

THE MODEL OF QUALITY MANAGEMENT OF EDUCATIONAL ORGANIZATION SERVICES

Yu.M. Kliot, G.M. Zolotaryova, Yu.A. Zolotaryova

Tambov State Technical University, Tambov

Represented by Doctor of Economics, Professor V.V. Bykovsky

Key words and phrases: educational services; quality management.

Abstract: The paper studies models and actions of maintenance and improvement of quality of educational organization's services.

The implementation of practical approaches to the development of quality services of educational organizations (**EO**) requires the development of the concept of quality management system. It is based on:

- the main goal is building up of effective management system allowing to provide high quality of educational services (**ES**);
- the primary problem is improving the efficiency of all processes of EO;
- methods of the solution include: choosing of management's model, covering all aspects of management activities, developing a set of aspects, which allows to estimate the effectiveness of management processes and provide information for their improvement;
- expected results are the increased degree of internal and external consumers' satisfaction, reducing costs, economic and social development.

This approach really suggests that the basis of the Quality Management System is a model of EO' management. It corresponds to the ideology of Total Quality Management (**TQM**), which does not separate the system of quality management of the overall management of EO. Management model should:

- be based on key principles of TQM;
- reflect the strategic approach to product quality;
- be as a tool of diagnostic self-estimation, providing the basis for strategic and operational planning to the management of EO;
- cover all aspects of management activities;
- be easy to understand at all levels of EO' management, have a simple and clear aspects of evaluation;
- provide opportunities to identify areas of potential improvements according to needs and available resources.

Клиот Юлия Михайловна – аспирант, ассистент кафедры «Менеджмент организации», e-mail: Juliakliot.jk@gmail.com; Золотарёва Галина Михайловна – кандидат педагогических наук, старший преподаватель кафедры «Менеджмент организации»; Золотарёва Юлия Алексеевна – кандидат экономических наук, старший преподаватель кафедры «Менеджмент организации», ТамбГТУ, г. Тамбов.

Let's consider a number of management models, which are used by the most detailed and full principles of TQM – the model of national quality awards. The basic idea of these models is that the satisfaction of all categories of consumers and the influence of EO on the society is achieved through the leadership in policy and strategy, personnel management, resources and processes management. The most prestigious awards in the world of quality are the M. Baldrige National Award in the United States and the European Award for Quality. National M. Baldrige Quality Award AM was established by R. Reagan Presidential Decree in USA in 1987. Its main purpose is to raise the importance of the U.S. companies' quality management and to widespread the knowledge of quality, which can give practical results to improve the U.S. economy. Originally, the three categories of companies were awarded: manufacturing, service and small businesses (with not more than 500 employees). In 1993 Baldrige Award MA covered the area of education. It is based on the same model, but additionally the direction of self-estimation, focusing on the unique culture of education, was developed.

The Baldrige model not only describes the process of management in general, but it is also a tool of diagnostic self-estimation, that is extremely important for further planning improvements.

The Baldrige model not only describes the process of management in general, but also it is a tool of diagnostic self-estimation, that is extremely important for planning further improvements.

The Baldrige EO model' aspects contain seven categories, thus enabling to estimate modern and potential effectiveness of their actions in terms of approach (plan), application (plan' implementation) and results. In each category there are some items which estimate the EO from 0 % – «no evidence of the consolidated system of plans and audits», up to 100 % – «a very systematic, integrated and mature EO, responsible for the present and future».

Compare with first unstructured models of quality management, that often were based on direct experience of their companies, the Baldrige model is a more universal model based on key principles of TQM.

However, in our opinion, the model has some significant drawbacks. One of them is that there is no clear division between the results and the system providing factors that generate results. For example, category and customer satisfaction includes results and ways, through which these results were achieved. In addition, the model reflects poorly integrated approach to quality management, because the concept of TQM is not the general concept of EO' management, based on the systemic vision of the future.

Let's look at the model that can be compared with the Baldrige model but it has the other conceptual basis. The European Quality Award (**EQA**) was established by the European Foundation for Quality Management (**EFQM**) in 1991. Award aspects describe the model, which at first was called the total quality management model, and later it got the name of a perfect business model. The model covers all aspects of management activity and allows improving the organization on the whole.

European Quality Award model shows that customers and staff satisfaction as well as positive impact on the society are achieved through the leadership in policy and strategy, personnel management that leads to the improvement of the organization performance.

Basically the model has nine aspects with different weights that are consolidated into two groups. The first group characterizes the possibility of the organization, and the second describes the results of management. And the first group can be represented by three subgroups:

- management processes (leadership, strategic planning);
- supporting processes (personnel management and resources management);
- processes directly connected with the consumer.

The results of management are determined by four aspects: employee satisfaction, customer satisfaction, impact on society and business results. The first group of aspects gives the organization's staff an opportunity to compete today and in future. Aspects of the second group allow evaluating the effectiveness of processes management and at the same time providing information to improve them. This is precisely the full cycle of EO's management. The self-estimation process is going by this way. If 500 scores, respectively, for the capacity and results are 100 % for each group of aspects, it is scored according spheres used by organization' approach to aspects' fulfillment of EQA estimation. Each part of the aspects of capacities is estimated according to the approach and the sphere of its application (Table 1) [5].

Table 1

Scoring aspects of opportunities

Approach	Rate, %	Sphere of application
Anecdotal or not add value	0	Low effect
Evidence in logically constructed approaches. The subject of random review. Some areas of integration are the norm	25	Applied to nearly a quarter of potential, according to all related to the business spheres of application
Evidence in logically constructed systematic approaches. Subject of regular review in accordance with the efficiency. Integration and planning are well organized	50	Applied to nearly a half of potential, according to all related to the business spheres of application
Complete clarity in logically constructed systematic approaches. Full clarity in activities with improved efficiency in the cycles of review. Good integration of approaches to normal operations and planning	75	Applied to almost three quarters of potential, according to all related to the business spheres of application
Complete clarity in logically constructed systematic approaches. Full clarity in activities with improved efficiency in the cycles of review. The approach has become fully integrated into the working area. Can serve as a role model for other organizations	100	Applied to the full potential, according to all related to the business spheres of application

Each part of the aspects «results» is calculated according to the degree of differences and quantity of results (Table 2) [5]. In 1996 a model of the Russian Federation Government Award in the field of quality was created on the basis of European models. It was founded by RF Government Resolution № 423 of 12 April 1996, which resulted in a complex of domestic specialists' work in the field of studying and consolidation of international experience in quality management and improvement of the methods of achieving it. The Russian model is characterized by two groups of aspects: the first group of aspects characterizes how EO achieves results in quality, what is done for this («Opportunities»), the second group of aspects describes what has been achieved («Results»). Obviously, the Russian model has the same conceptual basis as a European one, and also a similar set of aspects, but the importance of aspects «opportunities» is slightly higher than the aspects «results».

«Results». Evidently it is connected with the specific conditions of Russian enterprises, market imperfections, imperfection of legal framework, etc. Nine categories contain aspects of the model, which are combined into two groups:

- The first group of aspects describes how EO achieves results in the field of quality, what is done for this («the possibility of processes»);
- The second group of aspects describes what has been achieved («Results»).

For self-estimation a relative value is assigned to each aspect (Table 3).

The process of diagnostic self-estimation is going according to the following algorithm. Collecting information, which is in succinct form and provides factual material, is held according to each part of aspects.

Table 2

Scoring aspects of results

The results	Rate, %	Sphere of results
None results	0	Cover some spheres of activity
Some results show positive trends. There are some correspondence with their own goals	25	Cover some areas of activity
Some results show positive trend during at least three years. There is correspondence with its own goals in most areas. Good connection with external EO. Many results were achieved because of the special approach	50	Cover a lot of spheres of activity
Most of the results show positive trends during at least three years. There is correspondence with own objectives in most areas. Good connection with external EO in many spheres. Many results were obtained because of the special approach	75	Cover most spheres of activity
Only positive trends in all areas during at least five years. Excellent connection with its own goals in most areas and with external EO. «Best in group» in many areas obtained because of special approach. There is evidence to say that the leading position will be maintained	100	Cover all spheres of EO' activity

Table 3

Aspects of EO management model

Contents of aspects	Scores
1. Leadership	100
1.1. Management's commitment to quality culture	25
1.2. Management' promotion of the process of improving the quality	25
1.3. Management participation in working process with suppliers, customers and other external organizations	25
1.4. Estimation and promotion of the staff's efforts and achievements	25
2. Strategic Planning	100
2.1. Confirming the requirements of different groups of consumers of EO' services	25
2.2. Development of the mission and corporate goals of EO	25
2.3. Development of the overall corporate objectives, which are divided in the strategic long-term sub-goals, medium-term goals, projects, programs and bringing them to EO departments and staff' plans	25
2.4. Regular analysis and ewvision of goals and plans	25
3. Development and personnel management	120
3.1. Planning of personnel policies and improving the work with the staff	20
3.2. Staff training and development	20
3.3. Providing goals for consolidation of individual departments of EO	20
3.4. Encouraging and awarding initiatives and staff participation in improving the quality of work	20
3.5. Providing information between different categories of staff	20
3.6. Providing social staff' protection	20
4. Resource management	100
4.1. Financial management	20
4.2. Information Resources Management	20
4.3. Management of buildings, equipment and other properties	20
4.4. Purchase management	20
4.5. Intellectual property management and IT management	20
5. Process management	130
5.1. Management process	20
5.2. Design processes	25
5.3. Setting up processes (establishment of chains of producer-consumer)	25
5.4. Design and setting support process	20
5.5. Systematic management process	20
5.6. Process analysis, evaluation of their effectiveness and self-improvement	20
6. Employee satisfaction	90
6.1. Staff evaluation of their satisfaction	65
6.2. Management' evaluation of staff satisfaction	25
7. Customer Satisfaction	180
7.1. Needs, expectations and satisfaction of staff	60
7.2. Needs, expectations and satisfaction of customers	60
7.3. Needs, expectations and satisfaction of shareholders	60
8. Impact on Society	60
8.1. EO' evaluation by society	15
8.2. EO's evaluation of its impact on society	45
9. Results	120
9.1. Indicators of products' quality	30
9.2. Competitiveness of EO indicators	30
9.3. Socio-economic indicators	30
9.4. Financial indicators	30

Evaluation of aspects of the group «the possibility of processes» is made by two aspects:

- completeness of the approach;
- excellence approach.

In the course of the evaluation of approach's completeness it has been considered:

– how widely methods and forms of work, related to a specific aspects, are used, including:

- at different levels of EO;
- in different departments and areas of activity;
- applying to certain processes;
- applying to certain types of products.

During the estimation of approach' perfection it is important to know:

– How the applied methods and forms of work related to specific aspects are justified?

- How systematically are they applied?
- How are they aimed to prevent errors?
- Is the analysis of applied forms and methods held regularly?
- Is the improvement integrated in this analysis?
- To what degree integrated approaches are integrated into processes?

The diagnostic self-estimation group determines the score for each aspect separately for the perfection and completeness of the approach, and then the overall (average) estimation in percentage is translated into appropriate scores for each of the aspects. The diagnostic self-estimation process based on the aspects of the model is one of the most important types of management practice, which provides a systematic review and monitoring of EO and allows localizing clearly the strengths and areas of improvement, with a focus on relationships between people, processes and results. Our EO' management model is characterized by the following features:

– approach to the management according to the process; it allows to solve the main problem of creation of quality management system in the EO – improving the efficiency of all processes;

– does not separate the quality management system from of total management of EO, according to the ideology of TQM;

– covers all aspects of managerial activity, reflecting a strategic approach to quality, describing the full Deming's cycle of management (PDCA), stimulating innovation processes;

– serves as a tool of diagnostic self-estimation, providing EO' management with the basis for strategic planning.

References

1. Рад, Г. Что в имени твоём? ВУК, современный бизнес, конкурентоспособность – есть ли между ними действительные различия? / Г. Рад // Избр. тр. 40-го конгресса Европейской организации по качеству. Берлин, сентябрь 1996 г. : сб. пер. с англ. / ред. Ю.П. Адлер. – М., 1997. – С. 17–19.

2. Премии Правительства РФ в области качества : рук. для участников конкурса // Стандарты и качество. – 1997. – № 1. – С. 70–71.

3. Лapidус, В.А. Всеобщее качество (TQM) в российских компаниях / В.А. Лapidус ; Гос. ун-т упр. ; Нац. фонд подготовки кадров. – М. : Новости, 2000. – 432 с.

4. Кремнев, Г.Р. Управление производительностью и качеством: 17-модульная программа для менеджеров «Управление развитием организации»: модуль 5 / Г.Р. Кремнев. – М. : ИНФРА-М, 1999. – 312 с.

5. Ван, Юй. Реализация стратегии бенчмаркинга промышленного предприятия / Юй Ван // Математические и инструментальные методы экономического анализа: управление качеством : сб. науч. тр. / под науч. ред. Б.И. Герасимова ; Тамб. гос. техн. ун-т. – Тамбов, 2004. – Вып. 11. – С. 168–187.

Модель менеджмента качества услуг образовательной организации

Ю.М. Клиот, Г.М. Золотарёва, Ю.А. Золотарёва

*ГОУ ВПО «Тамбовский государственный технический
университет», г. Тамбов*

Ключевые слова и фразы: менеджмент качества; образовательные услуги.

Аннотация: Рассмотрены модели и мероприятия по обеспечению и повышению качества услуг образовательной организации.

© Ю.М. Клиот, Г.М. Золотарёва,
Ю.А. Золотарёва, 2010