

Efficient quality management strategy essay

[Literature](#), [Russian Literature](#)



1.

0 Introduction

Within any administration it is indispensable that to guarantee success is achieved there is a suited quality direction system in topographic point. Great success can be realised from using and keeping an efficient quality direction scheme which will include supplying the administration with a construction that is devised to repeatedly better whilst turn toing the demands of all clients involved. An effectual quality direction system can help administrations in bettering client satisfaction whilst supplying the administration with a competitory advantage over fellow rivals within the industry. The undermentioned study will see the execution of the quality scheme which is incorporated within the AJ Clark Group whilst besides reexamining the necessary literature to set up assorted theories associated to the term ' Quality Strategy ' .

1. 1 Company Profile

The AJ Clark Group (AJC) is a medium sized building company who begin merchandising in 1996 with civil technology and edifice building merchandises chiefly being the nucleus activity associated with the company.

Throughout the past 5 old ages the company has enjoyed noteworthy success whilst operation as both chief and sub contractor on assorted high profile contracts throughout Britain. AJC presently employ about 80 employees who consist of both members of staff and skilled employees along with keeping an one-year turnover of around ? 10 - 15 million per

annum. Within the AJ Clark Group there are three celebrated companies which consist of:

- AJ Clark Concrete Flooring: Concrete shocking specializer who deliver the latest enterprises and engineering associated with concrete whilst accounting for 50 % of the company ' s turnover.
- AJ Clark Construction: Possesses the expertness to build complex concrete constructions.
- ATD Developments: This is the sister company which has become ill-famed for building places of quality and individualism.

As competition within the building industry is going more and more apparent AJ Clark Group gain the importance of guaranting that a suited and effectual quality direction scheme is in topographic point.

This will supply an attractive force within the company associated with quality, hence heightening the possibility of wining whilst tendering for current and future undertakings.

2. 0 Literature Review

2. 1 Strategic Quality Management

Strategic Quality Management (SQM) is the agencies of finding sustained quality ends and specifying the attack as to accomplishing these ends.

(Juran and Gryna 1993)As its name may recommend SQM is the combination of both corporate scheme and entire quality direction.(Riggs 1994) states that prior to any alterations being incorporated within the administration all processs should be analysed to place any current jobs which may be forestalling quality from being realised prior to plan and

execution of a new scheme being created.(Riggs 1994) besides considers that within the building industry groups non persons are responsible for public presentation hence all employees must besides be interested in working within a squad environment whilst profiting from “ team learning”(Stebbing and Pengelly 1994) highlight that the operation of SQM can non be achieved without the necessary preparation.

In order for a quality service to be realised the subsequent preparation demands must be fulfilled.(Hill and Jones 1998) repeat this by depicting that developing provides the needed model which assists in taking the administration in the way of bettering all facets of quality. Probably the most of import country within the successful execution of SQM is that it is non a 1 clip process and must be closely monitored at regular intervals.

(Riggs 1994) belief is that it should non merely be used when there is small work available or as a solution to all jobs but should be a major procedure incorporated within the administration.

2. 2 Quality within the Construction Industry

Quality confidence and quality direction systems (QMS) are topics which have been talked about by contractors, edifice professionals and assorted governments for some old ages already. Many of them are already registered with the enfranchisement organic structures to develop formal quality direction systems and to seek enfranchisement to the ISO 9000 quality criterions.

(Pheng 1998)As the recent outlooks within the building industry are presently come oning toward a greater degree of quality, (Hasegawa 1988)

believes that contractors are being required to better the current criterions of plants which are being produced.(Ofori 1994) feels that the chief ground behind this inclination to foreground quality facets is none more so than the fact that all clients have become increasingly more experient.(Juran and Gryna 1993) describe quality as being “ customer satisfaction” whilst (Hasegawa 1988) disagrees and emphasises that contractors who persist in ignoring the demands of their client, do so at there ain hazard. The ground for this being (Raynor 1992) considers that the quality position as being net income is a merchandise of accomplishing the clients demands.

(Madeiros 2000) states that to help in the effectivity of a QMS the system needs to be assembled around an sanctioned trade name such as ISO 9000 to let the system to carry through its function of measuring whilst vouching quality within the administration. BSEN 9000: 2005 province that there are eight quality direction values which have been recognised that can be utilised within any direction squad which will let the administration to work towards improved public presentation, these are:

- Focus on Customer Relations
- Management and Leadership
- Peoples Participation
- Procedure Approach
- Systematic Method to Management
- Provides Persistent Development
- Decision doing based on Factual Methodology
- Equally Beneficial Contractor Associations

The above eight rules are associated with the ISO 9000 quality direction system. (Brown et al. 1999) believes that the chief obstruction in implementing the above rules is integrating them into their strategic program whilst doing certain that all countries of the administration are involved. The most important intent of any quality system is to fulfill the clients and users of the merchandise or services for its designed intent. Below illustrated in Figure 1 the theoretical account shows how all parties are involved in leading to the administration's QMS.

2.3 Entire Quality Management

(Sommerville and Robertson 2000) believe that an administration which proceeds to implement the doctrine of entire quality direction (TQM) immediately realize that the fiscal steps associated are restricted in relation to the realization of accomplishments and advancement in general of quality demands.

Extra procedures require to be created in order to set up overall public presentation and development. The British Standards Institution defines (TQM) as "The direction doctrine and company patterns that aim to tackle the human and material resources of an administration in the most effectual manner to accomplish the aims of the organisation." This ensures there is a agency of accomplishing uninterrupted betterment public presentations within an administration affecting all degrees within the company. Whilst seeking to continually better the procedure of TQM the European Foundation for Quality Management (EFQM) highlight the cardinal elements for administrations to see associated with the procedure prior to the induction of a TQM system. The diagram in Figure 2 clearly shows the rudiments

associated with the EFQM theoretical account:(McCabe 1998) high spots that in order to accomplish TQM within any administration it is critical that the undermentioned facets are considered:

- The environment should promote teamwork, communicating and cooperation
- In order to make these conditions known as the organizational construction, will necessitate an analysis of the current state of affairs which will let a starting point to be identified for any amendments which are necessary.
- If cultural alteration is required within the administration it needs to be assisted by cardinal forces.
- There are two ways of pull offing alteration ; working from the underside up in direction is more likely than working from the top down.

(Sommerville and Robertson 2000) continues with what (McCabe 1998) high spots in the belief that a successful TQM system must be developed and maintained at a uninterrupted patterned advance and is based upon a uninterrupted six measure procedure. There are no set regulations in respects to the procedure and these are chiefly given as guidelines which can be incorporated within any administration.

3. 0 AJ Clark Group Quality Strategy

The AJ Clark Group steadfastly believe that by expeditiously pull offing there building activities, clients will have more cost effectual and better quality services and merchandises within any given clip restraints. To suit these

believes the company have implemented a quality direction system which is in conformity with BS EN IS 9001-2008.

3. 1 Quality Policy

The intent of the quality direction system (QMS) is to guarantee that all civil technology, development and edifice building undertakings are carried out and systematically run into or transcend the client ' s outlooks. The company presently operates a system which on a regular basis evaluates its procedures along with the clients demands, there are quantifiable ends with processs in topographic point to guarantee that betterments are realised each twelvemonth.

The company ' s chief purposes within the QMS are identified below:

- Achieve consistence and dependability
- To guarantee contracts are carried out to specification and within specified clip graduated tables.
- Systematically meet statutory and regulative demands
- To guarantee a mutualness of benefit
- To develop of all time bettering criterions of service and quality

3. 2 Quality Management System

As the chief activities of the company are civil technology catching, industrial concrete flooring and lodging development so the procedure for commanding these activities in respects to all quality issues are shown below in figure 4:

3.

2. 1 Control of Documents

Documents and records are generated in all facets of the administration and those referring to quality are consistently collated, stored and maintained under the control of the Quality Representative. These records are readily available to show the effectual operation of the quality system and the quality of service supplied are held for a minimal period of three old ages. Information maintained on computing machine is duplicated on ' back up ' discs and tapes which are easy identified. Changes to the quality manual and processs are officially controlled al all paperss will reflect the current alteration position and day of the month on each page. A maestro list detailing the position of all controlled paperss will be maintained.

3. 3 Management Responsibility

The managers within the AJ Clark Group are to the full committed to developing and bettering the current QMS. They have documented the quality policy and wellness & A ; safety statements which are presently on show throughout the company premises along with verification of there continued committedness to guaranting the necessary resources are readily available. The organizational chart below in figure 5 clearly shows the construction within the AJ Clark Group administration which ensures all employees within the company is to the full cognizant of there functions and duties:

3. 4 Resource Management

3. 4.

1 Provision of resources

The pull offering manager will supply resources to keep and better the QMS whilst besides keeping client satisfaction. These resources shall include forces, equipment, and a suited working environment and shall be monitored through internal audits and direction reappraisals which are held quarterly.

Within these reviews the undermentioned facets will be analyzed:

- Staff assessments and preparation demands identified
- Changes which could consequence the QMS
- Supplier and Sub contractor public presentation
- Contract public presentation and conformance reappraisals.
- Resources including forces, equipment, edifices, public-service corporations and working environment.

3. 4. 2 Training Requirements

All forces whose activities affect quality shall possess either the appropriate experience whilst undergoing the necessary preparation to execute there occupation expeditiously and satisfactory.

Training records are maintained for all employees and include and initiation, personal makings, experience and specialist occupation preparation. All employees developing demands and demands are reviewed continuously along with a preparation program which is targeted on each employees demands.

3. 4. 3 Interface with Sub Contractors and Suppliers

Although AJC chiefly map as a sub contractor there are still plants which are frequently sub contracted out within the stamps procured. All providers and subcontractors are chosen on the footing of old work in which they have performed for the administration.

When choosing a sub contractor or supplier the undermentioned steps are taken:

- Sub contractors and providers are chosen from a database of experient sanctioned contractors / providers who have been used in old contracts.
- Any sub contractor or provider who has n't antecedently been used will be scrutinized extensively to guarantee they have the needed resources and fiscal capablenesss to execute the chosen works.

3. 5 Measurement, Analysis and Improvement

The quality representative will implement appropriate monitoring and measurement processs to guarantee the QMS and procedures are effectual along with a continual reappraisal of all countries in order to seek future betterment.

3. 5.

1 Customer Satisfaction

Customer satisfaction questionnaires are issued and the corresponding consequences will be analyzed and the necessary betterment methods will be instigated where necessary.

3. 5. 2 Audited accounts

The implementing of planned audits both on site and within the office environment are indispensable to guarantee conformity with all facets of quality activities are being realised in add-on to supervising continued effectivity. Audited accounts are carried out by trained forces, independent of the activity under audit whilst feedback and consequences are provided on completion to the Quality Representative. Follow up audits are carried out where necessary to verify that lacks have been corrected

4.

0 Decision

Having carried out a notable literature reappraisal into both quality schemes and choice direction systems within the building industry along with the current QMS incorporated with the AJ Clark Group the undermentioned decisions have been reached. There are many similarities in the processes which are recommended within the literature reappraisal and the model which is presently in topographic point within the AJ Clark Group administration. It has become clear that for any administration to successfully administrate the services and merchandises they produce so a sufficient quality direction system must non merely be in topographic point but must be efficaciously managed and monitored invariably to assist accomplish maximal consequences. A specified QMS model must be incorporated within any administration to let all processs to be analysed, a chosen system such as ISO 9001 provides an administration such as AJC with a QMS that is recognised worldwide along with being an of import property within any concern. As there are many countries which are covered within

the AJC Group in relation to the guidelines set out this provides the administration with a solid terms in there chase of guaranting Client satisfaction within the building industry. This in bend will ensue in the repute of the company being significantly improved along with the chance of extra plants being awarded to the company in the hereafter.

Care must be taken throughout the administration to understate any complacence whilst guaranting that continual monitoring and betterment techniques are applied along with attesting that no elements within the model are being over looked or ignored. Although quality confidence rules have existed for many old ages they have become increasingly more of import throughout all sector of industry due to the recent recession.

Construction companies can non afford to pretermite these systems or they will be left unrecognisable behind in an of all time more competitory industry, prior to the recession quality may hold on occasion been overlooked in footings of clip and cost although this has significantly changed Having established that the AJ Clark Groups QMS is presently under the ISO 9001 model I would urge to continue to integrating a TQM system within the administration. Although the ISO 9001 enfranchisement is an sanctioned model it does non necessary warrant that all merchandises and services will be completed to a high quality, In order to bring forth quality goods and services, the system would profit with the incorporation of a TQM theoretical account to assist it gain its outlooks. Areas in which the debut of a TQM system would assist help the current ISO 9001 model within the AJC Group would be:

- The TQM system would assist heighten the focal point on clients.

- It is focused and emphasises the importance of employee engagement.
- Continuous betterment and TQM synonymous
- TQM is focussed in integrating all countries within the administration.
- Everyone is responsible for quality instead that the quality section.

Although the current QMS is of a high criterion I feel that integrating a TQM system would greatly better the current agreement whilst letting both techniques to congratulate each other. This ensures that the proficient system and the societal system will be integrated as one therefore supplying an overall enhanced quality civilization within the administration. This will let the AJ Clark Group to go on in its chase and committedness to guaranting all clients receive the extreme quality in respect to service and merchandise satisfaction.

Mentions

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