

Foreign Experience in Quality Management

Shahnoza Bakhadirovna Kuvatova

Student, Karakalpak State University Uzbekistan

ABSTRACT: In modern conditions, quality issues are considered not only as a factor of human life, economic, social and environmental security, but also as a factor in ensuring the stability and economic stability of society in a market economy and the transition to it.

Economic reforms have been carried out in the country since the early years of independence. One of the important and strategic factors in increasing the export potential of the country is the production of quality products and services in the economy in accordance with the requirements of international standards and the widespread introduction of international standards in enterprises and organizations.

KEYWORDS: standardizing technical requirements, product quality, certification and metrology, world market.

The international community has developed a unified approach to standardizing technical requirements for product quality. The main role and importance in this work is focused on legislation as a form of state regulation of quality and ways to ensure it.

At the stage of modern development of scientific and technological progress, product quality is focused on the quantity of the main problems of development of the national economy. All the industrialized countries of the world are actively looking for ways to improve the quality of their products and solve their problems of competitiveness in the world market. Let's look at the history of quality management in three mature regions of the world: the United States, Japan and Western Europe. The legal bases of standardization, certification and metrology in different regions of the world are given in Table 2.1

Legal basis of standardization, certification and metrology in different regions of the world

The Industrial Revolution put an end to handicraft activities in America. The craftsman supervised the production process from the beginning to the end. He was also a quality inspector and purchased, traded and managed raw materials himself. For him, work was a means of pride, as well as control over the final product. In the 19th century, the transition to serial production led to the need for new types of workers. There was a need for workers in line with the simple repetitive operations known to factories. Such workers did not require professional skills and a high level of training. Management is based on the management of unskilled workers who do not know how to operate equipment and are not interested in their work. This created a hostile relationship between management and employees. The workers did what they were told to do, and if they were bad workers, they were fired.

In the United States, the system worked well, but allowed for a lot of production at low cost. After World War II, much of the global production potential was lost during the acute shortage of consumer goods in all countries. The U.S. industry immediately sought to meet demand by moving to unlimited quantities of refrigerators, televisions, automobiles, and radios. Between 1940 and 1950, the quality of American products was low, and the main focus was on increasing production.

For U.S. industry, the problem of high costs is considered serious due to the low level of quality. Many U.S. experts believe that low-quality products are an obstacle to competitiveness and growth. There is no alternative to improving or enriching quality for American industry. In the United States, efforts have been made to address protectionism: tariffs, quotas, tariffs, and measures to protect products from competitors. But improving product quality remains secondary.

At the request of U.S. businesses and manufacturers, the U.S. administration has taken a number of steps to protect them. At the same time, prudent U.S. management firms have realized the need to improve product quality. What measures have been proposed for this? It was decided to pay attention to the development of such problems. These are:

- employee motivation;;
- quality circle;
- statistical control methods;

- raising the awareness of employees and managers;
- cost accounting for quality;
- quality improvement programs;
- financial incentives.

U.S. experts had high hopes to find ways to continuously improve product quality, continuous mobilization at all levels of the organization, and a complete overhaul of corporate culture, new management reform, and improved quality management to change it. According to the American expert A. Feigenbaum, "quality is not a myth, it is neither a rationalization proposal nor a slogan, it is a way of life."

In the United States, the new development has been opposed by a small number of middle managers. Many of them are based on a qualitative approach to governance policies, even in terms of position and authority. Manufacturers were willing to take responsibility for the quality of their work.

In the field of quality, the ideal revolution is to meet the needs of customers. Every worker is considered to be the leading consumer of the product in the production of the conveyor, and therefore the duty of each worker is considered to be the satisfaction of the next worker as the work he does.

Legislation and the executive branch have also focused on improving the quality of national products and a new perspective on the country's economic development. One of the main tasks of national companies to improve quality is to try to implement the motto "Quality is above all". The American Society for Quality Control (SNAJ) has launched a Quality Month for this slogan. The American Society for Quality Control, the country's leading scientific and technological society, was founded in 1946 and now has 53,000 community and individual members. Since 1987, the US Congress has established the Malcolm Baldrige National Award for Outstanding Achievement in Product Quality. It discusses the activities of three best companies each year. The award will be presented by the President of the United States on the second Thursday in November, which is celebrated as International Quality Day.

An analysis of the American experience in quality management reveals the following characteristics:

- ✓ strict control of the quality of products using mathematical and statistical methods;
- ✓ attention to the planning process on quality indicators and production volume, administrative control over the implementation of plans;
- ✓ improving the overall management of the firm.

In practice, the focus is on the targeted creation of private subcontracting networks to work with customers on a long-term basis. Japanese firms have sought to prove in the West that annual subcontracts are more effective in practice in terms of free competition. The creation of a network of private suppliers placed significant obligations on the order. They have established financial services, technical and organizational assistance, and product quality control related to the organization of the existing quality assurance system in subcontractors. For this purpose, special programs have been developed for the development and implementation of measures related to the quality of products, training and education of personnel, the study of their production capabilities, the study of the situation for suppliers in the field of product quality.

Transition to a common trust system in Japan, which saves significant time and resources required for access control of materials and parts from suppliers when there is a reliable relationship with suppliers based on the joint search for ways to improve product quality provided.

Japanese experts believed that they should start with analysis and evidence, not with protection based on obligation and responsibility.

One of the most important successes in terms of quality is staff training. It is necessary to start the process of training from the top management, not once. Of course, it is necessary to involve quality consultants and provide general information about quality activities in the training process and give specific examples and recommendations.

In Japan, there is a strong emphasis on quality circles. Circles are voluntary. According to the results of the study, the issues of solving internal problems in the circle were chosen independently, and the degree of voluntariness was directly related to the participants of the circle and their activity. Circle meeting is a non-productive activity that is allowed during working hours. Meetings are weekly, and if the circle meets after work, the company pays for the high time. The slogans of the quality circles were "Quality determines the fate of the enterprise", "What is beautiful today will become obsolete tomorrow", "Think about quality every minute".

The quality circle regularly holds workshops and factory conferences. Twice a year, the Quality Circle holds conferences at all levels of the company. Representatives of quality circles held an all-Japan congress. The circle is considered officially recognized if it is registered with the Japanese Council of Scientists and Engineers and published in the journal Master and Quality Control.

Japanese companies have developed a program for employees to participate in quality assurance, called "five zeros". It is a short rule of thumb:

- do not allow defects to appear;
- do not take the defective product to the next level;
- do not accept a defective product in the previous stage;
- technological order change;
- do not repeat errors.

These rules are communicated to each worker and are specifically detailed for the production and production preparation stages. Thus, the main attitude to quality in Japan is as follows::

- wide introduction of scientific developments in the field of management and technology;
- high level of computerization of all management operations, control and analysis of production;
- maximizing the use of the human factor for the measures taken to cultivate patriotism in his company, to train employees systematically and everywhere, to stimulate their creative activity (quality circle).

Firms have pursued stricter policies to improve product quality, and processes have been tightened. Quality has become a competitive factor in European countries. To implement such a strategy, the following is required:

- Uniform legal requirements;
- Unified standards;
- unique verification processes to make sure the firm is marketable.

In 1985, safety and robustness requirements were introduced and a new concept of harmonization with standards was adopted, but these requirements were considered voluntary. At that time, it was important to have uniform requirements. That is why it is based on the ISO 9000 and EN 29000 founding standards in Europe. Products are marked SE.

The European Coordinating Council for Testing and Certification and the European Committee for Quality Assessment and Certification were established. The committee includes certification bodies from the United Kingdom, Switzerland, Germany, Austria, Denmark, Sweden, France, Spain, Portugal, Greece, the Netherlands, Belgium, Finland, Norway, Ireland and Italy. The main task is to fully meet the needs of millions of consumers in the single European market at low cost.

The European market poses serious challenges for companies from other countries that want to enter it.

It joins forces to select advanced forms and methods of product quality management related to ensuring the stability of product quality so that large European firms can compete. They are:

- sustainable technology;
- a good system to support the technological accuracy of devices and equipment;
- metrological means of product testing and control; effective training system.

In September 1988, the presidents of 14 major Western European companies signed an agreement to establish the European Fund for Quality Management (SBEF).

The scope of the European Fund for Quality Management is as follows: support the leaders of Western European companies in accelerating the process of creating quality to achieve opportunities for common competition; to support and encourage the participation of Western European communities in all aspects of strengthening and improving the European quality culture..

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