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Daniel Steinke

MODERN QUALITY MANAGEMENT SYSTEM

A quality management system (QMS) is a collection of business processes focused on consistently meeting customer requirements and enhancing their satisfaction. It is aligned with an organization's purpose and strategic direction. It is expressed as the organizational goals and aspirations, policies, processes, documented information and resources needed to implement and maintain it. Early quality management systems emphasized predictable outcomes of an industrial product production line, using simple statistics and random sampling. By the 20th century, labor inputs were typically the most costly inputs in most industrialized societies, so focus shifted to team cooperation and dynamics, especially the early signaling of problems via a continuous improvement cycle. In the 21st century, QMS has tended to converge with sustainability and transparency initiatives, as both investor and customer satisfaction and perceived quality is increasingly tied to these factors. Of QMS regimes, the ISO 9000 family of standards is probably the most widely implemented worldwide – the ISO 19011 audit regime applies to both, and deals with quality and sustainability and their integration.

Modern quality management approaches relate in many ways to modern project management approaches overall. More and more attention is being paid to the human aspect of the processes, the team approach to quality, and the concept of total quality management. The quality management process is more oriented toward permanent small incremental improvements and multiple inspection points in the processes than it was in the past. In *Figure 1* it can be seen that one of the major changes in our attitude toward quality is that everyone is responsible for quality. This allows for many more inspection points and allows for corrections to

be made before additional work is done. Scrap and rework cost is significantly reduced.

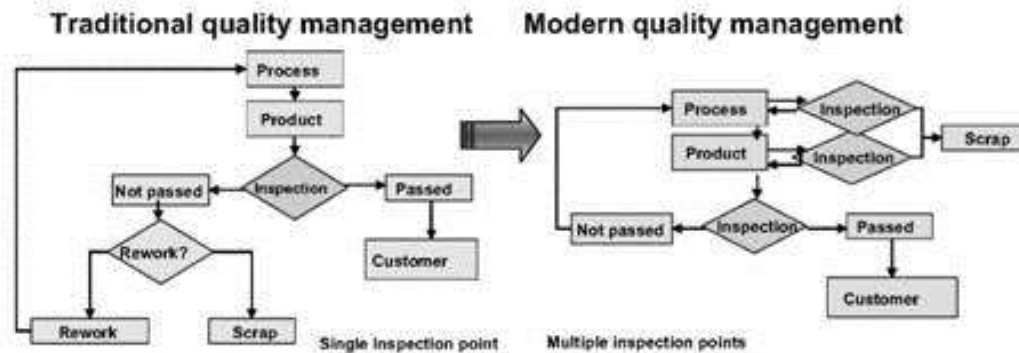


Figure1 - Changes in management concepts

The history of the total quality management approach is interesting. It was first developed by W. Edwards Deming and a number of Japanese managers on the basis of the Japanese approach to management science. After World War II, Deming and a number of other American consultants were invited to Japan to carry out some consulting work and in particular to develop tools to improve the quality practices of Japanese enterprises. The first finding of Deming and his Japanese colleagues was called the quality circles concept, which gave significant results when applied to Japanese enterprises.

The quality circles approach allowed a gain in quality improvement ideas from the people actually involved in the production process. Deming's next step was to build mechanisms allowing this information to be most effectively communicated to the company decision-makers and to make this process continuous. In Japan, it soon became such a powerful tool that it helped increase productivity in Japanese companies by 10 percent and played an important role in the later ability of Japanese companies to conquer a significant share of American markets. Unfortunately, when Deming came back to the United States and tried to publish his findings and implement them at American enterprises, he was not heard. American enterprises at that time thought the very idea of changing something in the way they operated and, moreover, using the experience of Japanese companies was completely ridiculous. Only twenty years later, after losing a large share of its markets, American business rediscovered the idea of TQM. It became an extremely popular concept after it proved to be one of the major causes for the "Japanese economic miracle." Since then, it has been considered one of the most cost-efficient ways of improving the quality of processes in the organization. However, as in many other good management practices, its usefulness has been largely unappreciated by many cases of misapplication when tried in Western companies.

Later on, some of the Western and Japanese managers understood that the approach of TQM can be applied to all the processes of the organization, not only the quality processes. This is largely how the concept of CPI, or continuous process improvement, was developed. This concept has now become a basic idea underlying most modern standards and thus illustrates the parallels in the development of various streams of management thought.

This last statement is important. As has been mentioned previously, the ideas of TQM had been largely misapplied and misused around the world. However, very few ideas developed by humanity are truly new, and the area of management is no exception. It does not really make much difference if we call this approach TQM, a concept of continuous improvements, or modern quality management practices. The major principle is what stays unchanged, and with that we continue by describing these principles as best we can.

Putting Total Quality Management to Work, TQM is a relatively established entity with accepted components of teamwork, systems thinking, and statistical tools being applied to the areas of "customer, counting, and culture." Major principles of TQM are described by Deming's fourteen points:

- Maintain constancy of purpose.
- Adopt a new philosophy.
- Eliminate need for inspection.
- Consider only total cost, not price.
- Improve constantly.
- Initiate on-the-job training.
- Initiate leadership.
- Drive out fear.
- Break down barriers.
- Eliminate slogans, targets, and the like.
- Eliminate management by standards and quotas.
- Remove barriers to pride of workmanship.
- Institute education and self-improvement.
- Get everyone involved.

A strong orientation toward getting all the participants of the process involved in implementation makes this approach similar to the modern project management approach of basing project efficiency on team members' high level of involvement and responsibility in project activities. Modern quality management practices generally require the implementation of the whole new concept of personnel management, "human resource development," or even the latest concepts representing some of the Japanese human resource ideas as applied to Western ground, "human being management." Briefly, all of these modern concepts suggest a high level of people's responsibility and involvement. This in turn develops a feeling of ownership within the company as well as a global company philosophy. The result of this type of thinking is enriched job assignments introducing elements of creativity and challenging tasks to be fulfilled.

The other important component of modern quality management is its orientation to the client or customer, the ultimate user of the product or service produced by the project. In the context of the customer, we are interested in a product or service from the point of view of its "fitness for use"—the guarantee that the customer receives the goods or services that justify what was paid for them—and customer satisfaction—the customer's feeling after receiving the product or service.

Another important feature of modern quality management is that it considers small incremental improvements as the best approach to improving quality. The TQM approach has a number of formalized practices for introducing step-by-step, small change processes in the normal operational cycle of the organization. Moreover, there are special systems set up that allow all the participants in any process to suggest their changes for improving the quality of processes and products. In the case of projects, these people are the project team members.

The quality circle is Deming's idea that people having a low position in the organization, the actual producers of the product, be involved in the decision-making process, introducing small changes to the production cycle. The idea was to allow special time during the working day for these people to get together and talk about possible quality improvements. In order to make it more efficient, each quality circle had a person from middle management assigned to it whose responsibilities included providing overall methodological support to these people as well as making sure that their ideas reach the organization's decision-makers. For introducing small incremental improvements to the processes, Deming suggests a so-called PDCA, or Plan-Do-Check-Act cycle.

In the planning phase, Deming suggests that you select the problem, describe it and the process and all potential causes for the problem, and then develop a solution. In the do phase, you put a solution into a process—in other words, you carry out a pilot process with the solution implemented. In the check phase, you see how the solution worked and, if it did, you act, moving on to operate this process with the solution.

The steps of Deming's cycle correspond very well to what is later suggested as the four steps for process improvement in CPI, as shown in *Figure 2*.

The quality management function of the project can be described as:

- Assuring conformance to mutually agreed to expectations.
- Assuring conformance to requirements and specifications.

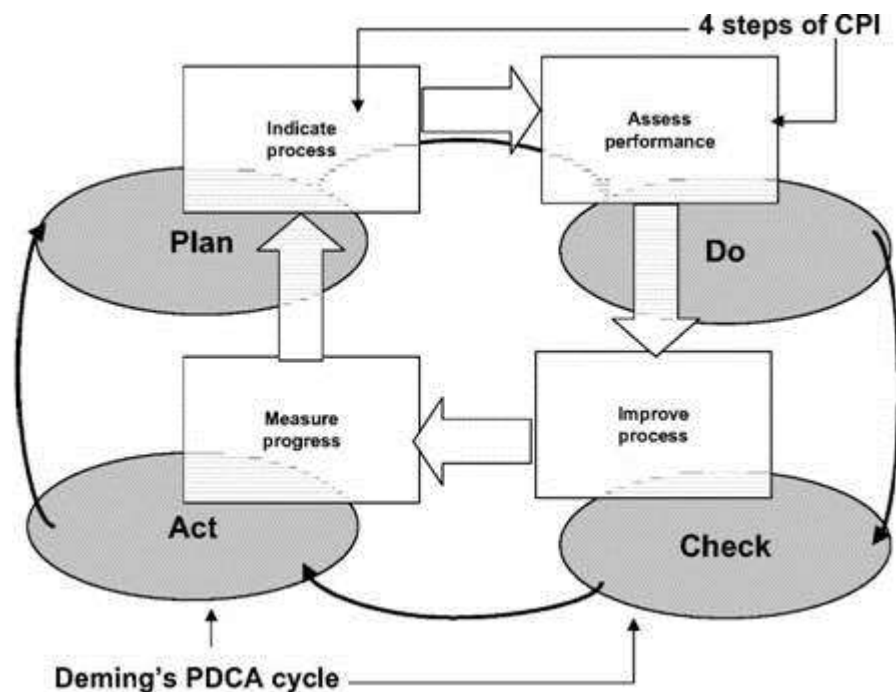


Figure2 Changes in management concepts

Assuring conformance to ALL the characteristics that allow it to satisfy the function intended.

Project quality management considers three major processes: quality planning, quality assurance, and quality control.

At this stage of quality planning our major goal is to find the regulations and specifications suitable for the current project and to find ways for implementing and introducing these standards into our project cycle. It is important to remember that we should concentrate on the quality standards for processes as well as the final products. Generally, modern tendencies of quality management make us shift our attention more and more from checking the quality of the final product (inspection) to predicting changes of quality in the processes (prevention).

In order to carry out our quality planning process, we have to get all the documents describing the standards and regulations we are going to use (the quality policy of our company, standard descriptions, etc.) as well as the documentation describing the requirements to the project product (scope statement) and then use the quality tools (flowchart, cost-benefit analysis, simulations) that allow us to visualize and predict the results of applying the standards and regulations to our project scope.

The quality assurance processes are carried out in order to assure that our project product complies with accepted standards and regulations. Quality assurance should be carried out throughout the project both internally (for the company, project team, etc.) and externally (for the customer). In many cases, the quality assurance function can, but not necessarily should, be carried out by a special quality assurance department of the company.

Quality control processes monitor the final results of the project—both management results and product results—in order to see how much they correspond to the standards planned and what can be done to improve the results to meet the standards. Quality control processes include both inspection and prevention, but as we said above, the tendency in modern quality management is shifting toward prevention in order to reduce the overall cost of quality. The quality control function can be carried out by a special quality control department, but this is not

a rule in modern quality management practices.

It is becoming more a function of the producing units of the company, the idea of "being your own inspector."

In quality control, the rest of the quality management tools such as Pareto diagrams, cause-and-effect diagrams, statistical sampling, and control charts are used.

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СТВОРЕННЯ НОВИХ ОБ'ЄДНАНИХ ТЕРИТОРІАЛЬНИХ ГРОМАД ЯК ОСНОВА РОЗВИТКУ ДЕПРЕСИВНИХ ТЕРИТОРІЙ УКРАЇНИ

Постановка проблеми. Досвід функціонування перших ОТГ, які з 1 січня 2016 р. отримали доступ до нових ресурсів і повноважень, став іще одним важливим чинником, що сприяє об'єднанню громад. Зокрема, деякі експерти та представники районних державних адміністрацій (РДА) зазначали, що здатність новостворених ОТГ ефективно використовувати нові кошти змінила думку багатьох голів сільських і селищних громад, які спочатку опиралися об'єднанню. Зі зрозумілих причин дія цього фактору стала більш вираженою під кінець року, коли мешканці звичайних громад могли побачити перші результати роботи сусідніх ОТГ.

Експерти і представники РДА відмітили низку проблем, які сповільнюють і перешкоджають добровільному об'єднанню. Перш за все, цьому процесу заважає спротив з боку різних зацікавлених сторін. У цьому контексті найчастіше згадували сільських і селищних голів, дехто з яких протидіє об'єднанню, не бажаючи ризикувати своєю посадою. Існує спротив і з боку районної влади – районних рад і РДА, які можуть втратити ресурси та повноваження, а то й посади в разі укрупнення районів чи ліквідації РДА. Представники РДА заперечують, що стоять на перешкоді процесу об'єднання, однак подекуди звинувачували в цьому депутатів районних рад[2].

Обидві категорії опитаних також зауважували небажання громад, які вже збагатилися завдяки фінансовій децентралізації, брати участь в об'єднанні. Мова йшла або про великі міста (зокрема, міста обласного значення), які мають серйозні джерела наповнення бюджетів, або про громади, на території яких розташовані прибуткові підприємства чи автозаправні станції. При цьому деякі експерти попереджали, що такі громади – якщо не об'єднаються – можуть опинитись у скрутному становищі, коли держава законодавчо зобов'яже ОМС виконувати нові повноваження, адже тоді отриманих коштів виявиться недостатньо [3].

Ще однією перепоною добровільного об'єднання експерти назвали брак законодавчих актів, які би могли суттєво прискорити цей процес. Найчастіше опитані мали на увазі законопроекти, що полегшують приєднання звичайних громад до вже утворених ОТГ, та законопроект про зміни меж районів у процесі добровільного об'єднання. Унаслідок нездатності парламенту ухвалити останній Центральна виборча комісія (ЦВК) відмовилася проводити вибори у 28 ОТГ, які об'єднують громади з різних районів. Дехто з експертів також зауважив, що громади від об'єднання віднадує неможливість розпоряджатися землями за межами населених пунктів. Крім того Кабінет