EFFECTS OF BUSINESS EXCELLENCE FRAMEWORKS ON QUALITY CULTURE

[1]EBRAHIM SOLTANI, [2] YING YING LIAO, [3] ABDULLAH IQBAL

[1,2]School of Business and Quality Management, Hamdan Bin Mohammed Smart University
Dubai Academic City, Dubai, UAE
[3]Kent Business School, University of Kent, Canterbury, Kent, UK
E-mail: [1]e.soltani@hbmsu.ac.ae, [2]y.liao@hbmsu.ac.ae, [3]a.iqbal@kent.ac.uk

Abstract - Progress in global competitiveness is a prime concern for both practitioners and the policy makers alike. It requires organisations to adopt an overarching quality management framework that encourages the cooperation, collaboration and innovation and bring about sustainable excellence for the organisations. Whilst there are numerous management tools and techniques for operational excellence, the question remains as whether the adoption and diffusion of business excellence models pave the way for creating a culture of quality which in turn ensuresto achieve competitive advantages in various industries. Based largely on the writings of quality management gurus and several like-minded management scholars, this study examines the contribution of business excellence frameworks to the development of a culture of quality. Using a qualitative study of two leading UAE-based organisations, findings show that the holistic nature of business excellence frameworks is a stepping-stone toward creating a culture of quality which in turn help organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders.

Keywords - Total Quality Management, Business Excellence Models, Case Study.