



Methodological Approaches To Quality Management And Strategic Management Integrated System

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ABSTRACT

The article examines the issues of improving the methodological approaches to the integrated system of quality management and strategic management in textile enterprises.

KEYWORDS

Strategic management, quality management, integration, system, methodology, approach.

INTRODUCTION

During the years of independence, the management system of the textile industry has been formed in the country and sufficient investments have been attracted to its development. The country has sufficient conditions for the development of the textile industry, as well as raw materials and labor resources. The Action Strategy for the five priority areas of development of the Republic of Uzbekistan for 2017-2021 identifies important tasks to "deepen structural reforms, increase its competitiveness through modernization and diversification of key sectors of the national economy" [1].

Successful resolution of such priorities requires the effective use of available resources, as well as the development of a management system. The current system of network management does not provide sufficient flexibility to changes in the market economy. Therefore, the improvement of strategic management technology in textile enterprises on the basis of the selection of modern management tools and the expansion of their stages is an urgent issue.

Analysis of the relevant literature. In the 1970s, the term "quality management system" was used in the former Soviet Union. Since

1987, the concept of “quality system” has emerged (ISO 8402 standard included in the first and second editions of the ISO 9000 series). In the third edition of the ISO 9000 series, after the ISO 8000 standard was replaced by the ISO 9000 standard, the term “quality management system” was used instead of the term “quality system”. However, as the combination of “quality management” did not fully correspond to the grammar of the Uzbek language, this concept turned out to be somewhat ambiguous. Nevertheless, the term has gained official status in the Uzbek version of the standard and is the current version of the definition of a quality management system. Because ISO 9000-2011 defines quality control as “part of quality management aimed at meeting quality requirements”, we use the term “management” in relation to the quality management system in industrial enterprises and the term “management” in the strategic management system of the enterprise.

In order to fully analyze the term “quality management system” specified in ISO 9000, it is necessary to combine the definition of this concept with the definitions of the terms “management system” and “system”, as the standard contains references to them. As a result, we have the following definition: a quality management system is a set of interrelated and interacting elements in order to formulate policies and goals for the direction and management of the enterprise in relation to quality and to achieve these goals.

This definition provides information about a specific ‘set of interrelated and interacting elements’ that is related to the general concept of ‘system’ and is not specified in

relation to the quality system. Thus, the essence of the quality management system is not defined, its features and distinguishing features are not specified.

More precisely, the essence of the quality system, although incomplete, is reflected in ISO 8402-86 and the next version of this standard - ISO 8402-94: quality system - is the “organizational structures, methods, processes and resources required to implement overall quality management” package “[2]. This definition provides a specific list of the elements that make up a quality system. These elements also include the organizational structure, but the definition does not specify what structure it is and who or what it contains.

Since the early 1990s, the resource concept has dominated the development of the enterprise in the field of strategic management, which is more suitable for the study of practical mechanisms and resources, as compared to the previous ones to determine the superiority of the enterprise in a competitive environment. The second, in turn, is in a constant state of radical change, such as the fragmentation processes taking place in traditional industries, the acceleration of product renewal processes, the convergence of technologies and types of business. Proponents of the concept of strategic management resource of enterprise development are J.Barney, B.Wernerfelt, J.Grant, K.Kurt, G.Mintzberg, K.Prahalad, D.Tis, G.Hemel.

Strategic management emerged in the 1960s as an innovative approach to the organization of the scientific direction and management. Until now, however, strategic management

has been seen primarily as a task of managing market entities at a lower level - enterprises, firms, organizations.

In his book "Corporate Strategy" I.Ansoff interprets strategic management as "a way of knowing, its beginning is a strategic diagnosis, the path of additional measures and the culmination - new products, new markets and technologies, as well as new opportunities" [3].

V.N.Rodionova understands strategic management as "the process of developing, making and implementing strategic decisions, the central part of which is a strategic choice based on comparing the resource potential of the enterprise with the opportunities and threats of the external environment" [4].

According to M.I.Kruglov and N.Yu.Kruglova: "Strategic management expands the horizons of foresight, long-term strengthening and thus timely response to changes in the external environment of the enterprise: commodity and technology markets, scientific, technical, economic, social and political spheres. is an opportunity to respond"[5].

According to G.B.Kleiner, "strategic management is a system of views and recommendations on enterprise management based on the processes of formulating, implementing and modifying a company's strategy to achieve business success" [6].

According to Hoffer and Schendel, "strategy is the main link between the goals and objectives of the enterprise" [7].

R.A.Isaev studied the issues of improving the organizational and management mechanisms

for the implementation of development strategies of textile enterprises in the integrated system of quality management and strategic management in the textile industry of the Republic of Uzbekistan [8].

RESEARCH METHODOLOGY

Methods such as experimental, selective observation, comparison, expert evaluation were used in the research work.

ANALYSIS AND RESULTS

There are some challenges in implementing and operating quality management systems (QMS), but expectations are positive in many areas, such as image improvement, increased competitiveness, improved collaboration between business units, well-established relationships with contractors, and more. (Table 1).

In general, working with SMT certified businesses is less risky for two reasons:

Internal structure and order of the enterprise, transparency of the management system;

Periodic external monitoring by independent registers [9].

Analyzing this problem, during the interview we identified a number of other problems related to the ignorance of employees of textile enterprises on quality management issues (including low awareness of modern quality management practices, lack of experience, low employee interest, management indifference, etc.).

Management methods have been identified as one of the key elements in the development

of an integrated management system methodology (based on quality management and strategic management), including the development of an integrated system of strategic management and quality management methods.

In the process of developing a development strategy of a textile enterprise, the choice of a specific method of strategic management and quality management will depend primarily on the strategic management stage and quality management process, the specific situation, financial, information and human resource objectives.

We use an integrated quality management system and strategic management model based on the Deming-Schuart cycle of continuous improvement, based on the requirements of ISO 9001-2015 standard for SMT activities, as well as a classification of strategic management tools and methods and an integrated matrix of strategic management and quality management tools. we propose the selection and adaptation of a system of methods to the specific characteristics of the textile industry, which is reflected in the dynamic instrumental and methodological model of the developed integrated quality management and strategic management system (IQM&SMS) (Figure 1).

Table 1

Advantages and challenges associated with the implementation of quality management systems in textile enterprises

Factors influencing the increase of competitive advantage of the textile enterprise	Businesses that noted the importance of the factor, in percent
Improving the image of the organization	76
Improving the competitiveness of products	64
Improving the interaction between the structural units of the enterprise	62
Opportunity to expand the customer base	58
Improving customer satisfaction	56
Use of the certificate for advertising purposes	57
Expanding the sales market (increasing the number of contracts)	76
Improving production efficiency	62
Reducing the number of errors in the production and design process	48
Customer retention	68
Opportunity to participate in tenders for the right to receive a state order	72
Opportunity to enter foreign markets	74
Improving employee satisfaction	62
Reduce quality costs	64
Improving the financial condition of the enterprise	72
Naming problems	
Lack of sufficient financial costs associated with training, development and implementation of quality management systems	44
Lack of sufficient financial costs for certification	42
Longevity of quality management system implementation	38

There is a need for managers and specialists to study the requirements of the ISO-9001 standard	46
Lack of sufficient financial costs associated with maintaining the system	26
Exclude management from SMT effectiveness analysis	18

Source: Compiled by the author based on the results of the survey.

The dynamic instrumental-methodological model of the integrated system of quality management and strategic management is based on the development of standard models and tools that are implemented at different stages of strategic management and quality management processes. The model is adapted for use by the textile industry. The model has static and dynamic groups of methods and supports. The static group includes nationwide methods and supports of strategic management and quality management, which can be used for typical

enterprises of the textile industry regardless of the external conditions (presence / absence of competition, presence / absence of by-products, etc.). The dynamic part is based on the preview-foresight method, which can be implemented using a variety of tools (depending on the preview, purpose, and preferences of the expert group). The dynamics of this part of the model is determined by the variability of the future, which is expressed in several variants of development scenarios based on the results of the foresight session.

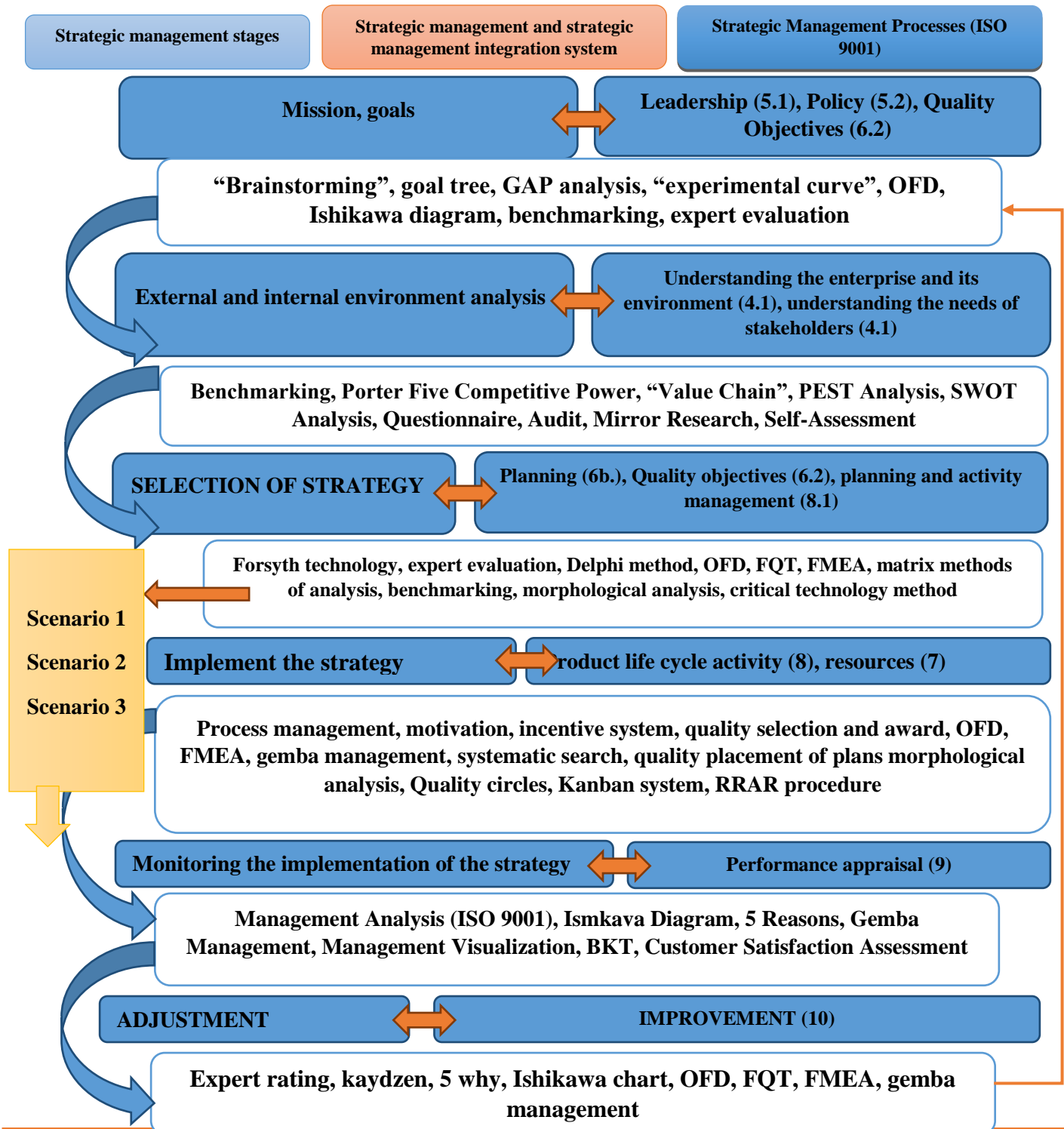


Figure 1. Dynamic instrumental and methodological model of the integrated system of quality management and strategic management (author's development)

The choice of a particular scenario depends on the efforts made and the existing or created conditions for the development of the enterprise. The novelty of the proposed model is that the integrated system of quality management and strategic management is selected and integrated to share the relevant methodological support of strategic management and quality management in a specific structural and logical sequence corresponding to the stages of activity. **The goal setting process** in ISO 9001-2015 meets the requirements set out in the sections on “Leadership” (5.1), “Policy” (5.2), and “Quality Objectives” (6.2). For the goal setting process, which is a key part of the planning phase, it is important to develop a mission that will form the basis for the textile enterprise’s policy and is expressed in developing the main strategic goal of the activity for the future. These include programs of various types and durations.

The **mission** defines the purpose of the textile enterprise, the ‘philosophy of existence’, and thus the broad directions in goal setting that allow the identification of key areas or means of achieving the main strategic goal.

Strategic analysis of the enterprise is one of the key elements of the development strategy development process. The new version of the ISO 9001-2015 standard requires a mandatory study of the organizational environment (sections of the standard: “understanding the organization and its environment” (4.1), “understanding the needs of stakeholders” (4.2)). Various types of self-assessment and audit are most commonly used in quality management to assess the current state of an enterprise. These methods are universal and can be used in any enterprise of the textile

industry. Self-assessment is a comprehensive and systematic way of analyzing an enterprise’s performance and its results against a selected standard.

The strategy selection phase is integrated with SMT processes (in accordance with ISO 9001-2015 requirements) such as ‘planning’ (item 6), ‘quality objectives’ (6.2), ‘activity planning and management’ (8.1). The stage of formulating several options of alternative strategies and selecting the most appropriate one is provided with a wide range of portfolio analysis methods that are more suitable for textile enterprises.

Implement the strategy. In ISO 9001-2015 standards, this stage is regulated in the sections “Activity in the stages of the product life cycle” (8), “resources” (7).

Monitoring. Integrated with performance evaluation processes (9) into the quality management system, this phase is designed to assess the actual level of implementation of planned plans.

Adjustment. Completes the strategic management cycle, as well as the Deming-Schuhart cycle of continuous improvement.

The logic of the integrated quality management system and the dynamic instrumental-methodological model of strategic management is based on the integration for the joint use of standard models and tools implemented at different stages of strategic management and quality management processes. The choice of a particular method of strategic management and quality management in the strategy development process depends primarily on the purpose of the strategic management process phase, the specific situation, financial,

information and human resources. The model has a group of static and dynamic methods and tools. The dynamism of the model lies in the presence of several development scenarios created at the strategic selection stage as a result of the foresight session.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the study, in order to increase the effectiveness of the implementation of an integrated systemic strategy in textile enterprises, it is necessary to pay attention to:

- It is necessary to form an integrated system of quality management and strategic management in the textile enterprise, to develop its principles, methods and rules;
- It is necessary to introduce a large-scale quality management system in the textile enterprise on the basis of a process and system approach, to carry out staff and production training to implement this process;
- Selection of modern management methods and supports in the implementation of strategic management in textile enterprises;
- Development of a methodology for the formation of effective development strategies and evaluation of the effectiveness of its implementation on the basis of an integrated system of quality management and strategic management in textile enterprises with an integrated quality management system and a dynamic instrumental-methodological model of strategic management;
- The structure of management should be shaped to adapt to market changes.

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