

# Quality management case study

Business



Carrier & Kendall(1995) state multi-disciplinary as a willingness to share and indeed give up exclusive claims to specialist knowledge and authority, if the needs of clients can be met more effectively by other professional groups”.

In this case, the company reconsidered and re-launched their initiative of quality management system. From the director, trained facilitator to the volunteers of employee, all of whom were made up a quality steering committee. In one word, the biggest difference between top-down approach and multi- disciplinary approach is who make the decision.

For the top-down approach none of the employees have the right to join into the decision make.

Specifically, top-down approach is more like a leadership style; multi-disciplinary approach is groups from averse dullness to implement solutions. The top-down approach is able to let the company see bigger picture clearly. When top manager making decisions, the first thought is always profit. Thus, by doing top- down approach can guarantee organizations running well. Besides, the risk of copying by competitors can be reduced.

The less people know, the safer.

Moreover, senior manager who normally high level educated more likely to find out which way is good for their development. In addition, the top managers are easier to get new information and policy. Whereas, there may have some problems, first, once the high- level management goals have settled, the low-level employees may not able to understand the detail

objectives. Second, none of those senior managers have that plenty of time managing the program go exactly the way they want.

The gap of understanding between high and low level management will come up. Third, the senior managers usually do not know the real issues, do not know how to improve, or lack the knowledge of those aspects.

This kind of issue never exists within those employees who are fully aware of the whole process. It also can be realized in early phases. Moreover, the employees know what resources they are needed better. According to Easterly (2009), wasting of resources is the greatest failure of international development, which is because of the lack of comprehensive knowledge.

By doing this way, the motivation of employees has been maximized, driven up, together with the satisfaction of internal customers. In addition, involving the employees in decision-making can motivate the organization's continuous improvement.

However, to set up a multi-disciplinary approach takes time, which leads to higher costs. The more people involved, the harder the decision to make. Truly they know the detail objectives, but it is difficult to think for the company's benefits. The quality management system (SMS) is basically focused on the processes of business.

It is what the customer wants and needs from organizational structure, policy, procedure, and all the resources to implement quality management. There are numbers of standards and guidelines such as ISO 9000, ISO 14000, ISO 17025, and TQM. In this case, Cooke and Lewis Laboratory adopt

integrated management to improve their quality. The SISSIES and TTS are more suitable to this case. Firstly, SISSIES is a standard that remain stable. Whereas, the TTS is not limited to the standard, over, is seeking the chance for continuous improvement.

Secondly, the SISSIES value the process while TTS emphasizes continuous improvement by the organization them own. Lastly, SISSIES guarantee the customer by quality management. On the other hand, TTS motivate everyone in the organization participate the company's quality management. The main issue in this case that is not about technical improvement or the product quality itself but to focus on employee involvement, continuous improvement and satisfying internal customer. Therefore, TTS is more suitable quality management system than SISSIES to this case.

Meanwhile, TTS is described as “ focus on customers”, “ everybody commitment”, “ teamwork”, “ focus on processes”, “ continuous improvements” by (Hellene, 1997).

Nowadays, TTS has been applied as a management philosophy to provide quality focused practices and both internal and external customer (Sings, Smith, 2004). In addition, Hill (1991) also argued that TTS is about employee participation and involvement with the fundamental objectives of customers' satisfaction. It has been recognized to act an important role for achieving competitive advantage which Cooke and Lewis trying to make effort to (Farrago, Shoal, 2004).

Furthermore, when some senior managers recognize they need to make changes to face the new realities of competitiveness, the lack of

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understanding of how it should be done that make it failed to implement the changes. I KM, ten top management aspect AT Tossing on Doormat systems, out to set up a quality steering committee to solve real organization problems. And the key part of TTS in terms of improving is teamwork, which is the most important part in this case.

By using cross-functional teamwork that is one of the most effective way of communication to implement organizational innovation.

Nevertheless, the most striking feature of TTS is concentrate on satisfying customer, which is totally different from other quality management systems. TTS helps the organization to be innovated through focusing on customer. Since they have to seek a way to meet customers' requirements. Then, in terms of continuous improvement, 3. Implement the TTS In order to let the organization implement the TTS, it is not only need commitment, but also a competence in leadership to make changes.

Hung and Line (2002) found that most of the difficulties had stemmed from understanding and inadequate knowledge about TTS, resistance and disregard on the part of employees. A. Identifying and Planning The implementation steps begin with recognition of the need for the TTS and how it can be used for the organization improvement. After that, develop the understanding of TTS among senior managers and employees. In this way, objectives and goals can be established of the quality improvement process. Meanwhile, a plan of TTS implementation should be finished.

All the processes above should along with a committed management and leadership and a shared vision and clear sense of direction (Friedman, 2004).

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B. Execution After having a clear goal, training should be followed next. Not only for those workers who have responsibility to the product quality directly, but also upper management for the company performance. Nevertheless, a organization-specific model has to be developed.

Letting senior management deploy ownership of processes down to the line management. C. Everybody's commitment The organization should implement a systematic procedure that for steering committee.

What is more, human resource management should be improved to meet the changes. Strategic HARM helps a effective working environment.

And, allowing employees to develop objectives in a coordinated and disciplined manner. D. Modification and continuous improvement

Determining different performance in different positions somehow may lead to some disagreement or away from the right direction. The feedback and measurement systems should be in place to help internal performances that can keep advanced gallant Trot competitors to copy.

I en Key to ten ISM Is auto continuous improvement However, there may exist some issues of implementing the TTS.

To begin with, to implement the TTS cost a lot on money and time for hiring consultants, setting up specific systems, training and modifying. In the past, normally a company took six to eight years to implement the TTS. At the same time, lack of proper leadership, top management may not get explicitly and visibly to its philosophy (Brigham, 1993) or willing to provide the needed resources for some teamwork request.

Also, Wind and McMahon (1997) thought: “ existing customers, however, could substantially constrain the company’s ability of innovation since the company may fear that producing innovations may ‘ disturb’ the way of doing business with the current customer. ” A company-specific model, of course, is difficult to implement. Conclusion In Cooke and Lewis Laboratory, the multi-disciplinary approach should be adopted to satisfy the internal customers and get a high level of enthusiasm throughout the company.

Each organization should have it own quality management system to reach a high level of quality.