

Getting back to basics



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Getting Back to Basics The effectiveness of any work and project is dependent upon the efficient use of managerial and control functions. The case of Canbide shows that there is no minor process or functions within the quality management. Managerial functions and effective systems play a crucial role in quality management and quality control.

On the one hand, good managers and good systems are two issues which allow organizations to function properly. Within organizations, good managers or good systems cannot function separately. Good managers play a major part in the overall success of the organization and decision accepted. Proper attention to the personnel function helps improve the efficiency of the labor force and the level of organizational performance. For instance, when planning a change (quality improvements) the manager should consider the type of resources necessary for each activity, equipment or skill groups. The tasks of the managers are to select resources and systems used in quality control. Also, the manager may consider not just the skill types necessary but particular individuals (Cope, 2000).

All systems (machines, procedures, processes, equipment, communications) depend upon managerial decisions. For instance, if quality management has some constraints, the activities need to be assessed so that additional resources can be used on the project to reduce poor quality. It is important not to overestimate their efficiency. A manager may not have time to check everything others do, so there is an element of risk here. Further prerequisites are the ability to hold the objectives clearly in mind regardless of the setbacks that the quality management may encounter and, above all, a consistent optimism about the outcome of the project and the team's ability to succeed.

The case of Canbide illustrates that quality management cannot be effectively implemented without good managers and their control. Canbide has all necessary resources and systems but cannot performance effectively without strong managerial leadership. Good managers determine quality policy and then the processes of manufacture, machine requirements, factory layout, storage and handling systems, skills required in the workforce and the method of training. This policy is largely determined by the nature of the work being carried out. Managers also are held accountable for the work of others as well as their own. This additional feature can cause concern, in that quality management techniques may not be so easy to implement (Slack et al 2003). In addition, difficulties in communication can arise with production systems where workers are stationed continuously at a particular point with limited freedom of movement (Drensek, Grubb 1995). Even when opportunities exist for interaction with colleagues, physical conditions may limit effective communication. If one part (good managers or good systems) fail to perform effectively, the quality will be low. For instance, Canbide has poor customer service because of inefficient resource allocation and facilities. Thus, the company owns good systems (machines and equipment). The role of good managers is to anticipate quality improvements and systems allocation in order to meet organizational goals and strategies. The relationships between the quality and managerial decisions determine the level of productivity and performance.

Consequently, when the quality project is produced it is important to consider the practicalities of how resources are used on the project, as well as the efficiency rates that can be expected for the type of work involved. Both good managers and systems help organizations to use their resources

effectively and provide customers with quality services and products.

References

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