عنوان مقاله:
EFQM in the Excellence Puzzle

محل انتشار:
هدفتنین کنفرانس بین المللی مدیران کیفیت (سال:1385)

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خلاصه مقاله:

Deming prize, Malcolm Baldridge National Quality award, European Foundation for Quality Management (EFQM) Quality Award, and many alike have been established to promote Quality at national competitive levels. Iran has hastily copied EFQM model for its national excellence award without customizing particulars of Iranian culture and style. EFQM is a point system, which quantifies many intangible macro organization constructs into simplified indicators. It is a limited tool, which must be respected in the appropriate context. It is not a panacea for good management, or a substitute for the basics of quality management. It is not an agent for change. It does not guarantee business excellence. While EFQM model, like many other Quality tools and techniques, has valuable basis to bring management attention to organization-wide assessment, EFQM does not equate Excellence. It may be a starting point, if combined with other tools properly. Overall, there are many ways to move towards excellence. EFQM could be part of one of them. EFQM has been a trophy for the big and the affluent. There is no scientific study to show that EFQM has a significant effect in achieving excellence or that at least savings from EFQM pays off the high cost of its implementation. Many key corporations in US and Europe have shied away from looking at such national excellence award competitions. Mr. Zainal Abidin Ahmad, the president of Organization Excellence Center in Singapore, speaking at the 3rd Iranian Excellence Forum in Tehran in March ۶۰۰۲, explained why Singapore has chosen SQA model as the basis for national excellence award. “Singapore is a small country with very limited resources. We cannot afford to chase EFQM model”. Amongst desirable intangibles in the organization, like quality and customer satisfaction, excellence is the most vague and difficult to measure. Once quantified, often arbitrarily, the measures become the end and the underlying philosophy is lost. In double counting cause and effects, in enablers and results, many extraneous factors are not considered. A division of Motorola, one of the first US companies which won the National Malcolm Baldridge Award in ۷۸۹۱, went bankrupts a couple of years later as so much funds and efforts were consumed in earning Baldridge points. Baldridge ward is more a trophy whose acquisition is more driven by CEO’s ego than a desire for improved performance. Baldridge, which is very similar to RFQM, requires millions of dollars each year for a company for assessment costs. Many fortune ۵۰۰ corporations in the
last few years have dropped the internal Baldridge award programs they started in the early 1990s. US Air force, the first branch of the military to conduct assessment, stopped so doing in 1998.

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