

**THE ANALYSIS OF ADVANCED QUALITY MANAGEMENT MODELS
(ON THE EXAMPLE OF THE USA AND JAPAN)**

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**АНАЛИЗ ПРОГРЕССИВНЫХ МОДЕЛЕЙ УПРАВЛЕНИЯ КАЧЕСТВОМ
(НА ПРИМЕРЕ ЯПОНИИ И США)**

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***Аннотация.** В статье рассматриваются оптимальные подходы менеджмента качества на примере Японии и США. Исследование раскрывает характерные черты японских компаний, приводящие их к успеху, и предлагает усовершенствование менеджмента качества в России на их основе.*

Introduction

The problem of improving the quality of production is of a great importance nowadays, and it is especially actual in Russian quality management. The main disadvantages of the quality management systems in our country are the passivity of business leaders in the questions of improvement and the underestimation of the roles of teaching methods for the personnel quality management. But the main drawback of the Russian systems is that they are not focused on the consumer. So we should find out the way to improve it, studying the experience of the most developed countries.

Thus, the aim of our research is to identify the specific features of the ideal model of quality management for further application in the domestic management. We chose to study the examples of two most developed countries: the USA and Japan. Everyone knows that Japan and the United States have high quality standards. First of all, these countries have high production requirements and a lot of highly skilled professionals. Their business success is rooted in their management techniques, so it should be studied and applied in our country where suitable.

Results

Having studied the methods of quality management in the USA and Japan we revealed their deep difference. The Japanese management system is recognized as the most efficient in the world, and the main reason for success is the ability to use the human factor. Akio Morita, the co-owner and president of Sony, confirms these words, expressing his attitude to the Japanese model of management: "The most important task of a Japanese manager is to establish normal relations with employees to create a relationship to the corporation as to the family and understand that workers and managers have one destiny" [1]. To understand in detail the specifics of the Japanese companies, we uncovered the following features of their management system:

1. Education. It is the key factor in the success of Japanese management. They understand the importance of learning and can learn throughout life. A distinctive feature of their education is the orientation training from a young age. They teach to observe, analyze, interpret the results and take action.

2. Competitiveness. The potential job plays the important role in the strategy of quality. This process became known as "quality circles". Quality circle is a small group of workers of the same department, dealing with problems of quality management. Each employee gives suggestions to improve production on the basis of their individual understanding of the process. Ulf Andersson, president of the quality organization, pointed out the importance of it in Japan, [2]. The tasks of quality circles are:

- improvement and development of the company;
- comprehensive development of employees' skills and use of it in the interests of the company.

This approach of Japanese quality management differs from any other. For example, hardly even the strictest control can eliminate the occurrence of defects in the product at various stages of production. The occurrence of defects can be better prevented by controlling factors in a particular process.

3. The lifetime employment system. The recruitment begins from the cooperation between educational institutions and representatives of corporations, who study the interests and abilities of students, evaluate the recommendations and reviews. Selected candidates, after passing a special exam, are employed with probation for a year. Only after that, the new expert is included in the permanent staff of the company - for life, until retirement. The employee can not be dismissed under any circumstances and gets constantly increasing wages. Thanks to this, large Japanese firms do not know the problem of staff turnover, and their staff are fully confident in their professional future.

4. Special methods of management art. The use of a common base of information about activity of all workers improves communication and increases productivity. The Japanese management system is trying to create a total base for all the company employees to understand corporate values, such as priority of quality service [3].

Thus, the Japanese concept of quality management is a constant training and motivation of the staff, who wish to achieve the high-quality production. What is the difference between the Japanese methods and those used in the USA? The aim set by a Japanese manager is to improve the efficiency by increasing the productivity of workers. The main aim of management in the USA is to maximize profit, to get the most benefit with the least effort. In contrast to the Japan, the American concept comprises the ability to fight to the end, to assert the leadership and individualism. The individual style of management dominates, and companies have strict discipline. The Americans traditionally bring business questions to the forefront, even damaging human relations. The main motivation is a monetary incentive which consists of two parts: the wages for the work and additional benefits, such as partial payment of hospital, health and life insurance. The US companies clearly differentiate service and production duties. Supervisors control this, so it depends little the on workers. Thus, the control in the US is "hierarchical", and in Japan is "universal". The detailed comparative characteristics of the US and Japan concepts of quality management is given in Table 1.

Table 1

The comparative characteristics of the US and Japan quality concepts

US model	Japanese model
1. Higher quality is equivalent to higher expenses	1. Higher quality is equivalent to lower expenses
2. Higher quality is equivalent to lower productivity	2. Higher quality is equivalent to higher productivity

3. The quality control inspector is responsible for quality	3. Working team is responsible for quality
4. Production of larger items is equivalent to low expenses	4. Production of smaller items reduces expenses
5. Efficiency grows due to the division of labor between those who think and those who produce	5. All workers should think: «Thinking worker is an efficient worker»
6. There is always loss in expenses, quality and during delivery	6. No loss in expenses, quality and delivery
7. Automation can reduce costs and eliminate production defects, but causes problems in the relations with trade unions	7. Automation reduces labor costs and eliminates manufacturing defects
	8. High quality guarantees long term confidence of consumers
	9. Low quality is equivalent to extra costs, and the extra costs is evil

Discussion

Having compared the features of the US and Japanese quality management, we have found out that the "Japanese" quality is a system, multi-level category, which depends largely on the human factor. This model is the most resource-efficient and allows improving quality of product due to the increase of labor productivity. The US method is based on high wages and strict control, unlike the Japanese model.

If we apply in Russian companies the features of Japanese management, such as "quality circles", lifetime employment, leadership development, etc., we can not only make better management techniques, but also observe the progress of quality. We would also suggest to introduce such comparative analysis into the curriculum of quality management at Russian universities. It will help students to understand better the advanced management techniques and apply them correctly in their future professional activity.

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