# Article information:

Applying TQM to the construction industry | Frank Voehl - Academia.edu
<https://www.academia.edu/84096999/Applying_TQM_to_the_construction_industry>

# Article summary:

1. The construction industry faces quality and productivity problems, including workmanship defects, time and cost overruns, and low customer satisfaction.

2. Total Quality Management (TQM) is a management approach that aims to achieve customer satisfaction, cost effectiveness, and defect-free work through process improvement, customer and supplier involvement, teamwork, training, and education.

3. TQM can be applied to the construction industry to address its unique challenges, such as the mobility of staff, diversity in project types and forms, geographical dispersion, contractual relationships, frequent prototyping of projects, and subtle forms of waste. However, there is a misconception that TQM is synonymous with quality control (QC) and quality assurance (QA), when in fact it is a broader concept that encompasses these elements but also includes strategic philosophy implemented on a continuous basis.

# Article rating:

Appears moderately imbalanced: The article provides some useful information, but is missing several important points or pieces of evidence that would be required to present the discussed topics in a balanced and reliable way. You are encouraged to seek a more balanced perspective on the presented issues by exploring the provided research topics and looking at different information sources.

# Article analysis:

这篇文章是关于将全面质量管理（TQM）应用于建筑行业的。文章首先介绍了建筑行业面临的质量和生产力问题，以及改进机会。然后，作者通过采访、调查和文献研究来得出结论。他们发现，目前缺乏针对改进方法的良好研究，并且建筑工作被认为是一个不受欢迎的职业。此外，从质量控制（QC）向全面质量管理（TQM）的转变进展缓慢。

这篇文章的局限性在于其研究仅限于在美国进行的调查和采访。因此，它可能无法完全代表全球建筑行业的情况。

文章提到了TQM的目标是实现客户满意、成本效益和零缺陷工作。通过不断追求“消除浪费”的方式来实现这些目标。然而，文章没有提供足够的证据来支持TQM在建筑行业中的应用效果。

此外，文章没有充分考虑到建筑行业与制造业之间存在的差异。建筑行业是一个一次性过程，与制造业稳定流程不同。因此，在将TQM概念应用于建筑行业时，可能会面临更大的挑战。

文章还没有探讨建筑行业中存在的潜在风险和隐患。例如，建筑项目的复杂性和不确定性可能导致质量管理变得更加困难。此外，建筑行业还面临着供应链管理、人力资源管理和合同管理等方面的挑战，这些都需要考虑到TQM的实施。

总之，这篇文章对将TQM应用于建筑行业进行了初步探讨，但缺乏充分的证据和综合考虑。未来的研究应该进一步探索TQM在建筑行业中的实际效果，并解决相关问题和挑战。

# Topics for further research:

* 全球建筑行业的质量和生产力问题
* TQM在建筑行业中的应用效果
* 建筑行业与制造业之间的差异
* 建筑行业中的潜在风险和隐患
* 建筑行业中的供应链管理、人力资源管理和合同管理挑战
* TQM在建筑行业中的实际效果和解决相关问题和挑战的研究。

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