



**IMPLEMENTING TOTAL QUALITY MANAGEMENT IN UNIT TRUST
OPERATIONS DEPARTMENT OF PNB: A CASE STUDY OF PERMODALAN
NASIONAL BERHAD (PNB)**

**ZATUL AKMAR BINTI RAZAK
2006155645**

**BACHELOR OF BUSINESS ADMINISTRATION
(HONS) INTERNATIONAL BUSINESS
FACULTY OF BUSINESS MANAGEMENT
UNIVERSITI TEKNOLOGI MARA
BANDAR MELAKA**

APRIL 2009

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**DISSERTATION PRESENTED IS TO FULFILL REQUIREMENTS FOR
BACHELOR OF BUSINESS ADMINISTRATION (HONS) INTERNATIONAL
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**FACULTY OF BUSINESS MANAGEMENT
UITM, BANDAR MELAKA**

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LETTER OF SUBMISSION

April 2009

Madam Siti Normah Binti Awang Tuah
Bachelor of Business Administration (Hons) International Business
Faculty of Business Management
Universiti Teknologi MARA
Malacca City Campus
Malacca

Dear Madam,

SUBMISSION OF PROJECT PAPER

Attached is the project paper titled “IMPLEMENTING TOTAL QUALITY MANAGEMENT IN UNIT TRUST OPERATIONS DEPARTMENT OF PNB: A CASE STUDY OF PERMODALAN NASIONAL BERHAD (PNB)” to fulfill the requirement as needed by the Faculty of Business Management, University Teknologi MARA.

Thank you.

Yours sincerely,

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ZATUL AKMAR BINTI RAZAK

2006155645

Bachelor of Business Administration (Hons) International Business



**BACHELOR OF BUSINESS ADMINISTRATION
(HONS) INTERNATIONAL BUSINESS
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“DECLARATION OF ORIGINAL WORK”

I, ZATUL AKMAR BINTI RAZAK, (I/C Number: 850105-14-5988)

Hereby, declared that,

This work has not previously been accepted in substances for any degree, locally or overseas and is not being concurrently submitted for this degree or any other degrees.

This project paper is the result of my independent work and investigation, except where otherwise stated.

All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

Signature: _____

Date: _____

ABSTRACT

This study is conducted to examine the success of implementing Total Quality Management in Unit Trust Operations Department of PNB. At PNB, total quality management is regarded as a totally integrated effort for gaining competitive advantage through continuous improvement of every aspect of the organizational business process. It is the foundation of this philosophy that has made PNB what it is today.

From the application of quantitative methods to the improvement of services, be it now or in the future, PNB passionately believes in putting the needs and requirements of its customers first. By employing a total quality management system that integrates fundamental management techniques, existing improvement efforts and technical tools under a disciplined approach focused on continuous improvement, PNB is confident in delivering customer satisfaction at all levels.

TQM encourages participation amongst shop floor workers and managers. Quality is the outcome of all activities that take place within an organization, that all functions and all employees have to participate in the improvement process; that organizations need both quality systems and a quality culture.

Product development in a TQM environment is very different to product development in a non-TQM environment. Without a TQM approach, product development is usually carried on in a inconsistency environment where each department acts independently. Short-term results drive behavior so scrap, changes, work-arounds, waste, and rework are normal practice. Management focuses on supervising individuals, and fire-fighting is necessary and rewarded.

Product development in a TQM environment is customer-driven and focused on quality. Teams are process-oriented, and interact with their internal customers to deliver the required results. Management's focus is on controlling the overall process, and rewarding teamwork.