

WEEK 4



# QUALITY MANAGEMENT SYSTEM

# Quality management system

- It is defined ISO 9000 (2000) as:  
“a management system to direct and control an organization with regard to quality”;
- The quality management system has to be documented;
- Embraces quality management by objectives, policies, organization and procedures.

# ISO 9000

- Is one of the major approaches that companies are using to ensure quality today;
- Oriented towards compliance;
- An entry level quality approach;
- It is an International Organization for Standards which describes how a company should go about ensuring quality;

- Must have a quality assurance system in place including procedures, policies and training even though it does not provide a complete quality system.

### **Can be used in three ways:**

1. Provision of guidance to organizations to assist them in developing their quality systems;
2. As a purchasing standard;
3. An assessment standard to be used by both second and third party.

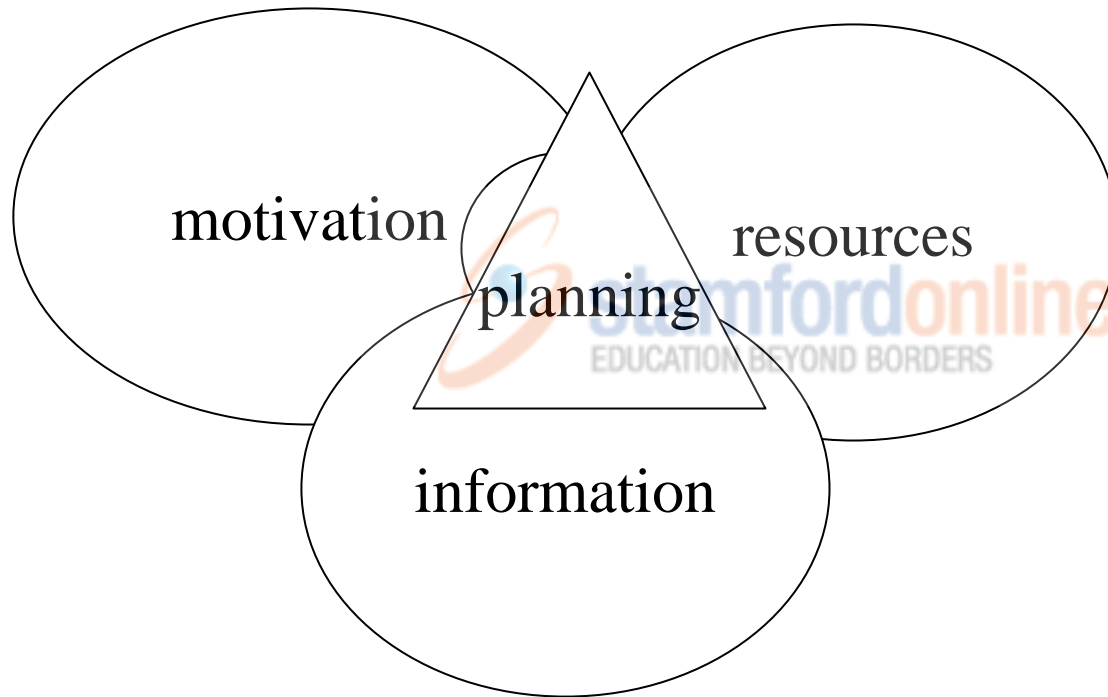
# **Eight quality management practice:**

1. Customer focus
2. Leadership
3. Involvement of people
4. Process approach
5. System approach to management
6. Continual improvement
7. Factual approach to decision making
8. Mutually beneficial supplier relationship

# **The five main elements of ISO:**

1. Quality management system
2. Management responsibility
3. Resources management
4. Product realization
5. Measurement, analysis and improvement.

# Progress with ISO:



## **Benefits of ISO:**

1. It is a useful discipline to stick to “sensible” process oriented procedures;
2. Error reduction, reduced customer complaints and reduced costs of quality;
3. Audit is generally accepted and takes the place of other audits such as customer audits;
4. Eliminate unnecessary procedures;
5. Demonstrate the actual and potential customers.

# Critics of ISO:

1. “management by manual”
2. Documenting process
3. Time and cost
4. Too formulaic.



# Malcolm Baldrige award

- To promote better quality management practices;
- Is given to at most two companies;
- Criteria: senior management leadership, business result, employee involvement, control of internal processes, customer satisfaction.

## **Purpose of this award:**

1. Help stimulate American companies to improve quality;
2. Improve the quality of goods and services;
3. Provide a specific guidance.

**The criteria** consist of a hierarchical set of categories, items and areas to address. The seven categories are:

1. Leadership
2. Strategic planning

3. Customer and market focus
4. Measurements, analysis and knowledge management
5. Human resources focus
6. Process management
7. Business result



# Summary:

Compare the Baldrige criteria and the Deming  
Philosophy?

