

# Quality Management in Theory

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**Abstract-** The quality management in any organization undoubtedly has a direct impact on the performance of that organization. Thus, the quality of educational institutions has a direct impact on the economy of a country, since higher quality faculties emerge from higher quality students who have higher and better knowledge that will be applied in practice, in a bank, an enterprise, a public institution, or in a school. Increased application of quality knowledge, acquired through education in the enterprise, for example, leads to an increase in the economic position of companies in the market, to a greater profit of the company, which again affects the economy of the whole country. Intellectual capital is considered one of the most important factors in explaining economic growth and is considered one of its sources. Any increase in the quality of education can have an impact on economic growth by improving the productivity or quality of workers.

**Index Terms-** quality.management.school.company.institution

## I. INTRODUCTION

In modern theory we distinguish a large number of different definitions of the quality concepts. Within this paper, quality will be explained in detail as a term, and its connections to quality management concept.

Term quality has numerous and different definitions, which can be accepted as precise. Different definitions of quality concept are result of numerous changes in life style in the last hundred years, as well as technological development.

As the organization's success always shows the profit and market share achieved, users have an important role in the functioning of the organization, and their assessment of the quality of the output of the business system by looking at the level of fulfillment of their requirements for these outputs is an important factor of success. Therefore, the business systems that have been implemented and the quality management system should have greater likelihood of achieving good business results. Thus, the quality of educational institutions has a direct impact on the economy of a country, since higher quality faculties emerge from higher quality students who have higher and better knowledge that will be applied in practice, in a bank, an enterprise, a public institution, or in a school. Increased application of quality knowledge, acquired through education in the enterprise, for example, leads to an increase in the economic position of companies in the market, to a greater profit of the company, which again affects the economy of the whole country.

## II. QUALITY AS A TERM

In its broadest sense, this term means the quality characteristics of certain products related to reliability during use, the periods in which the product can be used, the characteristics of the product, the level of customer satisfaction in consumption of a product or usage of a service.

Quality can be viewed from several aspects, and some of observation aspects are:

- Requirements specified by regulations;
- Meeting the relevance criteria;
- Satisfaction of the criteria in terms of reliability;
- Absence of defects;
- Supremacy over competitors;
- Satisfaction of the consumer's request.

Regarding prescribed requirements for a particular product or service, they need to be met. This aspect of observing a product quality or service is a minimum in terms of conditions that has to be met when it comes to quality. An example of prescribed requirements, that a product must satisfy, is level of safety that a particular device or machine must satisfy. Then, the next is safety of children's and people's food products, and so on.

In relation to meeting the criteria in terms of relevance, products and services that are marketed, must be in line with the basic idea that the product or service was created. In other words, the product or service is expected to provide for the satisfaction of the purposes for which they were designed. Regarding this aspect, it should be noted that the product or service must also be functional, that is, for example, if the means of transport is concerned, users expect from it, to provide transport from one point to another, and if this function was performed without difficulty, such a means of transport may be considered to be of high quality.

Regarding satisfaction of reliability criteria, products or services are expected to provide consumers with the assurance that the product or service will be functional at any time, regardless of when it is used, and then the product or service can be said to be of high quality.

When it comes to the absence of defects, consumers expect that the product does not contain any anomalies and that there is no need for additional product-related activities, such as finishing or repairing.

When comes to question of superiority over competitor's product, it means comparison of quality of a particular product or service with a product or service that is similar in functionality. This aspect is based on the principle that higher quality products

or services meet more demands or provide more in relation to products or services of the competition, according to consumers.

The Industrial Revolution has contributed to an increase in the number of products used over a longer period of time. For such products, the concept of suitability for use places a factor of time in the first place. In order for the product to be effective, it is necessary to achieve the role assigned to it and to be available for use as long as the user wants it. This availability depends on whether the product has reliability, that is, it is free of defects, along with its sustainability, or the ability to easily service and repair it.

**The basic aspects of quality are:**

- A marketing aspect, which includes a technical aspect that relates to the performance of a product or service,
- a Business Aspect, which includes the economic and organizational aspect of quality,
- and the Social Aspect, which includes the moral and ethical aspect of quality.

**Marketing aspect of quality:**

It refers to the quality of the product that must be such that:

- It meets the requirements of users,
- Ensures the convenience of the product for use throughout its lifetime,
- It enables the win of competition and achieves customer loyalty,
- and it is achieved by constant improvement and innovation of products and / or services.

**Business aspect of quality**

It relates to the quality of business processes that are being realized:

- Increasing the effectiveness and efficiency of business processes by fully defining and eliminating delays,
- Increasing productivity,
- Lower operating costs,
- Increase in profit and long-term survival of the company on the market.

### III. SOCIAL ASPECT OF QUALITY

It relates to human quality or quality of life, and relates to the future, and is based on a broad social understanding of quality, the culture of the company's quality and the human aspect of quality.

The creator of modern quality theory is Deming, an American scientist who laid the foundations and helped significantly to the development of quality practices throughout the world, primarily in Japan. After the Second World War, Deming was transferred to the Ministry of War as a consultant, where he was tasked to, in addition to statistics, analyze the quality of the work of the company's production that produced for the army. During the war, while performing the basic work, he also held a series of lectures from statistics across the US and Canada. Thanks to these lectures and efforts of General McCarthy, Deming came to Japan in 1947 for the first time.

Deming's contribution to the development of Japanese philosophy of quality, the renewal of the Japanese economy after the Second World War, and the formation of scientific methods of control and quality improvement is enormous. The fact that the biggest Japanese quality award is named after him: The Deming Award for Quality speaks enough of the merit of creating Japanese business success, and the American Quality Control Association in 1980 established the Deming Medal for achievements in statistical techniques and quality improvement.

Deming's fourteen points are its guidelines to management when it comes to creating relationships and practical measures to raise the quality system level in their own company. The application of these principle does not depend on the size of the company, type of production or services. They can also apply to sectors within companies.

**In the abbreviated version, the principles listed are:**

1. Adopt continuous goals (create and publish an enterprise mission and implement it),
2. Adopt a new philosophy,
3. Discontinue the practice of cheapest procurement,
4. Institutionalize leadership,
5. Eliminate empty slogans,
6. Eliminate numerical goals,
7. Introduce education at work,
8. Eliminate fear (and create trust),
9. Breaking barriers between organizational units (within companies),
10. Conduct activities in accordance with changes (transformations),
11. Improve continuous processes in production and service,
12. Reducing dependence on mass quality control,
13. Remove barriers that prevent people from being proud of their work,
14. Conducts energetic curriculum.

Interpretation of quality, ie interpretation of the path for achieving quality, the goal defined within each organization, changed over time and depended on the achieved level of development and the volume of production or services, as well as the level of maturity of the social community. Efforts to determine the concept of quality are characterized by the presence of a subjective moment, which additionally influences an objective approach in its expression. Some of the approaches are based on assumptions that quality is a reflection of living standards at a higher level.

There are also approaches according to which the quality of the phenomena is reflected in the so-called petty attitudes that are not common. According to some interpretations, quality can be viewed through the level of convenience for use or compliance with the needs of users.

“To determine meaning and essence of services quality, is far more complex than defining the quality of goods. Without going into more detail in the analysis of individual specificities, it is shown that the basic difference between products and services stems from the nature of service intolerance.

From this characteristics of service, there are also other differences between products and services. Services can not be seen, touched, possessed or displayed before purchase, and

customers can not test or evaluate quality before their use. Because of this, service is very difficult to explain to potential buyers, and the quality of the information provided depends on the ability of those who sell those services.”

A sufficient number of comprehension of the concept of quality is understandable, and the answers that have been obtained lead to the conclusion that quality is not uniquely determined. Quality is a set of different attributes and properties that the product or service has and the impressions it leaves for each user individually.

According to Kotler, quality can be defined as the degree of ability of a particular brand to perform its functions. Quality is a set of all properties of products, processes, services for the consumer, from a range of market elements, business, quality of life, protection of the environment, health correctness of foodstuffs and others.

We distinguish different quality approaches according to the lifetimes of a product or service that underlie key activities that have an impact on the quality of products and services. In a given context, in relation to the life-span of a product or service, the following concepts can be stated:

- Quality in the design phase of a product or service,
- Quality in the stage of production of a product or service,
- Quality in the phase of delivery of a product or service,
- and Quality in a phase that involves relationships with users of products or services.

A set of activities related to the realization of quality objectives is necessary to be implemented in an organized and systematic manner. The starting point for this is the attitude of the organization, that is, the management of the organization in terms of quality, which is an organization's quality policy. The quality of the organization's quality within itself contains the general goals and intentions of the organization in relation to the quality prescribed by the management of the organization. Quality policy is one of the most important segments of the overall policy of the organization.

#### IV. QUALITY MANAGEMENT

Quality management represents all the activities of the overall management function that determine the quality policy, goals and responsibilities and is introduced as quality planning, quality assurance, quality control and quality improvement within the quality system. Quality management means that control over the characteristics that make up the quality of a product or service is established.

This practically implies the definition and implementation of the procedures necessary for creating products that will have the desired characteristics, or manage the activities and their results. Quality management actually represents methodical actions and procedures that are applied throughout the duration of all processes in order to increase the level of their efficiency. Procedures and methods of quality management can be divided into three groups:

- Inclusion of quality as one of the parameters of the management of creative activities,
- Application of general procedures and methods to quality as a parameter,

- Introduction and application of special methods and tools.

Quality management at the same time represents the technique and methodology, that is, it is not a separate and separate activity that is an upgrade to the activities of the company and its products and services. It is implementation of these activities in a way that they take place efficiently, in a way to master the activities of creating products and services and the results of these activities.

Quality management is responsible for all levels of management, with the highest responsibility of top management, which is also responsible for managing the quality management system within the organization.

“Implementing and applying the concept of a quality management system requires careful planning. It is also necessary to create real technical and organizational conditions. Successful examples show that the highest potential lies in the expertise of employees and their motivation.” Since quality is embedded in a product or service, it is defined and constructed together with it.

Quality management, as part of the overall management of the company (management system), is aimed at realizing the general goals of company, first of all, to quality, resource allocation, growth and development of the company, market position, profitability, environmental protection, safety of tourists and employees, food safety, etc. It is a continuous process based on compliance with established standards, which serve as a basis for establishing a quality management system, their continuous improvement and continuous improvement of products. Organizational standards are used as a framework for organizing the organization in order to improve the performance, ie, successful conduct and successful business. For the purpose of more efficient operation, ie satisfying the requirements of all participants in the business process, the trend is to integrate individual standardized management systems (quality, environment, health and safety of employees, food safety, finance, ethical standards, etc.). Such integrated systems as a whole are oriented towards the continuous achievement of the goals of the organization that meet the expectations of all stakeholders.

#### V. TOTAL QUALITY MANAGEMENT

Contemporary understanding of quality management implies the so-called total quality management, which includes the functions within the organization that contribute to the creation, definition of products, its realization, maintenance and use, which are realized through the quality system.

Creating a product consists of a particular process that represents a sequence of activities and work, carried out in a way to provide the previously determined desired result. The management of these activities is carried out through procedures that have a preventive character and whose goal is to do a good job from the first time. In order to ensure a higher level of product quality, the most important factor of the quality leverage system lies in the development area (100: 1), then in the area of process planning (10: 1) and, ultimately, in the production itself (1: 1). Carrying out a particular job in an appropriate way is not a primary goal that is placed before a manager. The goal should be defined in the direction that the job must be done in an even better way the

next time. In this way, the set goal ensures that the job process can be viewed as a process of continuous improvement.

Quality management services rely on identical mechanisms of prevention and correction, as well as product quality management. The design of the service involves the conversion of complex information about the service into the specification of services, its performance and congresses. The service specification defines the service that is performed, while the specification of the service performance defines the means and methods used to perform the service. The quality control specification defines the procedure for assessing and controlling the service and characteristics of the provision of the service. Designing service specifications, service performance and quality control are independent, but with interaction during the design process. The service specification needs to have a complete and accurate display of the service. It should be planned as an integral part of the service process. It should be provided in such a way as to enable effective control of each service process and ensure that the service fully meets the specifications of the service and users.

Improving quality is becoming a priority task not only of management, but also of state bodies, educational and scientific institutions, business professional and professional associations. Comprehensive introduction and improvement of quality should contribute to achieving overall improvement of people's quality of life, which implies improvement of living standards, protection of the environment, health and safety. The quality management system is by no means a formality that needs to be fulfilled to meet the requirements of the international market, but a kind of social technology that affects the way and organization of the business of the company.

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