

REVIEW

of post doctoral dissertation “Comprehensive Quality Management Model in Large Industrial Enterprises” written by Andrzej Gazda PhD, Faculty of Management, Rzeszow University of Technology.

1. Formal Evaluation

The reviewed work consists of introduction to the researched problem, six chapters and the summary. It should be emphasised during formal evaluation of the reviewed work that:

- **General structure of the work** is proper. It comprises six chapters those contents are related to their titles. It is an results of pragmatic considerations supported by fundamental concepts, theories and methodological investigations. The literature review is compatible with the topic and provides detailed and objective perspective on the researched problems. The work addresses problems of quality management and modelling and demonstrates a significant creative contribution that extends beyond reporting the results of a search of the literature.
- **empirical part of the work** provides valuable researches on quality management in automotive, aviation industries based on previously presented methodology giving ready for implementation solutions. Presented survey results using adopted methodology allows for assumed hypotheses confirmation.
- **the work is written using proper** scientific and serious style consistent with an academic standards. The work is well written, including proper sentence and paragraph structure; logical flow of information; punctuation, tables and graphics most of which are original. However the English language used in work should be improved.

In general, the author Andrzej Gazda Ph.D. has demonstrated good knowledge and skills to employ scientific methods and to make use of references.

2. Content-related Evaluation

Quality management incorporates quality planning, provides a framework for managing the activities that enable the company to create items and services which consistently satisfy the customer and regulatory requirements, and is a tool for achieving enhanced customer satisfaction. The quality management also provides for continual improvement by monitoring processes based on their significance, measuring their effectiveness against objectives, and managing processes for improvement.

Quality management has become an all-pervasive management philosophy, finding its way into most sectors of today's business society. After the initial hype and enthusiasm, it is time to take stock of the knowledge accumulated in what is now a mature field of study and look for directions to take the field further forward.

Based on this notice I found this work as an important participation on quality management knowledge development and research findings dissemination.

The main objective of the dissertation is to develop a model of quality assurance strategy for large enterprises in the automotive sector and the aviation sector in Poland, which could successfully compete on the international and national market.

I think that the main objective translation is not accurate and it should be rather constructed as follows:

“The main objective of the dissertation is to develop a model of quality assurance (strategy ? –I do not think it is necessary) for large enterprises in the automotive sector and the aviation sector in Poland that allow for successful competition on the international and national market.”

Arrangement of the work and its content were obviously created as a consequence of the set goals. The author starts his consideration with wide discussion of the definitions of quality and quality management. Then the Total Quality Management issue has been elaborated with descriptions of rules, features, assumptions and stages of implementation. The Author also extend the quality management system with environmental and occupational health and safety management problems.

In the chapter 2, Author described the idea of strategy and its stages based on the “7F” paradigm with quality position determination and significance. In this chapter Author also points on the relations of quality management concept and enterprise strategic goals formulation based on chosen examples

In Chapters 3 the author properly identifies elements of quality management system in the automotive industry enterprise. Then relations between enterprise mission and problems with quality are considered. There are also presented chosen quality management systems QS 9000, QS 9000 TES, VDA, ISO/TS 16949. I estimate highly elaborated trends of future development of these systems as well as determination of quality assurance strategies in automotive industry firms.

In the fourth chapter, the Author presents analysis of quality management problems in aviation enterprises. The quality assurance policy is provided based on chosen Polish aviation industry enterprises. This part also provides characteristics of international and Polish standards applicable for constructing quality management systems.

The chapter five presents elaborated model of enterprise strategy containing quality management ready for implementation in aviation companies. Author also pays attention on model limitations. It is a little surprising that Author decide to describe the scope of Lean Management tools in improvement the quality systems.

In the chapter six, the effects of implementation of corporate quality assurance strategy are presented that is an attempt of quality model verification. Costs of quality are also presented in that chapter.

The work is completed with a summary which contains a synthetic selection of results.

Reading of the reviewed work proves that the author has shown an appropriate level of independent work. He demonstrates that he has detailed knowledge of original sources (I found it with satisfaction that some of them are written by Slovakian authors), he has large

knowledge of the field, and understands the main theoretical and methodological issues. Finally, he provides analyses clearly linked to the aim of the thesis and discusses their results.

3. Problems to Be Discussed

As every interesting scientific elaboration, it rises the reader for the questions, discussion and remarks those do not reduce the high evaluation of the scientific work. So let me address some questions:

1. Despite of quite properly elaborated theoretical part of the work, I found the empirical part a little confusing. Author writing about quality management in aviation and automotive industries enterprises still many times refers to the literature. So the question is what is his own elaboration in this part of the thesis? This question is also important in case of presented model of the quality assurance system (p. 106), is it whole author's idea or it is based on the literature?
2. The proposed model seems to be theoretical ones and the Author suggest in the title of chapter 6.1, to analyze the model implementation however except of company history description and production development, he listed the quality certificates only, that is not enough for research in this area. So, can you describe the model implementation process with special attention on managerial aspects ?
3. In the aim of the thesis the author promises "to develop a model of quality assurance strategy for large enterprises in the automotive sector and the aviation sector in Poland" – what are the model limitation that it cannot be used in another industries or abroad ? Is the model universal for utilization?
4. Today the quality management cannot be limited for particular enterprise but should be considered wider in relation to other elements of the supply chain, can you comment this thesis? And if your model is suitable for such approach ?
5. Author candidate to the title of Associate Professor in the study branch 3.3.15 Management. Please discuss your contribution included in the thesis to the development of management sciences in theory and practice.

4. Conclusions

Considering, the components of the thesis written by Andrzej Gazda PhD, "*Comprehensive Quality Management Model in Large Industrial Enterprises*" I find it demonstrates proper content-related level. Moreover, author's achievements both in scientific and pedagogical domains constitutes a basis for the statement that I recommend him thesis for the habilitation procedure and after its successful defence I recommend him to be awarded the title of Associate Professor in the study branch 3.3.15 Management

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