


Chapter 1

Quality Management Principles Application to Higher Educational Institutions

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ABSTRACT

Higher educational institutions (HEIs) are going through a process of structural transformation in which policies based on sound management are of growing importance. A process of change observed when the student had become a client, HEIs desire being at the top of international rankings, impulse relations with organizations outside the HEI to search new opportunities focused on socioeconomic change, and the HEI strives to achieve continuous improvement. Quality management has a fundamental role to play in this transformation process. The objective of this chapter is to reason about the application of the eight quality management principles into HEIs.

INTRODUCTION

The Eight Principles of Quality Management (QM) (Customer focus, leadership, employee involvement, process approach, systematic approach management, continual improvement, evidence-based decision making, and relationship management) ground the ISO 9001 certification. As well as being guiding principles for the development of the most modern quality standard designed to benefit organizations independently of their size, they are also useful resources for management professionals looking to implement or improve QM programs.

Higher educational institutions (HEIs) are organizations focused on educating future generations having in mind the importance of business survival that is guaranteed by achieving constant revenues and controlled operating costs. Divided into public and private HEIs, they follow the same QM principles as applied to other industries and sectors, both nationally and abroad. As a result, and from a manage-

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rial perspective, students are considered clients, while professors and researchers are like managers and employees (collaborators), and as financing instruments, financial payments made by parents are, in large part, the primary source of financial sources for private HEIs, while the public administration mainly finances public HEIs at different levels (national, regional, and/or local).

The literature related to QM practices (Hong et al., 2019; Isaksson, 2019; Tenji and Foley, 2019) assumes that employee involvement is crucial to implement the process approach in the organization, the system tactic to management through *kaizen*, and the factual strategy to decision-making (core QM practices) (Bakotić & Rogošić, 2017). As a result, while managers implement QM practices, they need a global vision of the organization, as well as a motivated human team to perform transformational leadership. These processes of change take place in any sector of activity, with the ultimate goal of maximizing EBITDA within the organization and, in the case of non-governmental organizations (NGOs), maximizing social impact.

The objective of this chapter is to analyze how the eight QM principles impact on private and public HEIs to maximize their social impact. To cope with this goal, the authors will describe these eight principles briefly to propose a new strategy based on the combination of these principles and emotional intelligence.

Background

Except for some African countries defined by the (almost) nonexistence of service companies, in the rest of the world, the services sector is becoming increasingly important, especially in the G8 countries formed by the most advanced nations of the planet in terms of gross domestic product (GDP). Ibeh et al. (2018) affirm that evidence suggests the primacy of market-seeking motivations in explaining the FDI (foreign direct investment) activities of the explored nascent African multinationals located in the primary sector, with the relationship, efficiency and mission-driven motivations emerging as strong sub-themes.

The development of the service industry in the world is leading to the client becoming increasingly important, both to offer the market the products and services that best meet their needs, and to guide indirectly in the R&D plus innovation processes of the organization. HEIs defined by offering services to both their teachers and suppliers and, above all, to their students who enroll in the university, not only because of their closeness but also to develop professionally in quality programs. Therefore, today, universities must maximize the number and quality of services offered to their clients. Educational facilities that are analyzed by supervisory bodies, both internal (unofficial) and external (official), to carry out the continuous improvement.

This reality makes it increasingly urgent to adopt the vision of executives and managers of companies located at any hierarchical level so that they can face the challenges that the unique characteristics of the service offer them. One of the significant advantages of providing services to customers is personalization; that is, each client can receive the services they need individually, being several services for different clients.

This customization of the services offered to clients deals with the growing digitization of the company. This process is happening equally, except for some countries located in Africa and Oceania, and with greater or lesser intensity, in all the nations of the world. This customization is increasing the quality of services offered in the market, so new business strategies based on quality costs as tools for quality improvement teams are crucial for business success (Campanella, 1999).

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