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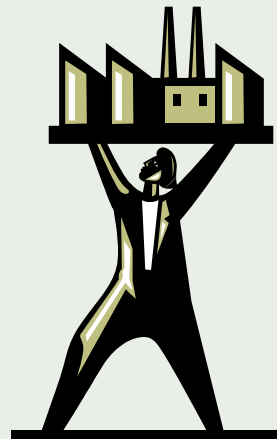
**I | Z | 3**

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# Management Systems and Quality Aspects





## A - Management Systems and Management Methodologies

- What does it mean **Management**?
  - Definition
  - Fields of Application
  - Who is involved?
  - Tasks and Aims
  - Requirements, Demands, Stakeholder
  
- **Organizational and Operational Structures**
  - Product, Procedure, Company, Network
  - Decision-Making Processes



## What does it mean `Management`?

origin **manus** (lat.) – hand

to manage - handle, decision taking, actions and steps steering

There does not exist a unique definition of the term management.

Management is often used synonymously for leadership including financial and personnel responsibility.

Leadership itself can be defined in many different ways.



## Management and Leadership

**Leadership:** Entirety of institutions, processes, and instruments which is used by a community of people in a context of problem solving concerning planning and decision-making processes as well as concerning orders and supervision

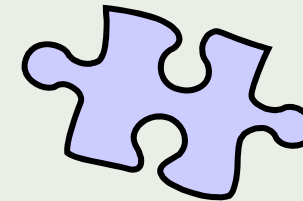
(source: translated form Rühli, E. 1985)

**Management** can also be defined as the design and steering of complete organization within their environments

(source: translated from Malik, F. 1984)



## 2. Terms and Definitions

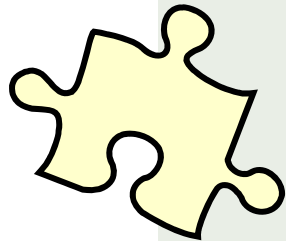


What is quality? (brainstorming 5 Min)



## 2. Terms and Definitions

# Quality



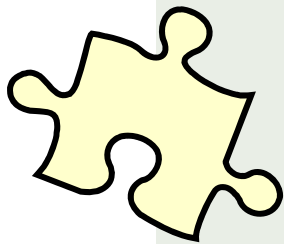
**The quality of something can be determined by comparing a set of inherent characteristics with a set of requirements. If those inherent characteristics meet all requirements high or excellent quality is achieved. If those characteristics do not meet all requirements, a low or poor level of quality is achieved.**

*Quelle:* DIN EN ISO 9000-2005 (Dez. 2005),



## 2. Terms and Definitions

**NOTE: Quality is, therefore, a question of degree.. According to this definition, quality is a relative concept. By linking quality to requirements, ISO 9000 argues that the quality of something cannot be established in a vacuum.**



**Quality is always relative to a set of requirements.**

SOURCE: ISO 9000, 9001, and 9004 Quality management definitions. Praxiom Research Group Limited (2001-2010)



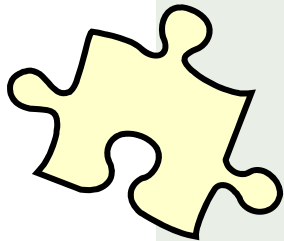
## 2. Terms and Definitions

**Quality is the degree to which a set of inherent characteristics fulfils requirements.**

COMMENT: Quality is a multi-faceted concept. The dimensions of quality that are considered most important depend on user perspectives, needs and priorities, which vary across groups of users. Several statistical organisations have developed lists of quality dimensions, which, for international organisations, are being harmonised under the leadership of the Committee for the Coordination of Statistical Activities (CCSA). The European Statistics Code of Practice defines quality in terms of the institutional environment, statistical processes and statistical output.

International Organization for Standardization (ISO), ISO Standard 9000/2005: "Quality management systems - Fundamentals and vocabulary", Geneva, 2005

SOURCE: ESS Quality Glossary 2010 Developed by Unit B1 "Quality; Classifications", European Union, 2010.

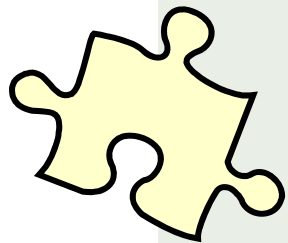






## 2. Terms and Definitions

### **Qualität ISO 9000 Quality management**



The ISO 9000 Quality management family represents an international consensus on good quality management practices. It consists of standards and guidelines relating to quality management systems and related supporting standards.

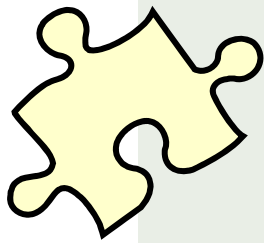


## 2. Terms and Definitions

### **Requirement**

A requirement is a need, an expectation or obligation.

It can be stated or implied by an organisation, its customers, or other interested parties. A specified requirement is one that has been stated (in a document for example) whereas an implied requirement is a need, an expectation or obligation that is common practice or customary.



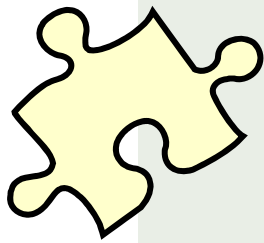
*Quelle:* DIN EN ISO 9000-2005 (Dez. 2005),



## 2. Terms and Definitions

### **Quality Attribute**

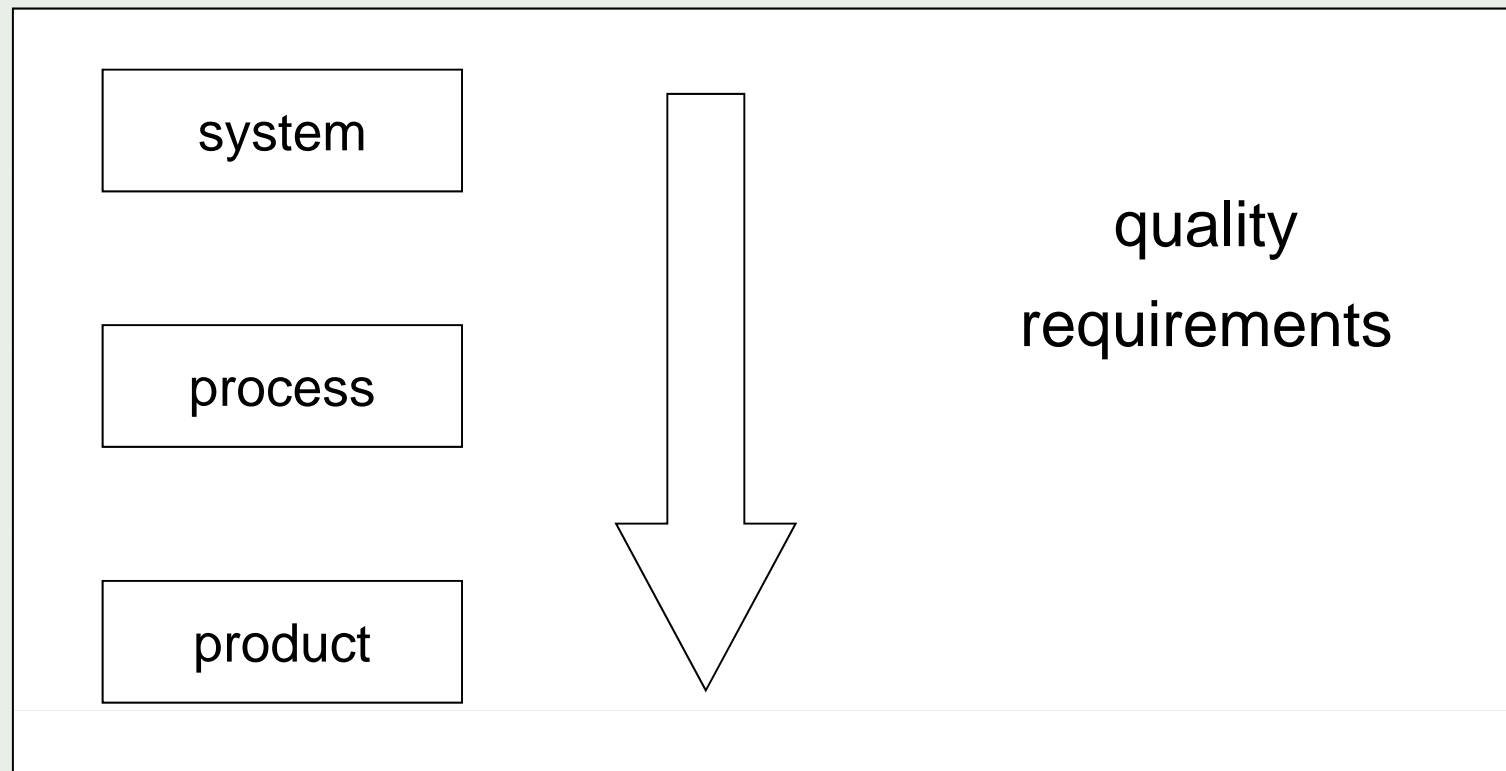
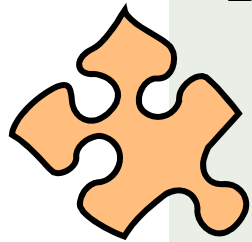
A quality attribute is an inherent attribute of a product, process or system related to an requirement.



*Quelle:* DIN EN ISO 9000-2005 (Dez. 2005)



## 2. Terms and Definitions



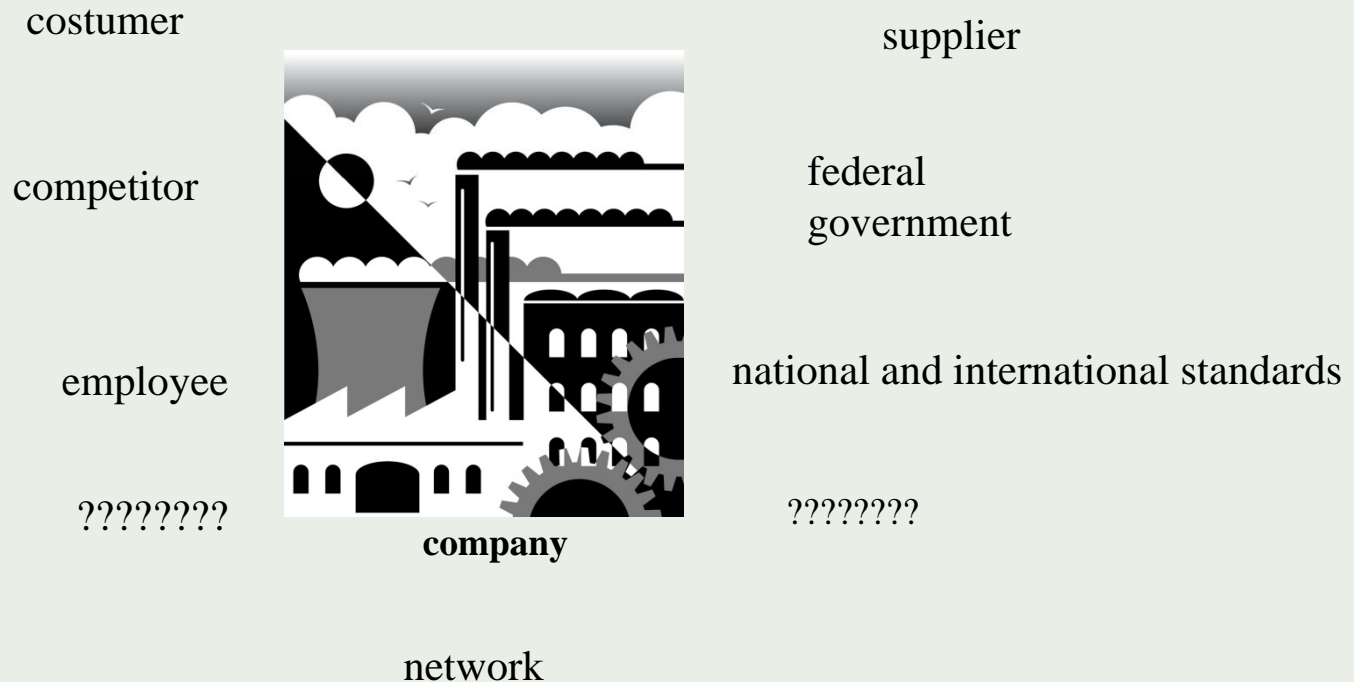


## Manager





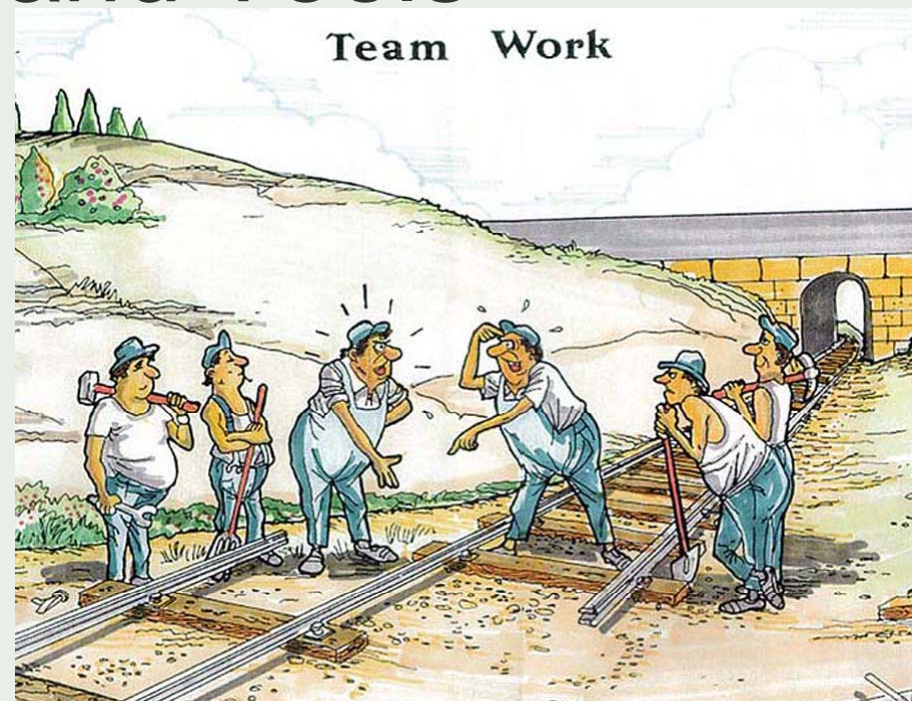
## Stakeholder and Requirements





# Methodologies and Tools

- Management methodologies
- Working methodologies
- Methodologies of moderation
- and solving conflicts





# Project Team

- Not too many **members** in a team
- Combination of different **capabilities**
  - different special knowledge
  - capability of solving problems together
  - capability of team work
- **Engagement** for the aims and tasks of the project
  - a common aim indicates direction
  - specific aims are integral parts of the common aims
- Engagement for **working together** in the project
- **Mutual responsibility**





# Conflicts

## Signals for conflicts

- negative disposition of team (aggressive communication style, obdurate discussions, no willingness to compromise)
- To retreat (refusal to take new tasks, absence, inattention)
- Be late, unreliability

## Conflicts as a chance

- Motor for dynamic and advancement
- 'If two people always represent the same point of view, of them is dispensable.'



# Conflict Management





## **Recognize the impact of diverse cultural orientations on workplace interactions and business**

Cultural sensitivity

Gender sensitivity

Corporate culture

## **Gain a basic awareness of individual skill gaps regarding cultural competence**

Introduction to effectively lead a culturally diverse workforce



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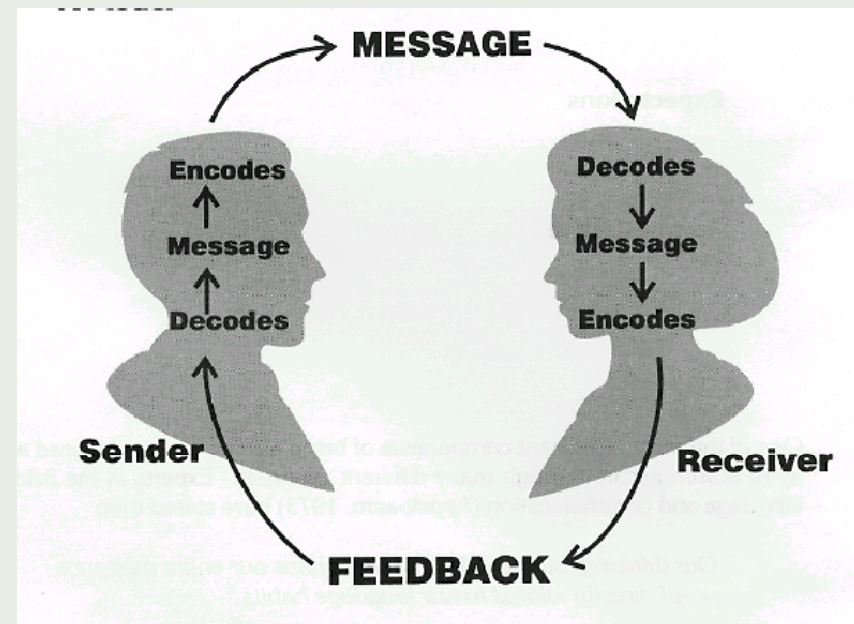
## Diversity Wheel



Adapted from "Taking Diversity Global," by Cheryl E. Williams, Ph.D - 2009

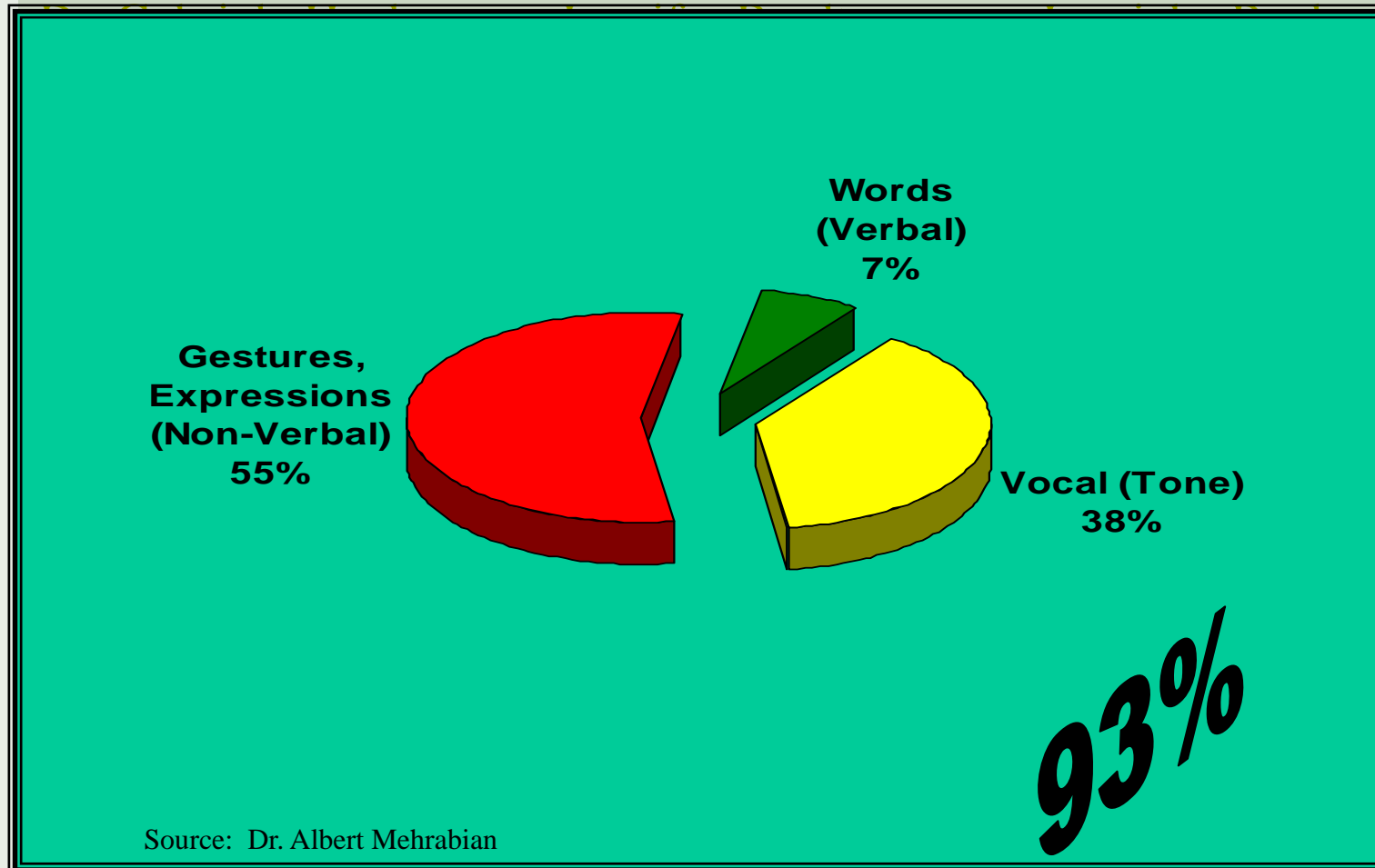


The *process* of  
transferring  
meaning from one  
person to another.



## Definition of Communication

KAadapted from "Taking Diversity Global," by Cheryl E. Williams, Ph.D - 2009



## Influence of non-verbal Communication

Adapted from "Taking Diversity Global," by Cheryl E. Williams, Ph.D - 2009



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1. facial expressions
2. religious beliefs
3. religious rituals
4. importance of time
5. paintings
6. values
7. literature
8. childraising beliefs
9. concept of leadership
10. gestures
11. holiday customs
12. concept of fairness
13. nature of friendship
14. notions of modesty
15. foods

16. eating habits
17. understanding of the natural world
18. concept of self
19. work ethic
20. concept of beauty
21. music
22. styles of dress
23. general world view
24. concept of personal space
25. rules of social etiquette



Observable behavior

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Observable behavior

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Cocktail  
Party Simulation

Teams

Red

Blue

Green





*You are a manager in the company to which you have been assigned (Construction Company, Hotel Company, Bank) involved in a joint venture– but three diverse cultures are involved.  
Can you do this deal?*



Three companies are planning a joint venture to build a new hotel and retail shopping complex. The hotel company will develop and manage the property, the construction company will build it, and the bank will arrange the financing. The companies are from three different fictional cultures: Blue, Red, and Green. Each has specific cultural values, traits, customs, and practices.



You are a manager in the company to which you have been assigned. You will attend a cocktailparty that opens a series of important business meetings during which the companies will negotiate the details of partnership. Your management team includes a vize president and a number of other managers.



1. In your company's assigned room, meet with the vice president and managers from your company to discuss what objectives and approaches will be at the cocktail party. Using the description of your assigned culture that you will receive, practice how you will talk and behave until you are reasonably familiar with your cultural orientation. Be sure to practice conversation distance, greeting rituals, and nonverbal behaviour.



2. At the appointed time, come the cocktail party venue. As the cocktail party proceeds, interact with the managers from the other companies. Maintain the role you have been assigned, but do not discuss it explicitly. Notice how other people react to you, and how you react to them.
3. Be ready to discuss your experience after the cocktail party ends.



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## Manager



**focus on quality**



# Management System

- Each enterprise has got a management system, sometimes implicitly.
- A management system describes the tasks of the management and it combines methodologies to reach with the management goals.





# Management Systems

- **Quality Management** -most common management system, ISO 9000
- **Environmental Management** , ISO 14000
- **Industrial health and safety,**
- **Risk Management,** ISO 14971
- **Innovation Management**
- **Energy Management**
- **Financial Management,** Basel II
- .....



# Integrated Management Systems

- **Integrated Management System**

According to ISO 9004

**determining aims**

**decide on operating numbers**

**description of processes**

**transfer and application of processes**

**continuous improvement**



# Total Quality Management

**TQM is a continuous, all embracing, gathering, documenting, and evaluating operation aiming on introducing a system goal and to assure this goal sustainably.**



# TQM

- **Quality is oriented towards costumers**
- **Quality is reached by employees of all levels and fields**
- **Quality embracing many dimensions**
- **Quality is no goal, it is a process which never ends (further improvement)**
- **Quality is realated to products and services, and mainly to the processes which are carried out to reach the products and services**
- **Quality requests active dealing and it has to be worked out**



## 8 guiding principles

- **Leading and consequence of goal reaching**
- **Management with processes and facts**
- **Personal development of employees and participation of employees**
- **Continuous learning and further training, innovation, and improvement**
- **Development of partnerships**
- **Public responsibility**
- **Oriented towards results**
- **Oriented towards costumers**



## EFQM

- The EFQM model is a quality management system being developed by the European foundation for Quality Management.
- It is a model for business excellence.



## EFQM

The easy model includes three columns:

- people
- processes
- results

People work in processes/procedures and generate results; and this results benefit people again.



## Guiding Principles 2010

- To generate benefit for costumers
- Leadership through vision, inspiration, and integrity
- Manage by processes
- Be successful by employees
- support of innovation und creativity
- Development of partnerships
- Responsibility concerning a sustainable future
- Reach balanced results





## Group Work

- Each group gets an uncooked, a raw egg, 20 drinking straws, a pair of scissors, and a piece of sellotape (Tesafilm). Build a construction, by just using the offered materials, which assures that the egg is not damaged when letting it fall down from a height of 2 m.
- Assure quality! Present your Quality management and your quality assurance methods before showing your experiment!
- Keep in mind that the management system includes the possibility to repeat the solution and the experiment in the same way many more times. Document all your steps!
- Time limit 45 min



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contact!

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Quelle : [www.lesenetzwerk.at/uploads/pics/Teil1\\_Auf.jpg](http://www.lesenetzwerk.at/uploads/pics/Teil1_Auf.jpg)

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