

FIFTH EDITION



super**series**

| Providing Quality
to Customers



Institute of Leadership
& Management

super**er**series

Providing Quality to Customers

FIFTH EDITION

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Series preface

Whether you are a tutor/trainer or studying management development to further your career, Super Series provides an exciting and flexible resource to help you to achieve your goals. The fifth edition is completely new and up-to-date, and has been structured to perfectly match the Institute of Leadership & Management (ILM)'s new unit-based qualifications for first line managers. It also harmonizes with the 2004 national occupational standards in management and leadership, providing an invaluable resource for S/NVQs at Level 3 in Management.

Super Series is equally valuable for anyone tutoring or studying any management programmes at this level, whether leading to a qualification or not. Individual workbooks also support short programmes, which may be recognized by ILM as Endorsed or Development Awards, or provide the ideal way to undertake CPD activities.

For learners, coping with all the pressures of today's world, Super Series offers you the flexibility to study at your own pace to fit around your professional and other commitments. You don't need a PC or to attend classes at a specific time – choose when and where to study to suit yourself! And you will always have the complete workbook as a quick reference just when you need it.

For tutors/trainers, Super Series provides an invaluable guide to what needs to be covered, and in what depth. It also allows learners who miss occasional sessions to 'catch up' by dipping into the series.

Super Series provides unrivalled support for all those involved in first line management and supervision.

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Unit specification

Title:	Providing quality to customers	Unit Ref:	M3.19
Level:	3		
Credit value:	2		
Learning outcomes	Assessment criteria		
<i>The learner will</i>	<i>The learner can (in an organization with which the learner is familiar)</i>		
1. Understand quality within an organization	1.1	Explain why quality is important to internal and external customers in the organization	
	1.2	Explain what is meant by Total Quality Management	
	1.3	Explain the difference between design quality standards and process quality standards	
	1.4	Identify one example of the cost of quality in the workplace	
2. Know how to deliver quality within an organization	2.1	Briefly describe the quality system used by the organization	
	2.2	Identify two quality standards set for the organization	
	2.3	Briefly describe tools used to monitor quality in the workplace	
	2.4	Briefly describe records for maintaining quality in the workplace	
	2.5	Identify two practical and positive steps to improve quality to meet customer requirements in the workplace	

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Workbook introduction



1 ILM Super Series study links

This workbook addresses the issues of *Providing Quality to Customers*. Should you wish to extend your study to other Super Series workbooks covering related or different subject areas, you will find a comprehensive list at the back of this book.



2 Links to ILM qualifications

This workbook relates to the learning outcomes of Unit M3.19 Providing quality to customers from the ILM Level 3 Award, Certificate and Diploma in First Line Management.



3 Links to S/NVQs in Management

This workbook relates to the following Unit of the Management Standards which are used in S/NVQs in Management, as well as a range of other S/NVQs:

D6. Allocate and monitor the progress and quality of work in your area of responsibility



4 Workbook objectives

‘In general use, we tend to speak of high quality as being superior to low quality. In so doing, we imply that some attribute, such as designed life, has a higher value to us. A pair of shoes is, in these terms, of high quality if it gives five years’ wear instead of two. Yet, what of the people who do not want shoes to last five years? To these customers, fitting the fashion may rank more highly than fitting the foot! In short, they prefer a different combination of attributes. Clearly, in any product, there are many. Customers search for those that most closely fit what they want.’

John Naylor (1995), *Operations Management*, Pitman

This paragraph expresses the difficulty we encounter when trying to understand quality, for quality does not mean the same to everyone. At the same time, the last sentence contains a definition of quality. A good answer to the question ‘What is quality?’ is that **quality is whatever the customer wants it to mean.**

The customer comes first, second and third, so far as quality is concerned; this is one of the themes of this workbook.

There are three sessions. Session A deals with definitions, and looks at various aspects of the subject: design quality and process quality; quality systems; the benefits and the beneficiaries; costs; reliability; and accreditation against standards.

Session B is all about total quality management: what it is, and its main components, which are total commitment, a focus on the customer, continuous improvement and teamwork.

Then, in Session C, we try to find ways of applying the knowledge we’ve gained.

4.1 Objectives

When you have completed this workbook you will be **better able to:**

- explain what quality means;
- recognize the benefits of quality improvement and development in your work, and appreciate methods of establishing the costs of quality;
- have a good understanding of total quality management;

- identify your customers and find ways of improving the quality of the goods and services you provide for them;
- lead your team in taking practical and positive steps towards higher work quality.



5 Activity planner

You may want to look at the following Activities now so that you can make prior arrangements.

Activity 23. Invites you to consider communication with your team.

Activity 24. Here you are being asked to give an example of a recommendation you have made, or intend to make, regarding improvements to quality.



Some or all of these Activities may provide the basis of evidence for your S/NVQ portfolio. All Portfolio Activities and the Work-based assignment are signposted with this icon.

The icon states the elements to which the Portfolio Activities and Work-based assignment relate.