



Research Paper

## Critical analysis of older versions of Business Excellence in light of new developments and theoretical implementation of recent frameworks in an organization

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### Part 1.a

#### Introduction

In this research, author critically analyses the views given in the article “Quality is Dead: Long Live Excellence – True or False” in sub part 1.a and the views on the “Introduction” chapter of “Making Quality Critical – new perspectives on organizational change” in sub part 1.b. Author compares these arguments to more recent ideologies and models in Business Excellence. This research assignment uses the works of recent writers and professionals as an evidence base to arrive at the conclusion. Critical examination has been done for these publications:

- 1) Dale et. al. (2000), Quality is Dead: Long Live Excellence – True or False, Measuring Business Excellence, Vol. 4 (3), Pp. 4 – 14.
- 2) Wilkinson, W. & Willmott, H. (1995), Introduction ch in Making Quality Critical: New Perspectives on Organizational Change. Pp. 1 – 32.

This article, insists Business Excellence is synonymous to Total Quality Management (Dale et. al., 2000). Since 1999, when EFQM revised model of business excellence, it came under criticism because term ‘quality’ was taken off from all the criteria of model. Possible reason of this transition could be observation made by Sims (1991) that despite of winning the Baldrige award, some of the companies headed into financial difficulties or failed to show any improvement in their financial accounts. This led to changes in the award framework in 1995 (Gadd, 1995).

It is concluded by a school of thought that since total quality management could not deliver as claimed; the term ‘quality’ is replaced by the word ‘excellence’ (Dale et. al, 2000; Dale, 2000; Peters, 2000). Dale’s views support initial observation of Nabitz, et., al. (2000). It notes that EFQM changed the model in 1999 by switching terminology over to “Organizational Excellence” from “TQM”. Furthermore, there is no reference of word “Quality” in whole model as was earlier (Nabitz, 1999). They further argue that because of this change in terminology of the model, it leads to confusions in existing framework (Dale et. al., 2000). It is criticized that reason of TQM for not achieving its committed promise and a high failure rate owed to its definition’s understanding and interpretation (Cao et. al, 2000) and there were complexities in its application that the managers are not able to implement successfully.

#### Discussion

Author starts the discussion on mentioned topic by highlighting the evolution of fundamental definition of business excellence. In early 1990’s, it was defined as “The ability of a firm to make profits, while meeting the customer’s requirement” (Antonescu and Constantinescu, 1993). While, as per Ionica et., al. (2010) Business Excellence is “Excellence in strategies, business practices, and stakeholder-related performance results that have been validated by assessments based on specific models proven to support the challenging journey towards excellence”. It is worth noting that earlier definition concerns organization’s profits and customer requirements; however, by 21<sup>st</sup> century, the definition concerns “stakeholder” related performance results that include employees, supply chain and external people (Including environment initiatives) as well. This is a clear evidence of the evolution in the definition and ideologies of “Business Excellence” itself.

Adebanjo (2000), in his work notes that Business Excellence and TQM are fairly distinct yet interrelated concepts and none can survive successfully without other's existence. He further explains that Business excellence originally evolves from the principles of TQM which is agreed upon by some more recent works (Ionica et. al., 2010). Morgan (2000) agrees to Adebanjo's views by quoting that Business Excellence and Six Sigma quality control (Which is a Quality Management tool) are complementary concepts that run parallel to each other. Figure 1 in Appendix describes the relation of TQM to Business Excellence (Ionica, et. al., 2010) and clarifies that business excellence is an evolution of Total Quality management. It is now known that business excellence models are based on the TQM principles, but consider the whole organization as an integrated unit and takes a holistic approach to business (Porter and Tanner, 2004).

According to Jeans (2000) and Shepherd (2000), model of business excellence has many quality initiatives and one of them can always be applied to any organization irrespective of its core competency, industry and geographical location. These quality initiatives have their base taken from the concepts of TQM. Mele and Colurcio (2006) depict the evolution of TQM into business excellence through innovation as shown in figure 2 of appendix. According to them, the first stage of evolution towards business excellence is TQM which involves a customer oriented view and acts as an "enabler". This "enabler" evolves itself into a "trigger" of innovation that leads to the "goal" of business excellence and stakeholder values (Not only the customer).

"Total Quality is about changing the mental models of management in order to enhance an organization's capability to determine its own future – revolutionizing management's way of thinking. This change requires more than a one time shift in thinking; it means a continuous rethinking of the way managers think" (Kim, 1990, p. 5). Whereas, Excellence is linked, in context to the stakeholders, for creation of mindset in customer's perspectives of obtaining a service or product in comparatively superior terms then he/ she would have had from any other competitor (Mele and Colurcio, 2006). This concept of a superior value generation in consumer's mindset helps the organizations to gain a competitive advantage in the market (Mele and Colurcio, 2006; Slater and Narver, 1994). In a lecture on 7<sup>th</sup> March, Dr. Gadd (2011) argues in agreement that framework of Business Excellence is an evolution from Total quality management and is gradually evolving towards organizational excellence which embodies ideologies like Lean and six sigma. This evolution, as per him can be depicted as shown in the figure 3 in appendix. It is worth arguing in this case that Lean and Six Sigma concepts are formally documented by Japanese in the period 1965 – 1970 and in 1977 in English (Holweg, 2007). This proves, that evolution of business excellence towards organizational excellence is not a new concept, but a "re acceptance" of a bouquet of previously popular ideologies.

There is evidence to prove a constant evolution in the scope and paradigm of business excellence. A classical example of this evolution is the inclusion of sustainability in the business excellence. Shriberg (2000) indicates the reasons for these are 1) To survive on the available resources, 2) To decrease the stress to planet, and 3) To avoid the impact of social liability and economic increments. The issue of sustainability has been considered severely by organizations in these competitive times when more and more number of companies are distinctly factoring this initiative in their business excellence model. The evidence can also be cited from Figure 4 and Figure 5 in the appendix that feature the factors like "environment" and "societal responsibility" integrated in the core values and the business excellence model of the organization.

Based on above discussions on evidence, author concludes that Business Excellence and Total Quality Management are two distinct but interrelated concepts. In order to give maximum value to the customer, concepts of 1) Quality improvement, 2) Cost reduction, and 3) Service/ product delivery time reduction will continue to evolve in its scope and definition with a continuously increasing competition. This leads to continuous evolution of business excellence as well.

## **Part 1.b**

### **Introduction**

In their article, Wilkinson and Willmott discuss Total Quality Management from an HR perspective and try to assert that employees are exploited in order to make profits for the organization (Wilkinson and Willmott, 1995). They insist that the increased control and decreased variation increases the sense of control of processes as well as the workforce which are interconnected (Godfrey, et. al., 1997). Wilkinson et. al. (1991) further criticizes that organizations often tend to take up the production perspective rather than considering people's perspective during implementation of business excellence quality management tools. As suggested in the literature, there are various perspectives for TQM and related business excellence models such as 1) Prescriptive models (Deming, 1986; Juran, 1988) that show positive result of concept implementation for the organization, managers and shopfloor employees, 2) Polarised models (Collinson et al, 1997; Hill, 1995) that suggest the result of concept implementation will vary from employee to employee, and 3) Exploitation models (Sewell and Wilkinson, 1992; Delbridge et al, 1992) that suggest only the organization stands to benefit upon implementation the implementation of business excellence.

## **Discussion**

In recent Quality Management initiatives, the senior leadership team of organization communicates the policy and strategy after examining the internal and external variants and thereupon, processes are created and cascaded across the organization. These processes are carried out by the employees of the organization to fulfill the need for profitability and their performance is measured against their initiatives (Taylor and Wright, 2003). Additionally, as Oakland, et., al. (2002) notes in the recent works, there are people plans in order to ensure that staff can meet the organization's expectation and in return, organization fulfills the need of its people as identified under the Quality model as a part of its key stakeholder management.

In production industry, TQM enhances the quality of products by improving it in a structured manner and as shown in one of the more recent research, TQM implementation results in employees receiving better living standards and improvement in future employment opportunities (Glover, 2000). It is interesting to know that in his later works, Wilkinson notes that TQM and other business excellence initiatives help in achieving employee empowerment by making employees to share their commitment (Wilkinson and Brown, 2003).

On one hand, Wilkinson (1994), in his works notes that while the management considers TQM as a tool to empower its employees and making them accountable, the final outcome of TQM is the control over employees. It is evident from demand control model that an increase in control over the employees decreases the job satisfaction and leads to a burn out (Karasek, 1998). Thus, the success of any excellence initiative is in how well the employees of an organization are managed (Vouzas, 2007). Dr. Vouzas (2007) further states that TQM initiative considers people as one of the aspects of achieving quality and the success of initiative depends upon how the people on organization are managed. To achieve this, some organizations reward their employees with a bonus for taking on extra responsibility and making them accountable for more work, such systems have shown to have a positive result on employees and better implementation of business excellence concept (Hill and Huq, 2004).

Contrastingly however, on the other hand, a well implemented TQM initiative ensures a transparency across the organization and increases employee involvement thus increasing the employee motivation (Oakland, et., al., 2002). The concept of business excellence is shown to have improved the employee morale as well (Zhang, 2000). Motivation is defined as "Willingness to exert high levels of efforts towards organizational goals, conditioned by effort's ability to satisfy some individual need" (Robbins, 1993). Maslow's (1943) need hierarchy theory states employee motivation is increased by five factors viz. 1) Psychological, 2) Security, 3) Affiliation, 4) Self esteem and, 5) Self actualization. From our above discussions, TQM implementation results in 1) responsibility delegation, 2) Providing challenges, 3) Increasing accountability, 4) Encouraging participation, 5) creating team spirit, and 6) Additional training (If required). According to Maslow's (1943) need hierarchy theory, these factors are part of the previously discussed functions 1) Affiliation, 2) Self esteem, and, 3) self actualization thus increasing the employee morale and motivation. Table 1 in appendix cites more principles that arise out of a proper TQM implementation where employees are motivated to work in the organization and increases their morale (Herzberg, 1968). Due to this, higher job satisfaction (Herzberg, 1968) and increased work engagement which is defined as "Extent to which employees enjoy and believe in what they do" (Buchanan and Huczynski, 2010) is achieved. These factors lead to high performance work system (Buchanan and Huczynski, 2010) in the organization.

From the above discussion of relevant evidence base, author concludes that TQM restricts and controls the employees to perform a certain task. However, it does so, to channelize the employee's efforts in one direction rather than letting them deviate by increasing the individual accountability and sense of responsibility which in turn leads to increase in employee job satisfaction as well as high performance work system. Thus, it is clear that well implemented TQM initiative develops and not exploits the employees.

### **Practical Implementation of Business Excellence Principles**

This part of the assignment talks about application of business excellence principles to the author's previous employing organization. It discusses problems that were being faced and plan to overcome those problems. It discusses the anticipated problems by projected implementation of business excellence principles and plans to overcome those problems. The introduction to the organization and current state of business excellence is cited in appendix 2.

### **Identification, scope and analysis of the problem**

As re assured by the business excellence manager of concerned organization, Malcolm Baldrige model is working efficiently and effectively. However, on reflecting over the experience gained under full time employment, author identified an opportunity for further improvement in the organization's processes. Under full time employment period, due to organization's complexity, size and extent, author was under the reporting authority of multiple senior managers as shown in figure 5 in appendix. Similar trend was observed with other

colleagues from different department working on the same level. Author then analyzed the job roles and descriptions of each of the reporting authorities in detail and found them to be fairly distinct from each other thus eradicating the possibility of combining any of the roles to reduce the complexity in the hierarchy of department. However, on a closer inspection, some of the reporting processes that were analyzed seemed to be broken and were consuming man hours. For example, a report that contains data A, B and C is sent to reporting authority Mr. X and at the same time, Mr. Y needs a report that contains data B, C and D. It is justified for both the senior managers to ask for different set of data according to their needs, however; if both the reports are generated manually and are compiled in a different format, it considerably increases time to generate both the reports and decreases time spent on other profitable activities. There was further evidence noted in one of the operational departments where Mr. W required a report confirming there were no operational incidents during the day from each of the unit at every location. The report is evident that organization has high concentration towards customer service and operational hazard control. However, the report normally takes almost 1 to 1.5 hours on a daily basis for the fresh data to be fed in manually. In this instance as well, there is possibility of reducing the man hours by sending the report in case of an incident rather than sending it on a daily basis. It is worth noting that the data covered in the daily report features in another report sent to Mr. W on a weekly basis. The daily report is stored with Mr. W and the data is not used anywhere. Wherever is the need, Mr. W uses the data from the weekly report which features day by day data trend.

### **Solution to the identified problem**

From above discussions it is evident, due to reporting processes; there is a visible wastage of man hours in the organization. The wasted man hours account for increased costs and decreased revenue (Lee and Lewis, 1976). Thus, it is very important for the organization to align the processes in a systematic manner after an in depth review so that the wastage of time and costs is reduced and efficiency of employees is increased. This may lead to a High Performance Work System (HPWS) environment if integrated with proper training program (Wilkinson, et., al., 2010). We know that HPWS results in employee motivation, effective and efficient productivity, reduced staff turnover and increased job satisfaction (Buchanan and Huczynsky, 2010) and a competitive advantage to the organization (Barney, 1995). It increases the employee's involvement and commitment to their organization (Ramsay et., al., 2000). Due to these reasons, author concentrates on re alignment of processes in reporting system of the organization and recommends Business Process Redesign (BPR) in the area of reporting processes.

### **Implementation and Problems or issues faced and recommended solutions**

The implementation is to follow the recommended path shown in figure 7 in appendix and advised by professor Oakland in his lecture (2011). The BPR model implementation will follow six stages of 1) Envisioning, 2) Initiation, 3) Diagnosis, 4) Redesigning, 5) Restructuring, and 6) Evaluation as recommended by Kettinger, et., al (1997) and shown in the composite framework for BPR implementation in figure 8 of appendix. During the implementation stage of the recommended solution, there are various issues, hurdles, obstacles and problems that could be experienced. The business process redesign activity is observed to be a very useful technique for the concerned organization because of its direct influence on costs and revenues. Considering the scope of the problem, it is recommended that the major role in this project should be played by the management committee of organization (Comprising of Sr. Vice president – Sales and Marketing, Senior Director – Operations, Sr. Vice President – HR, Senior Director – Finance) and spearheaded by the Senior Director operations in consultation with the business excellence manager of the company.

First and the most important issue during implementation will be resistance from senior management team. All the members of management committee are to cascade the information bearing a positive influence on each of the senior managers. The business excellence manager is recommended to create change interventions by running a series of workshops and training programs for the senior managers to get acquainted with the issues facing them and the outcome of this project with their support. A well planned and convincing series of such activities will fetch the agreement of senior managers who will act as change agents once they are aware of and agree to the intensity of problem (Hayes, 2010). This eradicates the most important of all the issues which is of resistance by the senior managers towards organizational change.

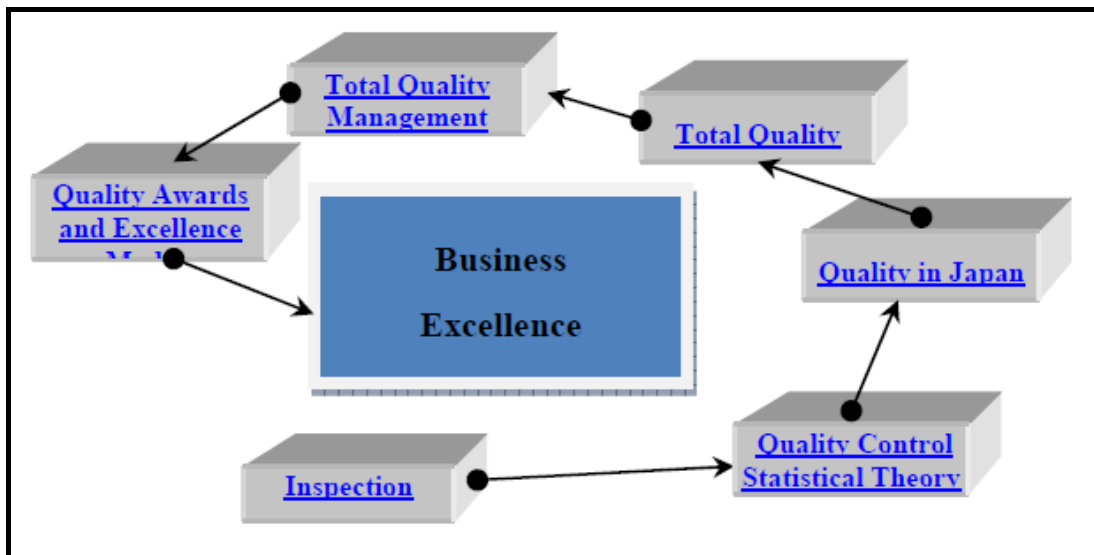
Secondly, process mapping and then re engineering of such a large organization will be a time consuming activity. It is recommended to plan it well before initiating and dedicate the timeframes for each of the activity (And preparing a timeframe control monitor) during the whole change process and thereupon, adhere to them. During the process, there are chances of people leaving their position due to a high employee turnover trend in the industry. During the transition, there is a possibility of knowledge loss. The key recommendation to this is effective knowledge management. Every activity being done by the people involved

in the change process need to be well documented for such a situation. This will be helpful even during the absence/ leave of employee since these records can be accessed (If so indicated in the timeframe monitor) by designated authority in the absence of concerned person. This will also ensure that the change process is not hindered during unavailability of one of the resources or when he or she is busy with urgent work.

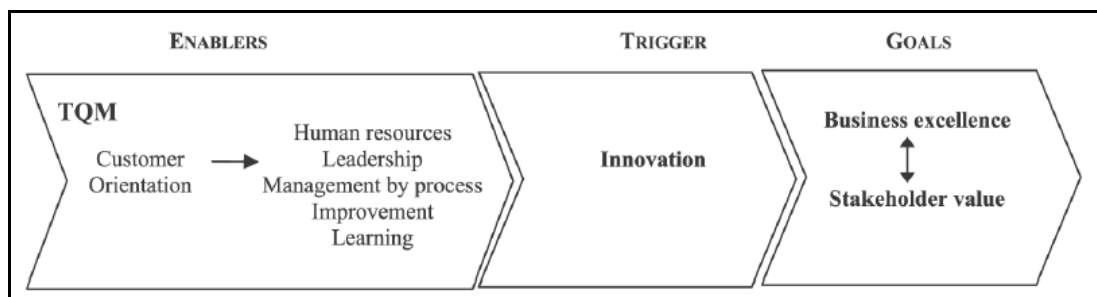
**Appendix**

Principle	Motivators Involved
a) Removing some controls while retaining accountability	Responsibility and personal achievement
b) Increasing the accountability of individuals for their own work	Responsibility and recognition
c) Giving a person a complete natural unit of work (module, division, area, and so on)	Responsibility, achievement, and recognition
d) Granting additional authority to an employee in one's activity; job freedom	Responsibility, achievement, and recognition
e) Making periodic reports directly available to the worker directly rather than to the supervisor	Internal recognition
f) Introducing new and more difficult tasks not previously handled	Growth and learning
g) Assigning individuals specific or specialized tasks, enabling them to become experts	Responsibility, growth, and advancement

**Table 1 - Principles used to provide additional responsibility**



**Figure 1 - TQM from inspection to business Excellence**



**Figure 2 - Evolution of TQM to Business Excellence and Stakeholder value**



Figure 3 - Evolution of organizational excellence and business excellence

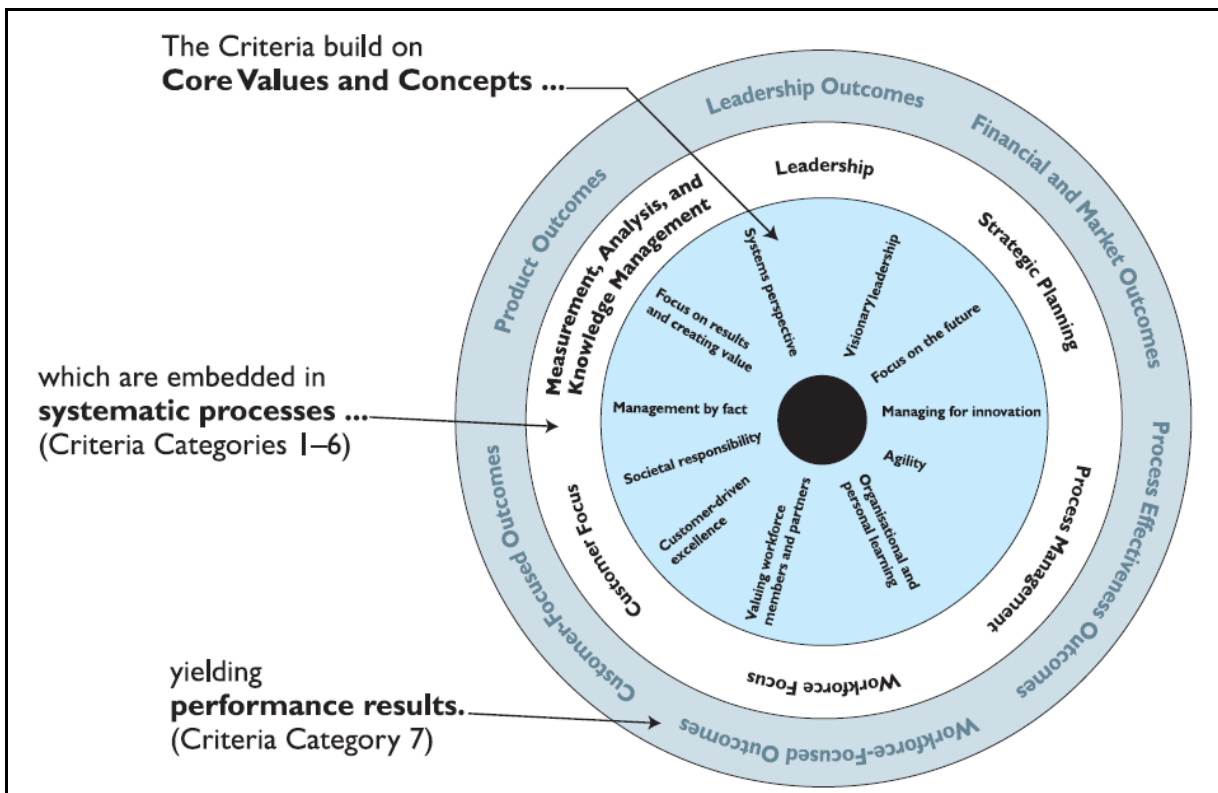


Figure 4 - The role of core values, concepts and performance results

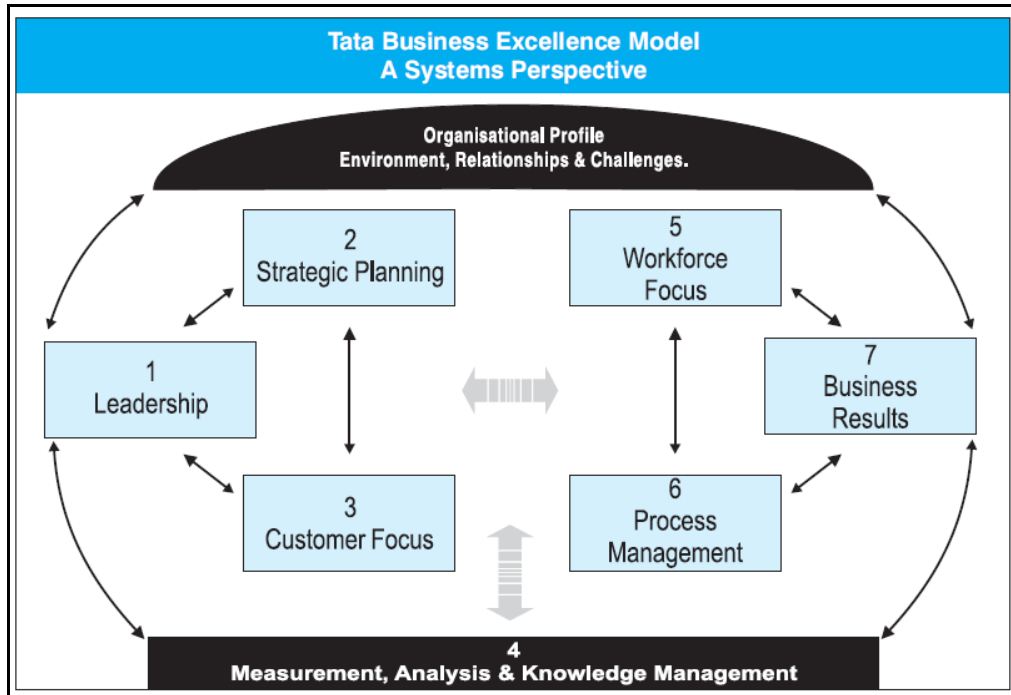


Figure 5 - Integrated Business Excellence framework

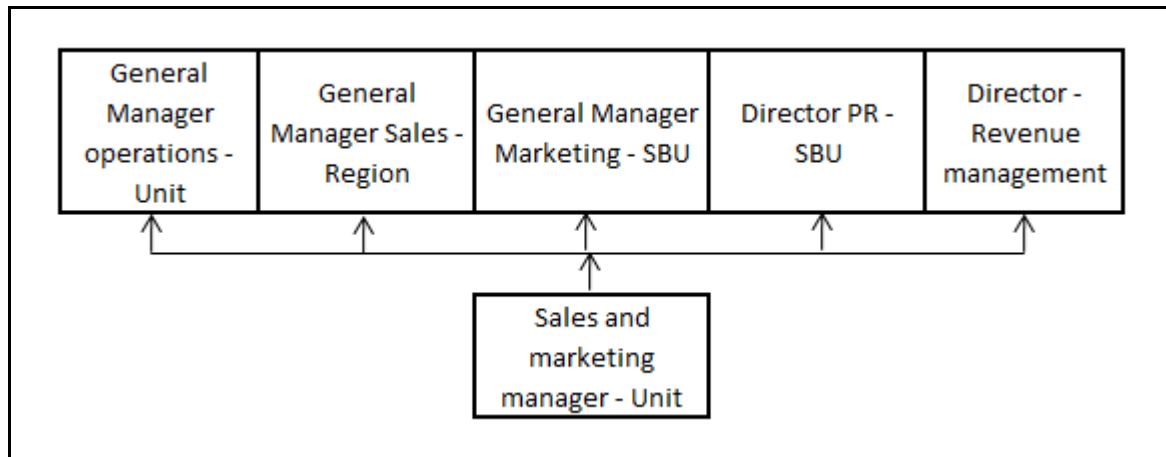


Figure 6 - Complex reporting hierarchy

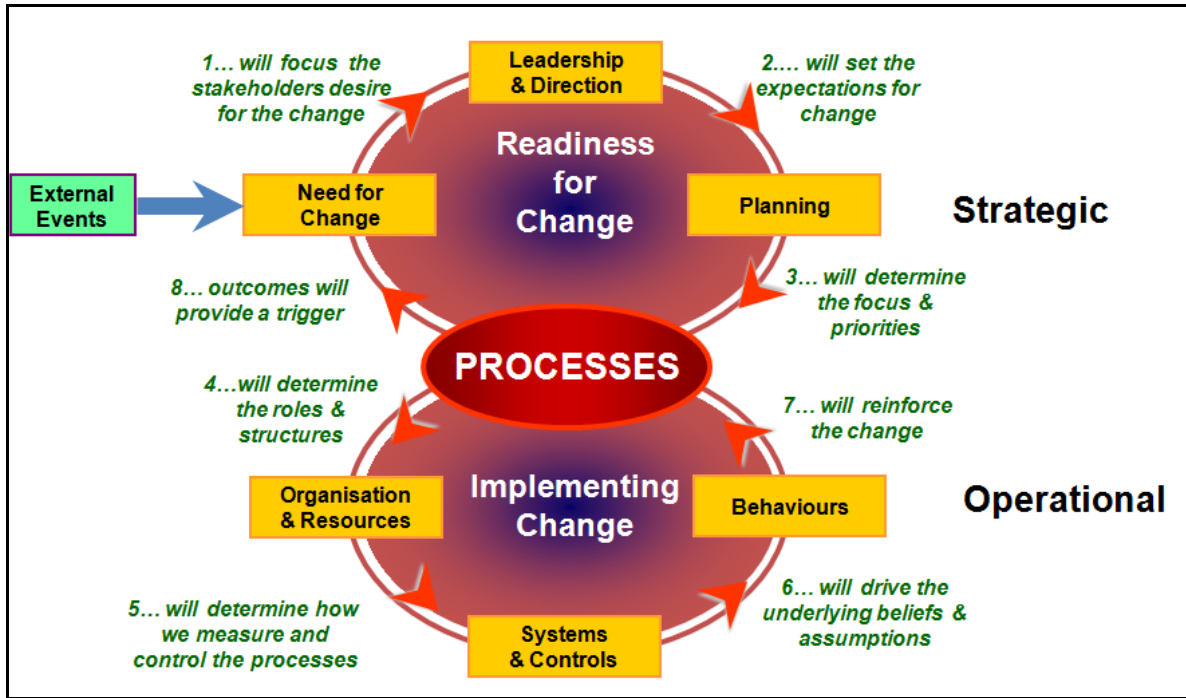


Figure 7 - Readiness for change and implementation model

Stage	Activities				
S <sub>1</sub> Envision	S <sub>1</sub> A <sub>1</sub> Establish Management Commitment & Vision	S <sub>1</sub> A <sub>2</sub> Discover Reengineering Opportunities	S <sub>1</sub> A <sub>3</sub> Identify IT Levers	S <sub>1</sub> A <sub>4</sub> Select Process	
S <sub>2</sub> Initiate	S <sub>2</sub> A <sub>1</sub> Inform Stakeholders	S <sub>2</sub> A <sub>2</sub> Organize Reengineering Teams	S <sub>2</sub> A <sub>3</sub> Conduct Project Planning	S <sub>2</sub> A <sub>4</sub> Determine External Process Customer Requirement	S <sub>2</sub> A <sub>5</sub> Set Performance Goals
S <sub>3</sub> Diagnose	S <sub>3</sub> A <sub>1</sub> Document Existing Process	S <sub>3</sub> A <sub>2</sub> Analyze Existing Process			
S <sub>4</sub> Redesign	S <sub>4</sub> A <sub>1</sub> Define and Analyze New Process Concept	S <sub>4</sub> A <sub>2</sub> Prototype and Detailed Design of a New Process	S <sub>4</sub> A <sub>3</sub> Design Human Resource Structure	S <sub>4</sub> A <sub>4</sub> Analyze and Design IS	
S <sub>5</sub> Restructure	S <sub>5</sub> A <sub>1</sub> Reorganize	S <sub>5</sub> A <sub>2</sub> Implement IS	S <sub>5</sub> A <sub>3</sub> Train Users	S <sub>5</sub> A <sub>4</sub> Process Cut-Over	
S <sub>6</sub> Evaluate	S <sub>6</sub> A <sub>1</sub> Evaluate Process Performance	S <sub>6</sub> A <sub>2</sub> Link to Continuous Improvement Programs			

Figure 8 - Composite framework for BPR implementation

### Appendix 2

#### Introduction to the organization and business excellence ideologies

The author was previously employed by a Tata company in India in the service sector and the source of the information for this assignment is the Business Excellence manager who let the author access the information that was feasible to be shared in public.



Tata Group Ltd, the founding organization has tied up with MBNQA, USA and follows their principles. It uses Tata Business Excellence Model (TBEM) which is lifted off from Malcolm Baldrige Model with minor changes. This initiative begins with an organizational profile and then follows through the Vision, values, game plan, workforce, customers and challenges, followed by the 7 criterion that are found to be suitable to that industry sector in which the employer is operating in. These 7 identified criteria are 1) Leadership, 2) Strategic Planning, 3) Customer Focus, 4) Measurement, Analysis and knowledge management, 5) Workforce Focus, 6) Process Management, and 7) Business Results.

Since the document is for internal circulation within Tata Group companies and is confidential, it can't be shared as a part of this work; however, certain core ideas and principles can be shared. The figure 4 in appendix shows the role of core values and concepts in the TBEM and figure 5 in appendix shows the integration of these core values in the Malcolm Baldrige Model framework. All the Tata companies follow the same basic principle with slight variation. The companies are then reviewed once a year based on these core values. The companies achieving a score of 500 or more out of 1000 point scale are given the TBEM award for the year. Please note the real names of reporting authorities have been substituted by Mr. X, Mr. Y, Mr. Z & Mr. W in order to protect the anonymity of the people under discussion.

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