

## **The Oponent Review of the Habilitation Work**

**Topic of the habilitation work:** COMPREHENSIVE QUALITY MANAGEMENT MODEL  
IN LARGE INDUSTRIAL ENTERPRISES

**Author-habilitant:** Mgr. Andrzej Gazda, PhD

**Opponent:** Drhc, Prof Ing Dušan Malindžák, CSc,

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*The oponent review was prepared on the base of nomination by dean Faculty of Management- University of Presov in Presov, Prof., Ing., Robert Štefko, PhD, from 12.5.2014.*

### **The review was prepared on the this candidate - documents:**

- Research- pedagogical characteristic
- List of original –research publications
- Overview of pedagogical activities
- Fulfillment of the criteria for the title Associate Professor on Faculty of Management UP
- Habilitation Work

### **General evaluation of the candidate for habilitation**

Dr Andrzej Gazda, all yours professional career, in the research and pedagogical field, working in area economy and management. He was prepared and taught courses e.a.: Industry economy/1973-75/, Economy and organization of the company, Organization and management/1975-82/, Management, Quality management, Production management, Logistics.../1983-2014/. Yours PhD topic, research projects, publications is mainly in management, quality management, logistic too.

**From this, your habilitation - in the habilitation branch 3.3.15 Management is justified**

### **Fulfillment of the criteria for the title Associate Professor on Faculty of Management UP**

Habilitant, in all items fulfill resp overcrowd criteria FM for associated professor. In pedagogical area are mainly big pedagogical practice, number of skripturns, big number of diplomant students.

Research activities are documented by 2-monography, 65-sience works,2 –publication in cc journals,5-research project.

He is experienced academic manager, 13 years he working in vice-dean position in Faculty of management Rzeszov Univerzity of Technology, and 3 years as a head of department-KSZ I L. He contributed significantly to building the faculty and management and logistics study program on yours university.

## **Habilitation work**

### **Timeliness issues habilitation**

Quality and quality management have an important role in the strategy of contemporary industrial companies. It becomes particularly clear in large companies which use new-top technologies and act in a competitive market. Companies representing the automotive and the aviation industry, including the defence and arms industry, are in this group. Quality management in large enterprises is mainly focused on the application of and compliance with ISO standards and accordingly obtain certificates.

Quality is defined in various ways, but it should not be understood in a narrow way, considering only quality of products. It is a multidimensional concept, related to products, production processes, production systems and also employees. Specifically, in terms of automobile and aviation industry, where it is necessary to take into account the parameters of safety and security

Quality management in large enterprises too, is mainly focused only on the application of the ISO standards and according to them getting certificates.

Habilitation thesis addresses on this scientifically and application area and design the methodology of quality systems connected to a company strategy and integrated approach to understanding quality.

Also available professional and scientific literature rarely publishes a comprehensive work-integral approach to quality.

**From these reasons is the theme habilitation necessary and timely.**

### **The structure and content of the habilitation thesis**

The structure and content of the habilitation thesis meets all the requirements for qualifying academic work.



In the introduction is defined problem solving, research objectives and sub-objectives, the research hypothesis, references to literature, process solutions..

Chapter 1 describes the management of theory quality. Is processed by the current world literature. The conclusions point to the fact that to him, the available literature contains a minimum of information about the complex-integrated solutions, which are necessary for the field of aerospace and automotive industries.

Chapter 2 describes approaches to application quality strategy in the enterprise strategy. Quality control and quality is seen as a separate process and not as an integral part of all business processes.

The third and fourth chapter analyzes the existing application of quality management systems in the automotive and aerospace industry. From the analysis it can be concluded that author ,detail knows these systems mainly in Polish enterprises. This has resulted in the need to propose an integrated quality model.

The core of the habilitation thesis is Chapter 5, which describes the design of the structure of the integrated model of quality assurance of the production company.

The theoretical basis of the model is the comprehensive approach to quality, different from the previous view. The proposed definition is based on the definition of quality formulated in the ISO 9000:2005 standard.

Idea of model design is based on definition: "Company management based on the criterion of quality and consistent with the idea of *Total Quality Management* is perceived as a constantly developing system of management, composed of values, tools and techniques, aiming at the increase of satisfaction of internal and external customers and related with reduction in consumption of resources (Hellsten, 2000, p. 243, Goetsch, 2013)."

The proposed structure seems to me very complicated, because it contains almost all known new methods of management, quality management, logistics approaches etc.

In chapter 6 is described effects of implementation and fulfilment of quality assurance strategy.

The model has been applied in several Polish companies. Based on these experiences has been adapted to the scheme in Fig. 5.2

### Questions:

1. Of formulas 5.1 to 5.6, it is unclear whether the tools and methods are applied for all or just selected.
2. What is the level of universality of the model on the fig 5.2.

**Formal remarks:**

- pg 129-parliament
- pg 155-dizertation...habilitation

**Conclusion**

Assessed habilitation thesis has a theoretical and application contribution. Theoretical contribution is mainly in the design of a comprehensive model of quality assurance. Practical benefits is from the application of automobile and aviation industries.

From the formal, linguistic and graphic page work is at a high level.

Habilitation thesis and habilitation materials meet the criteria of the Faculty of Management.

Therefore I recommend it to defence. After successfully defens

**I recommend Dr. Andrzej Gazdu appoint Associate Professor in  
Management 3.3.15.**

27.5.2014

Drhc. Prof. Ing. Dušan Malindžák CSc