

بسم الله الرحمن الرحيم





شبكة المعلومات الجامعية

التوثيق الالكتروني والميكروفيلم



جامعة عين شمس

التوثيق الإلكتروني والميكروفيلم

قسم

نقسم بالله العظيم أن المادة التي تم توثيقها وتسجيلها
علي هذه الأقراص المدمجة قد أعدت دون أية تغيرات



يجب أن

تحفظ هذه الأقراص المدمجة بعيدا عن الغبار





بعض الوثائق الأصلية تالفة





بالرسالة صفحات لم ترد بالأصل





**AIN SHAMS UNIVERSITY
FACULTY OF ENGINEERING
DESIGN AND PRODUCTION ENGINEERING
DEPARTMENT**

Studies in Quality Assurance Techniques for Service Industries

By
Eng. Wael Moustafa Abd El Moneim Chaaban

◌A Thesis
Submitted in partial fulfillment for the
requirements of the degree of Doctor of Philosophy
in
Mechanical Engineering (Production)

Supervisors
Prof. Dr. Mohamed Hazem Abd El-Latif
Dr. Lamyaa Ahmed Shehata

Cairo, Egypt
2009

Ain Shams University
Faculty of Engineering

Thesis Title : Studies in Quality Assurance Techniques for Service Industries
Submitted by : Wael Moustafa Abdelmoneim Chaaban
Degree : Ph.D. in Mechanical Engineering (Production)
Date : / /2009

APPROVED BY

SIGNATURE

Prof. Dr. Abdelrazik Abdelreheam Abouelnour

.....

Zagazig University, Faculty of Engineering.

Prof. Dr. Saad Abbas Hassanein

.....

Marymount University, Arlington, USA, Retired

Prof. Dr. Mohamed Hazem Abdellatif

.....

Ain Shams University, Faculty of Engineering

STATEMENT

This thesis is submitted to Ain Shams University, Faculty of Engineering for the degree of Ph.D. in Mechanical Engineering (Production Engineering).

The work included in this thesis was carried out by the author in the department of Design and Production Engineering, Ain Shams University, from January 2004, to November 2009.

No part of this thesis has been submitted for a degree or a qualification at any other University or Institute.

Date : / /2009

Signature :

Name : Wael Moustafa Abdelmoneim Chaaban

C.V.

Name : Wael Moustafa Abdelmoneim Chaaban
Date of birth : 28 August 1974
Present position : Executive Director, Member Board of Directors,
Bench Misr.

Education and

Degrees Awarded: 1990-1995 Ain Shams University, Faculty of Engineering,
Design & Production Engineering Department, 1995, B.Sc.
in Mechanical Engineering (Production).

1995-1997, Cairo University, Institute of Statistical Studies
& Research, 1997, Post Graduate Diploma in “Operations
Research”.

1996-1998 Ain Shams University, Faculty of Engineering,
Design & Production Engineering Department, 1998, Post
Graduate Diploma in “Quality Control”.

1998-2003 Ain Shams University, Faculty of Engineering,
Design & Production Engineering Department, 2003, M.Sc.
in Mechanical Engineering (Production).

ACKNOWLEDGEMENT

The author wishes to express his sincere gratitude to Prof. Dr. Mohamed Hazem Abdellatif, Faculty of Engineering, Ain Shams University, for his supervision, continuous guidance and valuable advice during the preparation of this thesis.

The author wishes also to express his sincere gratitude to Prof. Dr. Adel Mohamed Mahmoud, Faculty of Engineering, Ain Shams University, for his supervision, continuous guidance and valuable advice during the preparation of this thesis.

The author wishes to express his sincere gratitude to Dr. Lamyaa Ahmed Shehata, Faculty of Engineering, Ain Shams University, for her supervision, continuous guidance and valuable advice during the preparation of this thesis.

The author wishes to express his thanks to his parents for support and patient during the preparation of this thesis.

Also the author wishes to express his thanks and gratitude to everyone who directly or indirectly offered a hand in the undertaken work and preparation of this thesis.

Abstract

Services are considered as an industry. It has all the basic elements similar to manufacturing industries. It includes the phase of design and specifications, specifying and controlling the raw material, controlling the processing and sometimes after sales services. However, in the service sector, the outputs, processes, and quality criteria take a significantly different perspective from manufacturing.

If the standard of living in an industrial society is defined by the quantity of goods, this postindustrial society is concerned with the quality of life, as measured by services such as health, education, recreation, etc. Quality in higher education has attracted greater interest and wider discussion as society has come to realize the crucial importance of trained manpower to its socioeconomic development and well-being. Hence, establishing a quality management system in higher education in Egypt is the main concern of this paper.

Contents

	Page
Acknowledgement	i
Abstract	ii
Contents	iii
 CHAPTER 1	
Introduction	1
1.1 Quality Problems in Higher Education in Egypt	7
1.2 The Future Learner.....	8
1.3 Responsibilities for Higher Education Institutions.....	10
1.4 The New Role of Universities.....	11
1.5 Quality Assurance in Higher Education in Egypt.....	12
1.6 The Need for a Renewed Focus on Quality in Higher Education.....	14
1.7 Thesis Objective.....	16
 CHAPTER 2	
Literature Review	18
2.1 Quality in Higher Education.....	19
2.2 Traditional Methods of Quality Assurance.....	28
2.2.1 The Continental or Bureaucratic Model.....	28
2.2.2 The British Model.....	28
2.2.3 The American Model.....	29
2.3 Total Quality Management.....	31
2.4 Total Quality Management in Higher Education.....	36
 CHAPTER 3	
The Proposed Model	62
3.1 TQM Models.....	63
3.2 Quality Awards Models.....	68
3.2.1 The Malcolm Baldrige National Quality Award.....	68
3.2.2 ISO 9001.....	71
3.2.3 The European Quality Award (European Union).....	72
3.2.4 The Deming Prize (Japan).....	74
3.3 The Proposed Model.....	75
 CHAPTER 4	
Adopting a new Management Philosophy	80
4.1 Maintaining Customer Focus.....	81
4.1.1 Identify Customers of a Community College.....	81
4.1.2 Recognizing Customers Needs and Requirements.....	87
4.1.3 Handling Complaints.....	88
4.2 Enhancing the Role of Leadership vs. Management.....	89
4.2.1 Traditional College Management.....	89
4.2.2 Leadership.....	93
4.2.3 College Leadership.....	98
4.2.4 Transforming Management.....	99
4.3 Indulge into an Analysis of Deming Fourteen Points.....	100
 CHAPTER 5	
Design of a Quality Assurance System in Higher Education	119
5.1 Instrumental Approach to Quality Assurance.....	121
5.1.1 Vision Statement.....	122
5.1.2 Mission Statement.....	128

5.1.3 University Functions.....	130
5.1.4 University Objectives.....	131
5.1.5 Quality Assurance Management System.....	133
5.1.6 Quality Audit System.....	135
5.2 Quality Management Plans.....	139
5.2.1 Teaching and Learning Management Plan.....	142
5.2.2 Research Management Plan.....	142
5.2.3 Direct Community Services.....	142
5.2.4 Administration Management Plan.....	142
CHAPTER 6	
Establishing an Appropriate Infrastructure.....	144
6.1 Factors Opposing the Achievement of an Appropriate Infrastructure in H.E. in Egypt...	145
6.2 Conditions Opposing the achievement of Quality Assurance in the Egyptian Universities	148
6.3 Transformation of the Organizational Culture.....	153
6.4 Design of An Organization Structure Appropriate to the TQM process.....	156
6.4.1 Dimensions of the organization structure	159
6.4.2 Designing Quality Jobs.....	160
6.5 Teams and the Involvement of All.....	161
6.5.1 Teams and teamwork.....	162
6.5.2 Involvement of All.....	169
CHAPTER 7	
Developing Human Performance.....	172
7.1 Staff selection and placement.....	174
7.2 Performance Matrix (can do – will do matrix).....	176
7.3 Respect for People.....	177
7.4 Investors in People.....	179
7.5 Developing Human Performance through Education and Training.....	181
7.5.1 Education of Management.....	185
7.5.2 Education of Faculty and Staff.....	188
7.5.3 Education and Training Committee	189
7.6 Developing Human Performance through Empowerment.....	190
7.7 Developing Human Performance through Appropriate Compensation Systems.....	193
7.8 Developing Human Performance through Staff Appraisal.....	195
CHAPTER 8	
Quality Improvement.....	197
8.1 Culture of Continuous Change.....	198
8.2 The Essence of Continuous Improvement.....	201
8.3 Learning Organization.....	202
8.4 Quality Improvement Methodology in College Teaching.....	204
8.5 Benchmarking Metrics in Education.....	206
CHAPTER 9	
Quality Assessment.....	217
9.1 Measurement.....	218
9.1.1 Common Mistakes Organization Make with Measurements.....	219
9.1.2 Selecting Appropriate Measures.....	220
9.1.3 Measurement Techniques: Counting and Judgment.....	225
9.1.4 Redesigning the Measurement System	225
9.2 Institutional Assessment.....	226
9.2.1 Parameters of Assessment.....	226
9.2.2 Tools of Assessment.....	228
9.2.3 Participants in institutional assessment.....	231
9.2.4 Quantitative versus qualitative analysis.....	231

9.2.5 Use of assessment data.....	231
9.3 Determining the Institution Quality Index.....	232
 CHAPTER 10	
Gaining Accreditation.....	235
10.1 Basic Issues.....	237
10.2 Evaluation Model.....	243
10.3 Using Assessment Outcome.....	244
10.4 Quality Enhancement.....	245
10.5 Towards A National Assessment And Accreditation System.....	249
10.5.1 Basic Issues.....	250
10.5.2 The International Linkage.....	251
10.5.3 The International Observers.....	252
10.6 Accreditation Processes.....	253
 CHAPTER 11	
Conclusions and Recommendations.....	256
 Appendix: Criteria and Key Aspects	263
 References.....	266
 Summary	282

Chapter 1

Introduction