

**DEVELOPMENT OF STRATEGIC FRAMEWORK
FOR SUSTAINABLE BUSINESS EXCELLENCE**

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This work is dedicated

to

*the memory of my late beloved mother -
my inspiration for pursuing research!*

CERTIFICATE

This is to certify that the thesis titled **“Development of Strategic Framework for Sustainable Business Excellence”** submitted by **Mr. S.K. Breja**, to the Department of Management Studies, Indian Institute of Technology Delhi, for the award of degree of Doctor of Philosophy (Ph.D.) is a record of bonafide research work carried out by him. He has worked under our guidance and supervision. He has fulfilled the requirements for the submission of this thesis which has attained the standard required for a Ph.D degree of this institute. The results presented in this thesis have not been submitted elsewhere for the award of any degree or diploma.

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ABSTRACT

Total Quality Management (TQM) is a strategic approach to managing quality. Concerned with satisfaction of all stakeholders, it is viewed as a philosophy, a culture, and also as holistic approach to quality management. With growing application of TQM implementation frameworks and quality award schemes, TQM, in the past two decades, has taken the form of movement. Simultaneously, the concept of business excellence has also become widely popular. To achieve business excellence, outstanding performance is extremely important. These frameworks - though serving a useful purpose in quality improvement - have really not facilitated excellence on sustained basis. The instances of failure or challenges faced by the leading global organizations have led to increased sensitization and provided motivation for this study.

There are various schemes/frameworks for business excellence. However, the pioneer among all schemes is DAP (Deming Application Prize) which has been open to overseas companies also since 1984. Researchers studying the cases of winners of international awards have explored the adopted techniques and evaluated the benefits gained. However, the angle of strategy and study of strategy process content is lacking in these studies. A comprehensive literature review on quality, TQM, business excellence, flexibility, knowledge management and award schemes has led to zeroing in on the problem and identifying research issues. This study has attempted to understand the process - the 'how?' - of sustainable business excellence in today's competitive environment.

Research has been conducted in three phases, adopting case study-survey-case study (C-S-C) approach and using primary and secondary data. Based on literature review and researcher's experience, three conceptual definitions have been developed for the purpose of study. The work comprises two case studies and questionnaire survey. While the first case study has been conducted in an Indo-Japanese joint venture (DAP winner) and the second on a global corporation (DAP winner), questionnaire survey involves DAP winning organizations from India. From the sustainability point of view, companies winning DAP up to 2007 have been involved in the survey. A hybrid creative-inventive (Flexi-TRIZ: flexible and inventive) technique for problem solving has been developed. The work results in: developing framework for sustainable business excellence and recommendations for TQM diagnosis in DAP scheme. It is concluded that organizations aiming at sustainable excellence have to be: purposeful; flexible, and inventive.

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