

Globalization and Quality Management

Andrei Octavian PARASCHIVESCU
George Bacovia University, Bacau, ROMANIA
andrei.paraschivescu@ugb.ro

"Anyone can know.
The idea is to understand."
Albert Einstein

Abstract: *Globalization is taking place at the scale and intensity of a phenomenon, the power of its determinants being a challenge for research, but also for business administration. The topic - globalization - is a challenge of our times that leads to important changes in international standardization and quality management, in education and knowledge management, in sustainable development.*

Keywords: *globalization, total quality, quality management, education, Agenda 2030*

Introduction

Globalization has become the newest form of globalization, simultaneously embracing politics, economics, technology, culture, communications and knowledge. The degree of involvement in the processes of globalization of each country is different and depends on all factors: historical, cultural, civilization, as well as the level of development of technologies and human capital, the degree of development of factors of production, etc. In the current conditions, the accelerated development of the globalization process raises numerous problems of adaptation of the company to the conditions of the external environment, characterized by a fierce competition. In this sense, management in general, and quality management in particular, face many challenges related to business globalization.

"Quality and quality management have become a global vision, a unitary strategy that must be understood, assumed and constantly approached by an organization to succeed, to become competitive, to be successful, regardless of nature or field its activity". [1, 13]

"The intensification of business internationalization has determined both the increasing complexity of the managerial process and the concern of managers to take over modern knowledge and management methods in developed countries". [2] "The values of human dignity and ecological sustainability form the ethical basis for reshaping globalization". [3]

1. Globalization

The phenomenon of globalization has significantly influenced the behaviour of firms in the market and the profile of consumers of goods and services. [4]

Globalization is a reality of the Third Millennium, an optimal strategy for countries concerned and able to rationally approach the future, in a global context.

Globalization is a total phenomenon, which involves expanded competitions at the level of all nations, in all areas of life, dynamism as a spirit of the world.

In order to better understand the consequences of globalization, this reality must be seen in the whole of the presence of contradictory aspects, tensions, but also of the complementarities of national identities with the new world identity. The need to overcome tensions plays a central role in the issues of the 21st century.

Specialists have developed several options for answering questions about globalization, which results in the weight of economic motivations, respectively the overwhelming importance of profit maximization. It is subject to decisions that involve impressive volumes of materials and energy, but especially money supply in transactions with a global scope.

The literature highlights on the one hand the *complex character* of both the determinism that underlies the process of globalization and the forms of manifestation, and on the other hand the *need for a contextualized interpretation* that highlights concrete aspects and allows the organization of huge volume of information. in pragmatic structures, to support the decision-making process and to form an objective attitude. There is an increasing need to sketch as accurately as possible a portrait of globalization in order to coagulate one's own information on a topic of interest, but in which characterization contrasts black and white portraits, an expression of a strong polarization of currents of opinion.

It has appeared and continues to remain, it is true with new features, the tension between global and local. People will have to learn through education to become citizens of the planet, but without losing their roots and continuing to play an important role in the lives of their own nations and local communities. Also, the tension between the universal and the individual in terms of culture shows us that it is continuously globalized and that this process has not ended and will last for quite some time.

Globalization has been interpreted as the environment of societal transformations, whose benefits for openness and rapprochement require cooperation and coordination between heads of state and government in terms of most multilateral agreements, concerns for the future of humanity: more equitable growth, more care for of the planet's resources and, especially, of its natural environment, much affected by economic activities, in the broadest sense. The economic efficiency brought to paroxysm, in terms of the market economy, drained primary resources of any kind, and dissipated the newly created ones unfairly: a concentration of profits in the hands of shareholders against living costs that have become increasingly difficult to bear for those employed. "Critics of globalization today evoke exactly the loss of the unity of those called so that the opportunities and challenges of globalization are the chance of most, in the spirit of the ideal that globalization was expected or should have served: progress for the human condition." [5, 19]

Globalization is an essential phenomenon regarding the increase of interdependencies between nation states, as a result of the expansion and intensification of international relations in economic, political, social and cultural terms. The direct consequence of this expansion is the global dimension of the problems that have arisen in the world economy, which in turn require a global solution. At the same time, it is necessary to mention that, in this context, the performance of a national economy depends to a large extent on the promotion of international economic relations, on the participation in the world economic circuit. The phenomenon of globalization is extremely current and due to the fact that it represents the expression of a dynamic of the world economy, which highlights a continuous evolution that can be analyzed permanently. A series of effects of the globalization process are visible not only in macroeconomic plan but also at microeconomic level, of the current activity of the economic agents.

Globalization has four fundamental causes: political, economic, technological, informational, elements that have triggered a complex, global process, through which geographical distances are no longer a primary factor. Establishing, maintaining cross-border connections and relations, of an international economic, political and socio-cultural nature, are assimilated to the term globalization. In the 21st century, interpersonal networks, relationships and interdependencies have become virtually global.

The features of globalization are the internationalization of production and the state, a new international division of labour, a new competitive environment generating global processes, new south-north migratory movements and the transformation of the nation state into the "agency state" of the globalized world. [6]

The globalization of the world economy is the dynamic process of increasing interconnections and interdependencies between the states of the world, by expanding on a global scale the increasingly deep, varied and complex transnational relations to all spheres of social, political, economic, cultural and informational life, with profound implications. national problems in global, global approach and solution, in antithesis with national ones; Consequently, complex, global relations appear and develop, without logic and national relevance, but with a cross-border nuance, of economic, political, socio-cultural and informational nature, so that the intensification of social relations worldwide takes place, through which all the processes that influence or will influence the peoples of the world, will be incorporated into a single world society, the global society.

In a global market, the company can no longer make decisions as it did a few decades ago, ie country by country.

Therefore the priorities of the management of successful organizations should be the following:

- *quality of products / services;*
- *timely delivery of products / services;*
- *the ability to offer products / services at low prices / tariffs;*
- *ensuring the manufacture of products of a wide assortment variety;*
- *implementation of global production and information networks;*
- *the adoption by the company for each product / service of a strategy that will be valid for the whole world.*

Globalization is a notion associated conceptually and functionally, with the approach, use, implementation and definition of trends of other notions of the modern world: politics, macroeconomics, organizations, institutions, management, communications, ecology, information-data- knowledge, Internet, corporations, education, laws, lifestyle, conflicts, strategies, conferences, civil society, technology, science, products, services, risks, challenges, trends, etc.

Globalization is generated by several fundamental causes of *a political, economic, technological and informational nature*; they had the role of triggering complex global processes through which the geographical factor became secondary, the national factor became subjective and irrelevant, states became component entities of the globalized world, while the time factor is paramount through the widespread implementation of generated phenomena of IT&C, in which the Internet system is considered the key to the future of global information. A common (sometimes controversial) definition of globalization is: “Globalization is the process by which geographical distance becomes a less and less important factor in establishing and developing cross-border economic, political and socio-cultural relations. Relationship networks and dependencies are gaining increasing potential to become international and global.”

2. The Challenges of Globalization on Management

2.1 Global Quality Management Strategy

The intensification of competition in the conditions of globalization [7] has determined most performing companies to develop new integrated quality management systems based on information and communication technologies, which constantly generate excellence in business [Foster, 2015].

The need to build a Quality Management System according to the same international rules requires a sustained effort both for the efficiency of all activities but especially for the training of managers.

The concepts of total / global quality, management through total quality lead to integrated management projects that require the mobilization of all staff, in other words a global strategy through which the organization obtains the satisfaction of its customers through quality, cost and time.

The concept of global quality offers a strategy, a system, a way of thinking and acting for managerial excellence.

The integration of the quality characteristics of several domains throughout the product life cycle globally resizes the concept of quality. "The global aspect of quality is important because it highlights the approach and involvement in its implementation both the factors of the external environment of the organization and its internal factors." [1, 45]

The objective of total quality management is necessarily achieved by developing a "spirit of quality" shared by all.

The concept of "Total Quality Management" (TQM - *Total Quality Management*) means the implementation of a project of the organization based on a quality approach, mobilizing all staff, in other words a global strategy by which the organization as a whole does everything for the satisfaction of its beneficiaries.

The real conceptual revolution in the management of organizations, quality management - or Total Quality Management (TQM) - is an evolving system of tools and methods for achieving performance. It allows the prevention / elimination of defects, the design of products adapted to the environment and customer needs, the reduction of deadlines and the costs of improving products / services.

Involvement at the top of the organization's hierarchy is an indispensable / essential condition for quality management. This opening can be considered as a true TQM learning / discovery manual for leaders and managers. The most valuable ideas and experiences came from American and Japanese companies, which analysed in detail, reproduce the four managerial revolutions of TQM:

- Priority to the client;
- Continuous improvement;
- Total participation;
- The insertion of the organization in the social environment.

The need to ensure and satisfy customers with quality products and services has led to the introduction of the Quality Management System and in many cases to its certification. This was followed by the accountability of organizations to the working conditions of employees, to consumer requirements, but also to the long-term impact on local communities and the environment.

Standardization as a technical and managerial element of products, services or activities of organizations is a universally valid rule, with global implications, recognized as essential for the proper conduct of all activities, according to well-defined patterns. The globalization of the business environment has deepened the need for the emergence of international standards to determine companies to make sustained efforts to achieve a higher quality level and help them build a quality management system according to the same rules.

Customers, employees, stakeholders and the local community have come to the fore. The solution also came through the introduction of the Audit Scheme - EMAS (European Commission's Eco-Management and Audit Scheme in 1993), ISO 14000 standards - Specifications for the Environmental Management System and OHSAS 18001 - Guide / Specifications, Occupational Health and Safety Management System. Separate management issues have been brought together in the *overall strategy* (not very easy), today the interest in integration is seen as part of the organization's management portfolio.

This reorganization has led to the promotion of new management systems, such as integrated management systems (quality, safety, and environment), information management systems related to production management, maintenance, knowledge (learning) as well as energy management systems, while ensuring either local (within each system) or global (between systems) interoperability and integrating them into a single global management system such as the Sustainable Development Management System (MDS).

Standardization of products, services or activities of organizations is a universally valid rule, with global implications.

Richard Farmer believes that importing management knowledge can be more productive than importing technology because, on the one hand, imported modern technologies can be used inappropriately if the level of management is low, on the other hand, the acquisition of the latest managerial knowledge provides an adequate framework for the development of the inventiveness and creativity of the staff for the proper conduct of activities related to scientific research and technological development.

In everyday practice, the transfer of managerial know-how takes place both between countries with approximately equal levels of development and between economically weaker developed countries (we have here the countries of Central and Eastern Europe that have been influenced by the social, economic and political conditions existing until 1989).

At the micro-economic level, in Romania it is necessary to ensure the development of a *professional management*, specific to many Western countries by creating a national system of training and improvement of managers, assigning management positions to people with management skills, expanding companies management consulting. In this sense, a special role belongs to the international transfer of managerial knowledge, which must target all components of the management system that refer to the introduction of modern management methods and techniques used in other countries that are accessible to Romanian managers; the use of efficient, efficient motivational systems in the cultures that used them and that are compatible with the traditions of the Romanian people.

2.2. 2030 Agenda. The Change

The basic idea that is found today in the policies proposed at global, regional or national level is that of "sustainable" development, a notion introduced by the Brundtland report, adopted in 1998 at the Conference of the heads of the 7 major industrialized states.

Sustainable development, according to the report, is development that meets the needs of the present, without compromising the ability to meet the needs of future generations.

On September 25, 2015, the UN General Assembly adopted the 2030 Agenda for Sustainable Development (UN, 2015). The essence of the 2030 Agenda is the 17 Sustainable Development Goals (SDGs). The universal, transformational and inclusive SDGs describe the major challenges of human development. The purpose of the 17 SDGs is to ensure a sustainable, peaceful, prosperous and equitable life on earth for all, now and in the future. The goals cover global challenges that are crucial to humanity's survival.

The SDGs replace the eight Millennium Development Goals (MDGs) contained in the text of the Millennium Declaration adopted in September 2000 at the UN. Most countries in the world, including Romania, came together in 2000 around a commitment to reduce global poverty and save millions of lives. The Millennium Declaration was the only global development agenda in the period 2000-2015 on which there was agreement at the highest level and which included precise targets.

The 2030 Agenda for Sustainable Development clearly reflects this vision of the need for and importance of an appropriate educational response. Education is explicitly formulated as an independent goal - Sustainable Development Goal 4. Many education-related targets and indicators are also included in other SDGs. The political statement proclaims: *"We stand firm in our determination to implement the 2030 Agenda as a plan of action for people, planet, prosperity, peace, and partnership - a plan to free humanity from the tyranny of poverty and heal and secure our planet for future generations"* [8].

Agenda 2030 intends to direct the interventions of the signatory states in these 5 areas of critical importance for humanity and the planet: **Population, Planet, Prosperity, Peace, Partnerships**.

Romania joined the leaders of the 193 UN member states at the September 2015 Development Summit, adopting the 2030 Agenda for Sustainable Development, a comprehensive global action program in the field of development that promotes the balance between the three dimensions of sustainable development - economic, social and environmental. For the first time, the actions target both developed and developing countries.

Romania fully supports the idea that the 2030 Agenda must be implemented by local institutions, responding directly to the needs of citizens. Their needs, interests and concerns need to be addressed by defining local and national development strategies.

3. The New Culture/ Civilization of Globalization

3.1. The Role of Education

"We need a fundamental change in the way we see the role of education in global development, because it has a catalytic impact on the well-being of individuals and the future of our planet.... Now, more than ever, education has a responsibility to adapt its speed to the challenges and aspirations of the 21st century, and to promote the right types of values and skills that will lead to sustainable and inclusive growth and peaceful living together." [2019, Irina Bokova, Director-General of UNESCO].

The goal of Education for Sustainable Development is to "equip" the new generation with leadership, management and knowledge skills to create new systems that lead to global sustainability.

The new dimensions of education must be based on the change of knowledge or more precisely, the change of the use of knowledge (integration of disciplines) [9] to deal with both environmental and human problems in the long run.

In order to have the expected result, the practice of a management with an impact on sustainable education should focus on the institutional dimension of sustainable development by creating strategic networks and alliances between several parties involved: those who produce education in institutions, those who distribute continuing education for sustainable development and those who finance.

The concept of sustainable development must be implemented at the level of society as a whole, the role of education - in general - and that of higher education - in particular - being decisive. Schools and universities must first become sustainable, and then a sustainable society must be reached. Education can affect sustainable development, the sustainability of companies, but education can and must guarantee sustainable development.

It is necessary to review the contribution of education in accordance with the science of sustainability with regard to the various visions, approaches and methodologies. The means of efficiency are: inter and transdisciplinary communication, information, education, involvement, integration, risk prevention to ensure sustainable development. Collaboration between educators, researchers and all actors in society is absolutely necessary. Institutional barriers or communication gaps seem to have limited the implementation of changes towards sustainability in society in general and education in particular.

What Is Global Education?

Conceived as a tool that facilitates the understanding of global phenomena, their relationship, the establishment of connections between global processes and situations and those at the national or local level, global education is the first step in the process of training the skills needed for responsible participation in a multicultural, diverse and interdependent world, based on the use of knowledge, skills and attitudes accumulated through a variety of educational experiences of analysis, exploration, valorisation of differences and similarities, as a starting point for the process of change.

3.2 Quality Culture. The New Civilization of Globalization

The culture of quality is developing in Romania. The evolution and efficiency of quality management will depend very much on the culture of quality both at the level of professional manufacturers of products and services and consumers whose demands are constantly growing. The amplification of the strategic, normative and educational approaches regarding quality is not enough. Competitiveness is the essential requirement for the success of any organization that aims to gain and maintain the market segment to which it is addressed. Increasing competitiveness and the ability to achieve customer satisfaction can best be achieved by designing and implementing Quality Management Systems.

Specialists from all fields are called to participate in creating a favourable environment in which companies and public administrations want to achieve excellence. The spirit of challenge and vision of the concept of global competitive quality is new and emphasizes the overall satisfaction of all stakeholders involved in this process, as a final goal and objective.

The European quality policy itself aims to promote a new European image and culture of quality, in order to ensure the free movement of goods, but at the same time for the continuous increase of the competitiveness of products / services. The European Community's efforts are focused on developing a harmonized legal and procedural framework, while establishing a system of conformity assessment that is efficient, competent, transparent, and therefore credible, based on clearly defined principles.

Proper and continuous staff training is a tool used today by all organizations that have managed to assert themselves and achieve success, and the way in which this training of employees is done and its effectiveness are closely linked to the internal and external educational environment of the organization. A permanent process of training and formation, the open and cooperative spirit of the employees (teams), all these have a very important role in the management activities.

Everywhere there are partnerships of organizations with the educational environment. "The factors of the educational environment overwhelmingly influence the activities of the organization, through the educational construction of its employees, thus leaving its mark on the quality of the product that they make directly." [1, 55]

Management without education is not possible. Quality without quality management is not possible.

This is how we arrived at the motto of the Congress of the European Quality Organization (64 the EOQ Congress, postponed for 2021): *"Effective Education & Quality Management - Key Factor for Success"*.

Education must effectively and widely transmit that volume of knowledge and information adapted to the new civilization of globalization, which does not overwhelm in quantity, but contributes to the development of people at individual and community level. Education must trace the transformations of the new world in constant motion and, at the same time, make available to people the tools of guidance by which they can find their way to affirmation and continuous development. In this context, education plays a key role for the reforms in the system by re-conceptualizing the elaboration of the products for achieving transformations, on the one hand, and through the activities of continuous training of teachers and managers, on the other hand.

Curricular reform is a central component and the guarantee of success in the educational system. Thus, at this level, it is necessary to make well-founded, relevant and constructive changes in a systemic approach, in which the curriculum component interacts and evolves simultaneously with other components of the education system.

The changes produced under the increased impact of information and communication technologies, the increase of educational exchanges are indisputable realities of the contemporary world, which we offer as arguments in support of the statement that the phenomenon of globalization is a world reality.

New educational tools are being developed, new educational products are appearing, from methodologies to programs designed to form behaviours specific to the educational system. Students want to learn, to find the necessary information, to use modern means of investigating information, to design their own career path since school. The role of the teacher is decisive in the formation of critical, lateral, complex, analytical thinking, which students will use throughout life. In fact, the teaching-learning-assessment methods in the case of lifelong learning propose a different model from the traditional one, in which the roles of the main actors - teachers and students - have been rethought.

In the age of globalization, experts in the field speak of the "digital enterprise", the "virtual enterprise" or the "third millennium enterprise". This "new" enterprise operates in a "new" economy, based on four driving forces:

- *information revolution;*
- *intense technological changes;*
- *globalization;*
- *demographic changes.*

Conclusions

The concept of globalization induces complexity, given the political, economic, sociocultural and informational reasons. "Globalization is the process by which geographical distance becomes a less and less important factor in establishing and developing cross-border economic, political, sociocultural and informational relations. Relationship networks and dependencies are gaining increasing potential to become international and global.

The common definition is: "Globalization is the process by which geographical distance becomes a less and less important factor in establishing and developing cross-border economic, political and socio-cultural relations. Relationship networks and dependencies are gaining increasing potential to become international and global."

Of course, globalization has only become an academic and political topic in the last two decades. Globalization is a challenge of time to which we owe it to ourselves to find solutions and "to formulate answers to the questions about the "path" followed by globalization in the contemporary world: what does Globalization mean?" [10, 70]

In the conclusion we consider that some of the hypotheses of management in general, and of quality management in particular, have lost or will lose their validity, being replaced by new modern hypotheses, appropriate to the context of the global world and the knowledge-based economy.

Quality has become an international concept and vision, a global approach, a consensus unanimously recognized and accepted by all participants in the great competition in the market. Quality is the element that can make the difference between an organization insufficiently prepared for the challenges of this period, between a successful organization and one doomed to failure. The changes imposed by globalization will determine the achievement (ED) of the Digital Economy and the implementation of a new knowledge society, called the Information Society - Knowledge Society (SISC) [11, 570].

The fundamental objective of globalization remains the achievement of an optimal structure for a global society, focused on multidimensional constructions, diversity and social innovation. Emanuel Richter, is of the opinion that globalization is a global network capable of allowing the convergence of some communities on the planet, in the past isolated and dispersed, in a mutual dependence and unity compatible with the phrase "one world". These issues lead to two main conclusions: on the one hand, they are not felt equally by the countries of the world, and on the other hand, globalization is not a fully controllable process and cannot be avoided. Any national economy and any organization, regardless of its size, must build its destiny taking into account this phenomenon.

The research revealed the need to renew the tools, methods and techniques that integrate total quality management in relation to globalization, new methods such as: Kaizen; Quality circles, HACCP, PokaYok, Lean management, Six Sigma and others.

In conclusion, we are witnessing the era of globalization and the birth of new types of relationships between the company and its environment. The existence and evolution of the enterprise of the third millennium are under the sign of the impact of information and telecommunication technology.

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