

Chapter Review

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Quality Standards and Management

Objectives...

- 1 review what is meant by quality and quality management
- 2 define the key concepts associated with quality
- 3 discuss the importance of quality to contemporary organizations
- 4 Identify key quality standards and frameworks and discuss their benefits
- 5 list the eight quality management principles defined in ISO 9000

Key Terms

Quality assurance	The specific actions firms take to ensure that their products, services, and processes meet the quality requirements of their customers
quality management	Refers to systematic policies, methods, and procedures used to ensure that goods and services are produced with appropriate levels of quality to meet the needs of customers
Quality management system (QMS)	A systematic approach to proactively managing quality based on documented standards and operating procedures. The best known QMSs are those based on the ISO9000 series of quality standards
quality standard	a framework for achieving a recognized level of quality within an organization. Achievement of a quality standard demonstrates that an organization has met the requirements laid out by a certifying body.
Total Quality Management (TQM)	A quality approach that emphasises a continuous process of improvement, through the involvement of people
Value perspective	A quality perspective that holds that quality must be judged, in part, by how well the characteristics of a particular product or service align with the needs of a specific user. Value is often described in terms of quality and cost i.e. value = higher quality for lower cost (price)

24. Quality is an extremely important omnipresent strategic, tactical and operational management concept, associated both with differentiation and cost reduction strategies. It focuses on effectiveness and efficiency. Quality management typically begins with a consideration of customers, be they internal employees, other businesses or members of the public. Their wants and needs must be translated into specifications of one kind or another. These specifications need to be developed and tested. Resources and operational plans have to be drawn up. Then production (or delivery, if a service) can begin. The process of production (or delivery of a service) must be assessed and monitored at every stage in order to see where improvements could be made and ensure that the outputs meet customer needs. Once the customer has received the goods or service, procedures need to be in place to deal with after-sales problems or queries, and to assess the level of customer satisfaction. Then the quality process can begin all over again – in a total quality management system it is a cyclical process which never stops. Organisations may use standards to help them develop their quality management systems. Certification of compliance with a standard such as ISO 9001:2008 can bring many benefits and may help a company win business.