

Quality management in the enterprise

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Abstract: *Quality management in the enterprise.* In the article quality management systems have been presented. Attention has been paid to their significance for increasing the efficiency of production processes and determining development directions as well as enterprises operating norms. The importance of introducing efficient mechanisms of constant improvement and clear communications in management has been emphasized.

Keywords: Enterprise, management, quality

INTRODUCTION

Increasing expectations and challenges of global market and Polish membership in European Union create ever new possibilities for entrepreneurs while clients consciousness and requirements determine new aspects of competitiveness.

Interest in quality issues is the result of ever growing Leeds which to a large extent refer to the sphere of production, trade exchange and products exploitation. Improvement in labour quality and the quality of its results cause long-term progress of civilization and constant increase in life quality of individuals and whole societies. Reserves created due to strategies promoting quality facilitate constant progress and improvement process become the effect of introducing changes, standardizing and adjusting requirements defined the norms concerning operating methods.

System solutions concerning management included in ISO are the means of improving quality. Their aim is to adjust company operations to market expectations through, among others, usage of techniques and tools facilitating the improvement of their internal processes and guaranteeing their repeatability via maintaining high quality of generated offered products and services.

QUALITY MANAGEMENT SYSTEMS

First quality management systems appeared in the USA in 1959 in USA Department of Defense and were called Mil-Q-9858 „Quality Programme Requirements”. Four years later they were updated and implemented as NATO-AQAP norm, which obliged all army suppliers to implement its procedures at each phase of production. Meeting that norm requirements was compulsory for all sub-suppliers. In time similar quality-oriented programmes, began to be used in American nuclear industry. In the 70ties Atomic Energy Commission and United States *Nuclear Regulatory Commission* designer a set of standards concerning exploitation procedures and observing the criteria assuring adequate quality in nuclear power stations (*Sokołowicz i Szrednicki, 2006*).

The first European country to address the quality issue was Great Britain. There the norms included in NATO-AQAP began to be implemented. British Regulatory Agency undertook the task of adjusting Arms Industry Norms AQAP to the Leeds of other sectors. In 1972, BS 4891 – „The guidebook for quality assurance” was published. It contained instructions for those entrepreneurs, who wished to implement quality systems for their goods and services. Later on this norm was modified and on its basis system norm BS 5750 was created and implemented by all major entrepreneurs (*Sokołowicz i Szrednicki, 2006*).

In 1979 actions aiming at standardization of norms on international level started. Technical Committee was called upon and it formed one of organs of International Organization for Standardization (ISO) with headquarters in Geneva. In 1986 the first norm ISO 8402 „Quality Terminology” was created, and in the following year an international series of norms ISO 9000-9004 „Quality Management. Quality Assurance Systems” was published. Towards the end of the year those norms were accepted by Technical Office of European Committee for Standardization (CEN) and passed as European Norms EN 29000. implementation of the above mentioned norms was declared by European Economic Community (EEC) and European Free Trade Association (EFTA). Those norms were also implemented in the USA. In 1991, EN 29000 were accepted by Japan and in 1993 Poland as Polish Norms PN-EN 29000 (*Hamrol, Mantura 2005*).

Difficulties in interpretation and application of international ISO norms 9000 were diminished by the first amendment in 1994. On its basis numerous countries started to introduce adjustments in their national norms. In Poland the process of updating the regulations lasted for over 2 years. At that time norms PN-ISO 9000 were published (*Sokołowicz i Szrednicki, 2006*).

ISO 9000 NORMS IN AN ENTERPRISE

ISO 9000 norms, affecting various aspects of company operations allow and very of often even force putting order into organization structures, controlling set of responsibilities, clearing information channels, improving and documenting processes. They require specific level of formalizing operation through describing them in system documents precise description of responsibility and recording the results. It is beneficial when management and execution are of intuitive character and there is lack of clear and fixed rules of company operations in various areas. Sometimes however using those norms may have negative results. It may lead towards excessive ossification and formalization of an enterprise simultaneously paralyzing activity and destroying employees creativity. It happens when all processes even those of the smallest significance are put into too stiff organization framework.

ISO norms are merely a complement and not an alternative for technical requirements. This implementation is not obligatory for a company as it is not described by any regulations. However, enterprises often decide to implement them due to clients’ pressure. ISO norms require constant improvement so as to satisfy ever changing needs of the clients and the company itself. They constantly change and are gradually updated via adequate organs (*www.qmc.pl 2011*).

Norms of ISO 9000 enclose the definition of terms related to norms and determine basic principles of quality management. They also describe the rules which should be used for the improvement of functions within organization. In accordance with Table 1 among them there are: focus on client, leadership, human resources engagement, process approach, system approach to management, constant Improvement, decision taking based on facts and mutually beneficial relations with suppliers.

Table 1 The rules used for the improvement of functions within organization.

Item	Rules used in management	Characteristics
1.	Focus on client	Familiarization with clients needs and expectations
2.	Leadership	Defining aims and directions of organization development. Creating conditions which would promote employees commitment to work and goals realization.
3.	Human resources engagement	Accounting for employees’ qualifications and motivations
4.	Process approach	Increase of efficiency resulting from detailed

		description of responsibility for inadequate task performance as well as splitting into separate easy processes which execution and coordination is not problematic for employees.
5.	System approach to management	Planning, coordinating, managing and identification of various interconnected processes, which in adequate conditions may bring the company closer to reaching its goal.
6.	Constant Improvement	Is linked to constant organization development, expanding onto new markets, increase of employees' qualifications and refining individual production processes.
7.	Decision taking based on facts	Objective evaluation of the whole organization or its selected units on the basis of processes measurement or concrete and reliable information coming from the employees.
8.	Mutually beneficial relations with suppliers	Creating good relations with suppliers and determining mutual goals and aiming at their realization.

Source: Own elaboration based on *Sokołowicz, Srzednicki, 2006*.

Currently the family of ISO norms 9000 comprises of four 4 principal norms which account for process term introduced following the amendment. Among them there is norm **ISO 9000: 2000** “*Quality management system – Fundamentals and vocabulary*” – in Poland its equivalent is PN-EN ISO 9000: 2001 „*Systemy zarządzania jakością. Podstawy i terminologia.*” Series of norms: ISO 9000: 2000 was worked out by the Technical Committee ISO-ISO/TCI 176, which for the subsequent versions of norms published in 1987, introduced numerous changes and amendments.

Subsequent editions of the norms, concerning quality management systems, were drawn in such a way as to complement each other in content yet allowing for their independent implementation. Those are norms ISO 9001 and 9004. In both norms similar structure was preserved, so as to facilitate their co-usage. Concept of constructing norms in a way which would enable their combination and forming integrated management systems embracing various areas of organization functioning proved to work in practice and is used in currently binding norms concerning quality management as well as industry and complementary norms (*Sokołowicz i Srzednicki, 2006*).

Norm **ISO 9001: 2000** *Quality management system – Requirements* determines requirements which have to be met by an organization wishing to obtain the certificate. In Poland an equivalent for that international norm is Polish Norm PN-EN ISO 9001: 2001 „*Systemy zarządzania jakością. Wymagania*” (*Drabik i Parysiewicz, 2004*).

While norm **ISO 9004: 2000** *Quality management system – Guidelines for performance improvements*, which equivalent in Poland is PN-EN ISO 9004: 2001 „*Systemy zarządzania jakością – Wytyczne doskonalenia funkcjonowania*” specifying the guidelines, which should be met by an organization wishing to continually improve its quality management systems.

The last in the series of norms ISO 9000 is norm **ISO 19011: 2002** *Guidelines on Quality and/or Environmental Management Systems Auditing*, which concerns technical specification and reports including guidelines relating to management systems. This norm is also used when auditing environment management systems. In Poland its equivalent is norm PN-EN ISO 19011 „*Wytyczne dotyczące audytowania systemów zarządzania jakością i/lub zarządzania środowiskowego*”. In accordance with internal regulations of European

Committee for Standardization (CEN) all members are obliged to accept European norms as domestic norms without any changes. Therefore in 2000 and 2001 in Poland they were translated into Polish and accepted as norms from series PN-EN ISO 9000 (Sokołowicz, Srzednicki, 2006).

QUALITY-ORIENTED COMPANY ATTITUDE

One of the most important factors motivating enterprises to implement quality – oriented attitude and encouraging them to constant improvement is a matter of prestige gained via obtaining functioning in numerous countries quality prizes. Such prizes have been awarded in many countries for many years. The first quality award named after Edward Deming was presented in Japan in 1951. In the USA in 1987 an award named after Malcolm Baldrige for the achievements related to consumer services was established. While in western European countries there is a very highly regarded „EFQM Excellence Award” awarded from 1991. Also in Poland a quality award has been given since 1995. It is “Polish Quality Award” which was established by Polish Chamber of Commerce, Polish Centre for Testing and Certification and Foundation Now Poland. It is a reward for implementing concept of management via quality (Ładoński i Szoltysek, 2005).

Interest in quality issues is boosted by strong competition. Quantitative increase in production and markets saturated with standard products force producers to continuous raising of standards of offered goods and services. Also ever growing demand concerning the quality of company operations and their products placed by numerous consumer and testifying organizations determine such behavior. Being in possession of quality certificate isn't a mere proof for high quality of a product. It is more and more often a document required for signing new contracts. Lack of certificate especially when the majority of goods are sold outside of Poland makes the cooperation with client much harder. Therefore the majority of companies accept this direction and the effects of quality-oriented policy are visible in company successes and in the progress of its development (Hamrol, Mantura 2005).

SUMMARY

Forming a new approach to quality issues becomes one of the most significant tasks in enterprises management and substantially helps in complex usage of its resources and capacity.

Quality management aims at finding possible discrepancies between real and planned condition facilitating their successful elimination. Introducing quality systems within a company helps to improve its organizational structure and has an impact on its operations. Therefore quality-oriented approach is a standard in the majority of EU countries. It is also more often perceived as indicator of significance among Polish producers.

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Streszczenie: *Zarządzanie jakością w przedsiębiorstwie.* W pracy przedstawiono ogólne informacje na temat systemów zarządzania jakością oraz ich znaczenia dla funkcjonowania firmy. Wskazano czynniki działające stymulująco na przedsiębiorców, podkreślając jednocześnie efekt ich wdrażania. Pokazano kierunek, w którym zmierzają firmy dążące do osiągnięcia sukcesu rynkowego.

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