

ACTUALITIES AND PRAGMATIC PERSPECTIVES OF TOTAL QUALITY MANAGEMENT IN THE AUTOMOTIVE KNOWLEDGE-BASED ORGANIZATION

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Rezumat. În contextul dezvoltării durabile și a îmbunătățirii continue se poate afirma că implementarea unui management integrat al calității într-o organizație modernă se poate realiza doar condițiile implementării unui pachet de concepte printre care putem să amintim: managementul cunoștințelor, managementul calității totale, managementul Kaizen standardele aferente, strategii și politici de management al calității dar și tehnici, metode și instrumente de management al calității. Lucrarea științifică prezintă un punct de vedere propriu cu privire la calea de urmat pentru o implementare sustenabilă a conceptelor anterior prezentate într-o organizație din domeniul automotive. Sunt prezentate aspecte concrete identificate într-o organizație reală din industria automotive precum și calea de urmat considerată a fi posibil de implementat astfel încât organizația să poată fi considerată organizație bazată pe cunoștințe. În acest context rolul managementului din organizație este extrem de important iar analiza valorii devine prioritară. Lucrarea științifică are ca obiectiv principal propunerea unui anumit mod de gândire managerială astfel încât cei interesați pot aplica strategiile și politicile de management al calității propuse în vederea implementării sustenabile a unui management al calității totale în cadrul unei organizații bazate pe cunoștințe din domeniul automotive.

Abstract. In the context of sustainable development and continuous improvement, it can be stated that the implementation of an integrated quality management in a modern organization can only be achieved under the conditions of implementing a series of concepts, among which we can mention knowledge management, total quality management, Kaizen management and related standards, quality management strategies and policies but also quality management techniques, methods, and tools. The scientific paper presents an own point of view regarding the pathway for a sustainable implementation of the previously presented concepts in an organization in the automotive field. The aspects identified in a real organization in the automotive industry are presented as well as the way considered to be possible to implement so that the organization can be considered a knowledge-based organization. In this context, the role of management in the organization is extremely important and value analysis becomes a

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priority. The main objective of the scientific paper is to propose a certain way of managerial thinking so that those interested can apply the quality management strategies and policies proposed for the sustainable implementation of total quality management within an organization based on knowledge in the automotive field.

Keywords: Total Quality, Total Quality Management, KAIZEN, Integrated Quality Management System, Value Analysis

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1. Introduction

Quality has always been of great importance and is a decisive factor for the competitiveness of organizations on the market. It can be observed that more and more organizations pay much more attention and are oriented towards increasing the efficiency of products and at the same time improving them by implementing integrated quality management systems [1]. The conditions of quality, environment, security, and health at work can be some of the main reasons because of which organizations fail to fulfill their objectives and reach their proposed goals. For organizations to be able to increase their profit as much as possible and to remain on the market for as long as possible, which in the opinion of the authors represents the greatest interests of an organization, quality is a very important factor. Although there may be some apprehension about quality because it is perceived that it costs a lot to provide quality products and services, the idea is that customers will always be willing to spend more money and purchase quality products at the expense of less qualitative, hence the increase in profit and the decrease in costs. By the following statement: "Quality remains long after the price has been forgotten", it can be understood that quality can cost, instead it is lasting, and in the end all that will matter is quality, not price. Some of the advantages of an integrated quality management system within the organization are: cost reduction, reducing inefficient work and saving time, quantitatively increases production, because once the products made are of quality from the beginning, there is no need to keep remaking them, and then production increases; the products are more reliable; hence the number of customers and the degree of customer satisfaction can be increased; profit growth; equipment overload will no longer exist at a high level; therefore, their destruction is lessened; improving communication between employees. For all these advantages to materialize, the responsible persons from the management department offer support: continuously improve the integrated quality management system; ensures the necessary resources (human, material, technical); apply different strategies and procedures for quality assurance; establish analyzes and evaluations based on quality criteria; quality is the basis of gains from all points of view, financial, social, material, mental. Quality is the responsibility of each employee, and if each of them does their job in a qualitative way, the result will be a satisfactory one [2].
