

***TOWARDS DESIGN AND IMPLEMENTATION OF AN
APPROACH ON CMM (CAPABILITY MATURITY MODEL)
FOR THE QUALITY PERFORMANCE MEASUREMENT OF
MANUFACTURING INDUSTRIES***

**THESIS SUBMITTED IN FULFILLMENT OF THE
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Scope and objective

The scope and objective of this work is to identify and interpret the content characteristics of organization performance evaluation in quality organizational environment. This is based on an examination of a range of source material such as books, papers, articles and the candidate's long experience in institutionalisation of quality system in various organizations. The study focuses on the important content issue with regard to the measurement of person factors and its relationship with system factors [Thiagarajan and Zairi, 1997] designed to support the performance measurement system. Managers can use the relationships and interdependencies between person and system factors to adapt their systems in important ways so that the practice maximally contributes to the quality effort. The study can be very useful to the organizations attempting to identify the characteristics that may provide a foundation for the quality-driven performance evaluation.

A very large volume of literature on performance measurement those suggest that performance measurement is an advanced management tool [Performance Measurement Manual, 1997] that is becoming more and more sophisticated in order to accommodate needs of different communities. It, therefore, necessitates to pay our attention to develop a performance measurement system that will enable it's users to spot weaknesses and threats, as well as strength and opportunities. Thus, better knowledge of strengths and weaknesses will give the users an opportunity to diagnose organizational growth capabilities and take relevant actions. In this work, the proposed model

is intended to provide a simple, easy-to-use approach to determine the relative degree of maturity of an organization's quality management system and to identify the main areas for improvement. The proposed model for assessment usually performed by the peer groups or by qualified assessors. The intent of assessment is also to provide fact-based guidance to the organization regarding where to invest resources for its improvement. The model is dedicated to extending the scope of organizational performance measurement beyond the conventional focus on internal, historic, financial, numeric and short-term data. It serves not only as a source of information but also as a guide for the evaluation of the effectiveness of a quality driven performance measurement system. The specific feature of the model is that it will keep the business focused on its vision, keep everyone united behind business needs and objectives. It will create a strong driving force in the organization and the organization will realize that it is not simply the system but the energy that is capable of generating the corporate excellence, transforming the culture into progressive and continual organizational development towards world class system. The present work has, therefore been undertaken with a view to classify a manufacturing industry into levels[Crosby,1979; ISO-9004,2000] based on their quality performance. For the purposes of our discussion we have implemented the model in different manufacturing industries. The work may be extended to non-manufacturing industries also, if feasible.