

Quality Management System

- an unwestern perspective

Natural civilizations and markets have uneasy relationship. Why do defensive forces act against invasion of market into ancient cultures? How can markets succeed in India? Do the benefits of market offset cost of division, inequality, conflict and loss of character, and consequences of rising cost and complexity of the management? How could markets have reduced total cost and bring down cost of living? Do current theories in management have answers?

Quality is not individual or product or technology issue but a global issue of peaceful integration of the mindsets. Markets are designed like a gearbox with an inter-dependent model of co-existence. If just one gear is out of control, it is bad Quality that adversely affects strength and stability of the entire market. And with bad quality (of Market), high speed of economics makes it even worst. Controls are not the right way. If one thing is managed other things go out of control. How could human nature fallen itself in trap of its own design and cost of management is rising steadily, instead of coming down. Management is more an issue than work. Atmosphere of fear from human nature and uncertainty have unfortunately become the goal of Quality.

'Man by nature is divine or evil' decides architecture of management. X and Y theory of Douglas McGregor (1960) hold key of malfunction of markets in natural civilization. Interaction among free will of people, role of product, and discipline of organization can be understood in 3-dimensional space of Quality, Management and System. Any disturbance or changes in society in this 3 dimensional space will have effects predictable by correct understanding of Quality Management System.

Quality

Independent nature ('sva-bhaav', in Sanskrit) of an individual is like seed of lemon, which is unalterable by any conditions of environment. No soil, water, sunshine or farmers can make seed of lemon to be grown as a mango tree. The quality, or independent nature is fundamental; and any individual, instead of changing itself (the seed), tries best to survive in its true nature by ability to resist conditions that threaten its independent nature. Character of an individual is in the ability to protect his/her 'independent nature' or right of incorruptibility. But if 'independent nature' itself is changed in building walls of protection, the battle is won but war is lost. Tao therefore says 'to win without fighting is best'. For example, instead of killing mosquitoes, transforming own self by personal hygiene and public sanitation are better alternatives of avoiding conflict with mosquitoes. Gandhi used self-restraint ('satyaagrah', undeterred on truth) instead of choosing armed conflict with British rulers during struggle for independence of India. This is the essence of natural civilizations that are not easily corruptible by their unchanging belief in the truth and non-violence.

Truth is rational and sciences, empirical. For example, low goals create divided perspectives as one sees it achievable independently, and by conflicts; but when goal is kept very high that none can achieve it alone, then perspectives get united into 'one truth', and conflicts end into a team-work. By this definition, truth is abstract (non sensory, pure thought), universal (common, sum of all perspectives) and non-relative (without conflicts of perspectives and specialization), and therefore, it cannot be empirical or judicable in contemporary laws. Records, oath of honesty or accuracy of observation are not truth. Truth (i.e., self-satisfaction) exists, but without an evidence either in the favour or against. Critique of Pure Reason by Emanuel Kant (1724-1804) is a matter of explanation. As a result, any apparatus of justice, governance and management fail. And truth, non-conflict, and independent nature (Quality) are one and the same thing.

Management

Quality (sva bhaav) is independent nature inherent in individuals' free existence, and not produced on order. Self-expression, creativity and non-secrecy are virtues of Quality in natural civilization. Products or services or activities are just by-products (Raj in Sanskrit/

means, dust) or souvenir that reflects individual's own true nature growing itself for self-satisfaction. Indians worship cow for its true nature. **Connection between natures of cow with people is Quality.** But those who cannot understand nature of cow derive satisfaction by her milk as a by-product. Business of milk is more interesting than taste of milk, and that belief further distances independent nature of cow with its customers. It is same with best of the technology. Use of technology does not make anyone developed. Does a terrorist with atomic weapon called developed? Quality is not in product or 'characteristics of desirability in relation to a product'. Has it been so, why is a product of choice of Bin Laden not necessary to be similarly chosen by Buddha? Product is an inference of Quality of individual who is at source of its creation. Quality is not a specialist activity but effortless self-expression. This is intriguing question in minds of western managers as to how Yamaha of Japan could produce automobiles as well as music instrument. What is Sony (electronics giant) doing in Hollywood buying art and films? What occupation or professional titles does fit to Leonardo da Vinci? **In western management, key focus is on the technical aspects of product or conduct and specialization; but in unwestern thoughts, individuals' character in relation to truth is a basis of all conduct and by-products.** In the down stream, Quality, from mindsets of manufacture and distribution has been differently defined as one of the goals of management for conformity to specification in copying or multiplying a product. This manufacturers' quality is neither an indicator of independent nature (sva-bhaav, 'sat' or truth) nor it is a by-product ('raj', souvenir or dust of truth) but a nature of industrial control ('tam' or ignorance of truth, business interest).



Management 'vyavastha'
= by-product of 'sva bhaav' vs. 'bhaav' discretion / prices

Competition, consumption pattern and rising demand of product are suggestive of quality (independent nature) of individuals in terms of distance with respect to being close or away from truth. **On the road to truth, in the first half, as long as it is empirical, it is management. But development is half past mark, which is beyond management. Journey on road to truth is in two parts: first, from disorder to order is management, and second, from order to liberation is development.** Management ('vyavastha' in Sanskrit) is a state of compromise or co-existence or togetherness in contemporary situations in mutual exchanges of product and services and activities when **individuals' independent natures ('sva-bhaav', quality) come in contact.** The boundary lines are called Bhaav in Sanskrit. 'Bhaav' in English is about 'discretion' viz., love, respect, importance including valuation or prices in market and fear/anxiety. Adjoining boundaries of newly formed 'dependent nature' restricts independent nature of individuals in structure of an organization. Here, the dependent nature and independent nature both exist in unison. Resolving contradiction within self and others is the essence of management.

System

Management is at highest when Quality is low; and when Quality is highest, management becomes least or effortless. Like Bin Laden, New York and New Delhi are infamous cities by conflicts and crime (low in quality) and cannot survive without best of the management. Quality and Management stand opposite and supportive to each other depending upon in which direction both of them head to. The navigation tool that determines the **location** and direction of Quality ('sva bhaav', independent nature) on the road to Truth is called System ('shaastra' in Sanskrit). **Road to truth is called 'dharma' and system (Shaastra in Sanskrit) is an instrumentation that removes ignorance and keeps it on track of dharma. System and management are two different things. For example: arth shaastra is economic system and organizations that use it such as banks and enterprises are management. Similarly, bhautik shaastra is physical system but products and technology are various form of management. System is like a compass used by a ship in ocean for decisions of right or wrong with respect to truth.**

Quality, Management and System are three different concepts as explained above. Purpose of system-knowledge brings management and quality together. Management is first leg of a journey from disorder to order and development is from the order to liberation. Buddha, Gandhi, Mother Teresa shown it that quality ideally, is not a competitive field. Neither it needs an organization nor expectation of results because it is without an effort (by the knowledge of system). On the opposite, un-development is a matter of conflict (win/lose) and it involves secrecy, effort and calculations; and high risk in it places management (in sense of control) at a premium. Bin Laden is best at the management. Management is an artificial safeguard; and more one is undeveloped, more it is needed. It cannot be a substitute of development. New paradigm of management is 'a safeguard in potentially dangerous situation' or 'to un-develop carefully', and in this process, the world gets itself fiercely complex and mechanical. By going against the system of nature, any rise in cost of living, inequality and control over natural system are certainly not a good measure of compensation of misuse of the management.

3 B (Bin Laden – Bill Gates – Buddha)

For purpose of system, three individuals form a metrics of humanity. Bin Laden, number 1 terrorist on the earth today. He is a model of 100 percent perfection in management and zero percent in quality. Bill Gates, richest man on the earth today. He is in the middle i.e., 50 percent perfect in management (security) and 50 percent in quality (liberation). Buddha is 100 percent perfect in quality and zero percent in the management.

Bin Laden is disorder (chaos), Bill Gates is order (system) and Buddha is liberation. Journey from disorder to order is management and **development** from order to liberation.

	Bin Laden	Bill Gates	Buddha
System	Management without System	Management with System	System without Management
Quality	0%	50%	100%
Management	100%	50%	0%
Effort	Highest effort, low goal, conflict, no system and no team-work	Autopilot of system, high goal achievable only system and team work	Effortless -by knowledge of system of systems
Merit	Win/lose in uncertainty	Satisfaction/ assurance	Contentment, Truth
Power	Militancy – political power, legal (third party justice)	Logic – voluntary inquiry and equality	Belief - power of Emotion, absence of separation
Organization	Terrorist, militancy, politics, governments	Market, natural communities	Schools of thought, Individuals in state of enlightenment
Character	Divisive – mathematics, comparison, control	Whole –art, creativity, expression	Truth – love, kindness, liberation

Summation of perspectives or bringing forces of attention together is management.

