق نموذج التميز الاوروبى فى وحدات مجموعة جياذ الصناعية بنسبة ٩٤% من المنهجيات الاخرى. كما أظهرت الدراسة أيضا ان مؤشرات الاداء للمنهجيات تعتبر من اهم عوامل نجاح تطبيق نموذج التميز الاوروبى. وكانت أهم توصيات الدراسة تتمثل فى أهمية زيادة الوعى بمفاهيم التقييم الذاتى لمنهجية "فريق العمل" لدى المعنيين بتطبيق النموذج بوحدات الاعمال ، والتزام القادة بوحدات الاعمال بتطبيق المنهجية ، واتباع آليات التحسين المستمر لمنهجية تطبيق نموذج التميز الاوروبى.

List of Contents.

Subject	Page no.
Dedication	I
Acknowledgement	Ii
Abstract	iii
المستخلص	iv
list of Contents	v
List of Tables	ix
List of Figures	x
Chapter One Introduction	
1.0 Introduction	2
1.1 Problem statement	5
1.2 Research questions	6
1.3 Research Variables	7
1.3.1 Independent variables	7
1.3.2 Dependent variables	7
1.4 Objectives of the Research	7
1.5 Research Hypothesis	7
1.6 limitation of Research	8
1.7 Previous Studies	9
1.8 Importance of the Research	13

Chapter Two	
Theoretical Review	
2.1 Total Quality Management Concepts	16
2.2 Evolution of Total Quality Management	16
2.3 Basic Principles of TQM	17
2.4 Responsibility of TQM	17
2.5 Designing Approach in TQM	18
2.6 Limitations Of TQM.	17
2.6.1 The lack of empirically sound Total Quality implementation models	19
2.6.2 The lack of success in implementing of TQM initiatives in organizations	19
2.7 The Excellence	20
2.7.1 The Basic Concepts of Excellence	21
2.7.2 The History of the Development of the EFQM Excellence Model	22
2.7.3 EFQM Excellence Model 2010	24
2.7.4 EFQM Training	25
2.7.5 EFQM Excellence Model Uses	26
2.7.6 Self-Assessment	28
2.7.7 Types of Assessment approaches	34
2.7.8 RADAR logic	38
2.7.9 Assessment Criteria	42
2.8 What is the performance?	45
2.8.1 Financial and Non-Finance Performance	46
2.8.2 The Concept of Performance and Organizational Performance	48

2.8.3 Performance outcomes	49
2.9 Business Challenges	49
Chapter Three	
Material and Method	
3.0 Study Methodology	52
3.1 The secondary resources	52
3.2 The primary resources	52
3.3 Questionnaires	53
3.4 Data Measurement	54
3.5 Questionnaires Data Analysis	54
3.6 Population and Scope of sample size	54
3.7 The data collection Process	55
3.8 Conduct of Data Collection within the Case Studies	55
3.9 Choice of Interviewees for the questionnaires	55
3.10 Time and Location of the questionnaires	55
3.11 Statistical analysis Tools	56
3.12 Validity of Questionnaire	56
3.13 Reliability of the Study	56
Chapter Four	
results and Discussion	
4.1 The analysis and discussions of primary data of questionnaires	59
4.2 The determination of deployed approach	60
4.3 The Perceptions of Deployed Approach	60
4.4 The analysis and discussions of the secondary data collected from the	61

submission documents of the business units	
4.5 The Perceptions of Deployed Approach	62
4.6 The secondary data of submission documents	66
Chapter Five	
Conclusion & Recommendations	
5.1 Conclusion	81
5.2 Recommendations	82
References	84
Appendices	87

List of tables

List of tables	Page no.
Table 2.1: Definitions of different levels of usage of the Excellence Model	27
Table 2.2: Types of Assessment Approaches	37
Table 2.3: The weights of the criteria of the excellence model out of 1000 pts	40
Table 2.4: The fundamental concept of the Excellence Model	43
Table 3.1: Likert scale to determine the perception of the deployed approaches	54
Table 4.1: Correlation coefficient of each paragraph of business performance indicators	59
Table 4.2: Reliability of the paragraphs of questionnaire	60
Table 4.3: Reliability of the whole questionnaire	60
Table 4.4: The distribution of the deployed approaches in the business units	61
Table 4.5: The Soundness of the deployed approach	62
Table 4.6: The integration of the deployed approach	63
Table 4.7: The implementation of the deployed approach	64
Table 4.8: The measurable criteria of The deployed approach	65
Table 4.9: Perceptions on the criteria of the workshop approach	72
Table 4.10: The deployed approach is clear and rationale	73
Table 4.11: The deployed approach is planned	73
Table 4.12: The deployed approach is a process based	74
Table 4.13 The integration & support strategy of the deployed approach	74
Table 4.14: The flexibility and agility of the deployed approach	75
Table 4.15: The equal opportunities of the deployed approach	75
Table 4.16: Leadership committment to deployed approach	76
Table 4.17: The Systematic and implemented deployed approach	76
Table 4.18: Prioritized improvement actions of the deployed approach	76
Table 4.19: The documented and recommended deployed approach	77
Table 4.20: The effectiveness & efficiency of deployed approach	77

Table 4.21: The availability of measurable tools	77
Table 4.22: Learning & Creativity of deployed approach	78
Table 4.23: Recognition and people support on the deployed approach	78
Table 4.24: Results achieved by the study business units when participating on Giad Award of Excellence	79

List of figures

List of figures	Page no.
Fig. 2.1: EFQM Excellence Model & Allocations	24
Fig. 2.2: Radar logic framework	38
Fig. 2.3: The fundamental concept of the Excellence Model	43
Fig. 2.4: Simple systems view of an organization performance	46
Fig. 4.1: The trained people in business units	66
Fig. 4.2: The workshops & seminars arranged in business units	67
Fig. 4.3: Qualified assessors in the business units	68
Fig. 4.4: The management systems implemented in the business units	69
Fig. 4.5: The benchmarking arranged to support the deployed approach	70
Fig. 4.6: The improvement teams formed to support the deployed approach	71