

CHALLENGES FACED BY ORGANIZATION THAT TRY TO IMPLEMENT QUALITY MANAGEMENT SYSTEM

Filip NISTOR¹

Haralambie BEIZADEA²

¹Professor Assistant, PhD student, “Mircea cel Batran” Naval Academy Constanta

²Professor, PhD, “Mircea cel Batran” Naval Academy Constanta

Abstract: *Managers from an organization must focus on the operations management techniques that give them more control over an organization's activities if they want to attain superior quality, innovation, efficiency and quick reaction to customers requirements. Improving the quality of an organization's products and services can be achieved by implementing a quality management system. This paper exposes the challenges which are facing an organization for implementing a quality management system.*

Key-words: *quality management, organization, implements*

1. INTRODUCTION

A quality management system aimed at identifying all tasks in addition to product quality, distribution of responsibilities, establish cooperation. It also aims to establish mechanisms for the integration of all functions in an integrated system. Any quality management system must be transparent so that both its staff and its suppliers and customers clearly understand how the company intends to ensure that the products delivered will meet customer requirements. Growing globalization of trade determined as a quality management system to be essential for any organization [Popa, C., Beizadea, H., 2009]. Such a system makes it possible for organizations to provide objective evidence of the operation of a quality management system that would facilitate compliance with all requirements of the customers and regulators.

The quality system must be based on a specific policy, a distinct organizational structure and specific documentation that would allow keeping under control, evaluation and continuous improvement. Quality management is the responsibility of all levels of management, but in terms of institutional strategy, management should be directed at the highest level. In this respect, adopting a quality management system must be a strategic decision of an organization, while operational implementation of quality management principles involved in practically all members of the organization. Designing and implementing a quality management system of an organization are influenced by different needs, set goals, they provide products, processes used and the size and structure.

2. IMPLEMENTATION OF THE QUALITY MANAGEMENT SYSTEM

Implementing a quality management system inspires customer confidence in contractual situations. It is also of inestimable value to all organizations because it transforms random systems of quality control in organized systems that can provide competitive advantage by combining a high quality organizations with issues related to continuous improvement of the organization and increase overall performance.

A growing number of organizations not only implement quality management systems in their companies, and insist that their main suppliers of materials and services have implemented quality management systems and certified.

Creating an internationally recognized quality management is an important factor in the company's export competitiveness [Olaru M., Păunescu C., 1999].

If the organization doesn't offer high quality product and service, it will soon exit of business. But just having high quality will not be sufficient, because your competitors will also have the same level of quality. To win, companies will need to offer a good quality for a lower price than their contenders. This requires organizations to discover and reduce their quality costs [Nistor F., Beizadea H., 2011].

To produce quality products, companies must have a market orientation, customers must establish an appropriate price value must have a well-trained workforce and motivated and should have a good quality management system established. In addition, increasing the market now requires the adoption of an internationally recognized quality management system and demonstrates this is certification or registration by independent accredited bodies.

The steps required to implement a quality management system in an organization are described below.

Step 1: Management commitment

Manager (chief executive) should have the determination to implement an ISO 9000 quality system in the company. Top managers must be convinced that the registration and certification will enable customers to demonstrate a visible commitment to quality. You should realize that a quality system will improve business efficiency by eliminating duplication in the management system. Should define the quality policy of the company and make it known to all employees and should allocate adequate resources for the project [Triker R., 1999]. You should consult a management representative to coordinate quality system.

Step 2: Establish a committee

At this stage the establishment of a committee should be prepared. He should be appointed by the chief executive and its members should include representatives of company heads and managers. The Board shall be responsible for developing the plan implementation process, offering advice and allocating resources. Committee members should be prepared by an international organization of standardization.

Step 3: Employing a consultant

Committee should determine whether a consultant is necessary. Meeting a consultant can be an unnecessary investment. A good consultant will conduct a rapid transfer of knowledge and skills to the client company and you will need only to provide and to keep the program running. The consultant should not be given responsibility developing documentation. It is essential that before meeting a consultant to check his previous knowledge and his experience in helping other companies to achieve certification. Costs are an important consideration in deciding hiring a consultant to other consultants costs should be seen before. That said, the consultants should be selected according to their qualifications. Where possible it is preferable to obtain consulting services to office standards and the industry association. It is necessary to determine what is required to make or improve the company.

Employing a consultant should not be seen as an exercise in assigning responsibility for achieving a quality system by someone else. No company contribution, the results of the procedure will be as high as when it involves.

Step 4: Start of implementation

ISO 9000 implementation of the program should lead to communication to staff to be trained to obtain a quality system. Suppliers of materials should also participate. Programs might work or labor or by experts hired to speak at various levels of employees.

Step 5: Training

Training programs should be structured for different categories of employees - senior managers, middle managers, supervisors and workers. Training must cover the basic concepts of the quality system and involve the impact on strategy victories.

This training may be necessary in writing the quality manual, procedures and work instructions; principles of audit, laboratory management technologies, etc.. When the company's ability to take such training is low, it is necessary for company executives to attend various trainings organized by professional companies.

Step 6: Action Plan

For this purpose, the company shows how current the information is (not how it should be done). Through diagrams, register documents should be established and a significant number of written procedures be put in place. If they are many outside data, such documents should not be downloaded. Thus, they must be incorporated into the new system ISO 9000. Documents asking for change on the development of new procedures should be identified and listed. This exercise is often likened to "gap analysis." During this process, the wise consultation with representatives of the association of company directors and asked to list their active cooperation.

When forms for procedures and work instructions have been identified, an action plan for establishing the ISO quality system must be developed. It should define managers from different departments and set target dates for completing their work.

Step 7: Development of quality system documentation

This is the most important activity in the process of implementation. The quality system documents are generally prepared in 3 levels indicated. In small companies, the levels of documentation can be presented in a manual, so need to be prepared textbooks. A list of documents to be prepared, to be written and who is responsible for this should be appointed by functional department personnel.

Step 8: Implementation

It's a good thing to implement procedures that have been documented as documentation developed and this can be more effective in large firms. In small firms, quality systems are rarely implemented throughout the organization. Where phases of of implementation work, system efficiencies can be evaluated in selected areas. It may be a good idea initially to evaluate the area where a positive assessment is high, managers and workers to maintain confidence in the merits of quality system implementation.

Step 9: Internal audit

After being installed the system effectiveness must be verified by an internal audit. The internal audit system verifies whether the documents are implemented. Some members have trained to handle internal audit. Even

if the system is established and running, internal audit must be planned from the beginning strategy.

Step 10: Revision management

When a quality system documentation must operate from 3 to 6 months, an internal audit and managers need to implement corrective actions. Effectiveness of corrective actions must be ensured.

Step 11: Pre-audit assessment

When system deficiencies are no longer visible, it is normal to apply for certification. However, before doing this, a pre-audit assessment should be arranged. Sometimes certification bodies provide the same service for a nominal change. Pre-assessment audit will provide a touch of confidence to apply for certification.

Step 12: Certification and registration

Once the quality system has been in operation for several months and established a formal application for certification may be made to a selected certification agency. Agency certification audit is primarily documents. If the documents are in compliance with selected, the auditor is brought. If the certification body system is working satisfactorily, given the company a certificate, generally for a period of 3 years. During this period of 3 years, will regularly assess the company to ensure that the system continues to operate satisfactorily.

Benefits of implementation of the quality management system: optimize delivery of results management system; standardization and unification of documentation; elimination of repetitions; reduce documentation used; reduce the cost of system maintenance; possibility of system certification at the same time; reduction of personnel; reduction in administration costs from better internal coordination of actions; benefits connected with improving competitiveness; improving the image of the organization; use holistic approach to managing business market; avoiding conflicts between systems; eliminate repetition and minimizing bureaucracy; more effective and efficient internal and external audits; unification of procedures and plans; responsibility defined in a better way; reduction of bureaucracy documentation; simplification of procedure conduct internal and external audits; full implementation of all processes; cost-time-quality.

Challenges faced by organization that trying to implement quality management system: internal: human resources, understanding and awareness, organization culture and structure; external: certification units, customers and environmental techniques; implementation costs; lack of management engagement; opposition employee; unification of documentation; training employees; the complexity of internal management; the low effectiveness of management; increased management costs; waste of human resources; the exchange of information; increasing the amount of paper work; lack of understanding between employees and management; understanding what we have and the lack of understanding of what we need; bureaucracy; unification of certification; high costs of implementing; reduction of staffing; lack of communication between departments; opposition employee; the risk of wrong assessment of the importance of particular elements of the system.

3. CONCLUSIONS

Creating an internationally recognized quality management is a factor in the competitiveness of export company. To produce quality, managers must have a customer orientation, market, determine the price / quality ratio properly, you must have a well-trained workforce and motivated and should have a good quality management system established. In addition, market development now requires the adoption of an internationally recognized quality management system and demonstrate this is certification or registration by independent accredited bodies. Such certification is considered a factor in competitiveness by adding value and increasing customer confidence, facilitate access to national and international markets.

REFERENCES

- [1] Becket N. , *Quality Management Practice in Higher Education- What Quality Are We Actually Enhancing?* ,traducere Ed. ALL Beck, 2008
- [2] Debelka B. L., *Contribuții privind proiectarea, realizarea și implementarea sistemului de management al calității în întreprinderile mici și mijlocii din România*, Ed. Politehnica-Tișișoara, 2009

- [3] Golea, P., Popa, C., *A Study Case for Stress Level Optimization Within Organizations*, Academia Forțelor Terestre „Nicolae Bălcescu”, Sibiu, Sesiune cu participare internațională – „Knowledge Based Organization 2008”, Conference Proceedings Vol.4, pg. 97-103, ISSN 1843-6722, 2008
- [4] Nistor F., Beizadea H., *Prevention Costs of Quality for a Port Operator*, Buletinul Științific al Academiei Navale „Mircea cel Bătrân”, nr.14, vol.2, Constanța, 2011
- [5] Popa, C., Beizadea, H., *The New Relations Between Global Economy, International Trade and Financial System*, Conferința internațională NAV-MAR-EDU 2009, Academia Navala "Mircea cel Batran", Constanta
- [6] Popa, C., *The New Architecture of Economies' Typology into Globalization Context*, Buletinul Științific al Academiei Navale „Mircea cel Bătrân”, nr.11, pag. 356-359, ISSN 1454-864X, Constanța, 2008
- [7] Olaru M., Păunescu C., *Ghid practic pentru implementarea unui sistem de management al calității*, Ed. București, 1999
- [8] Triker R., *ISO 9000 pentru întreprinderi mici și mijlocii*, traducere Ed. ALL Beck, București, 1999