



TQM and Six Sigma: A Literature Review of Similarities, Dissimilarities and Criticisms

Lamine Kaouthar

Sousse University, Department of Management, Higher Institute of Management of Sousse, 621,
Street Boughouta City Erriadh 4002 Sousse, Tunisia.

kaouthar.elamine@gmail.com

<http://orcid.org/0000-0002-3527-1578>

Abstract

This paper discusses the similarity and dissimilarity between TQM and Six Sigma methodologies. Specifically, it contributes by revealing the resemblances and divergences between CSF's of TQM and Six Sigma. The discussion arises firstly based on the considerable criticisms appears in the literature concerning this controversy: Six Sigma is a repackage of TQM or Six Sigma is an extension of TQM?. As of interest to resolve this controversy, a research framework is developed preceded by a theoretical background of the basics, strategies, objectives and CSF's of each methodology. The primary proposition of this work is that the implementation of Six Sigma CSF's are based on the major part on the TQM CSF's. Firstly, this paper reveals that Six Sigma is an extension of TQM and stresses its distinguished characteristics compared to TQM.

Keywords: TQM, six sigma, similarities and dissimilarities, critical success factors (CSF's), literature review.