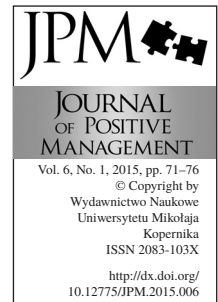


BOOK REVIEW: IN A TRIBUTE TO PROFESSOR GOPAL K. KANJI: THE EDITED COLLECTION “QUALITY, EXCELLENCE AND MEASUREMENT”

Andrzej Lis

The Faculty of Economic Sciences and Management
Nicolaus Copernicus University, Toruń, Poland,
e-mail: andrzejlis@econ.umk.pl



The collection of research papers entitled *Quality, Excellence and Measurement* is a tribute paid to professor Gopal K. Kanji by 25 researchers inspired by the ideas of this renown scholar. The book was edited by Parvesh K. Chopra, the Kanji’s collaborator and disciple.

Professor Gopal Kishore Kanji (1938–2010) had started his academic career in 1960 at Sheffield University. Then, for over 35 years he had been an academic teacher in Sheffield Technical College, Sheffield Polytechnic and Sheffield Hallam University. After being retired from academia, he established Kanji Quality Culture Ltd. focusing his professional activities on consulting and training.

In 1974, professor Kanji had founded *Bulletin in Applied Statistics*, transformed later into *Journal of Applied Statistics*. Kanji had been the editor of the journal for over 30 years. In 1990, Professor Kanji founded *TQM Journal* (*TQM and Business Excellence Journal* since 2003) in order to establish the platform for academic discussion and the exchange of ideas in the field of quality management issues. Moreover, professor Kanji is famous for the World Congress for Total Quality Management he initiated in the 1990s.

The work collects individual writings of the researchers paying tribute to Professor Kanji. Therefore, it is organized around the research topics Kanji contributed to. The book consists of 16 chapters focused on the triad of issues enumerated in its title i.e.: quality, excellence and measurement.

John Oakland studies excellence in leadership and quality policy deployments as determinants of TQM in the 21st century. Referring to them as the TQM backbone, Oakland identifies the requirement for top managers to establish a quality policy and he analyses the examples of quality policies. Then, the author examines the importance of culture, a vision framework and control for quality management and organizational effectiveness. Oakland enumerates and

characterizes the following requirements for effective leadership in the TQM context: developing the corporate vision; developing strategies and supporting plans; identifying critical success factors and critical processes; reviewing the management structure; and encouraging employee participation through empowerment focused on attitudes, abilities and participation. Applying his own TQM model Oakland provides the recommendations for delivering excellence in leadership through 4Ps (planning, performance, processes, people) and 4Cs (customers, commitment, culture, communication).

Claiming that recently “innovation has been replacing quality as the main source of competitive advantage” Kostas N. Dervitsiotis explores the issue of innovation for total performance excellence. First of all, he enumerates and discusses the types of innovations making distinction between technology-based innovations (such as: product, process and enabling technology innovations) and business model innovations (related to value proposition and supply chain) as well as between incremental and disruptive innovations. Secondly, he studies the approaches to improve the performance of the innovation process from the idea generation, through idea development and innovation commercialization. Thirdly, Dervitsiotis analyses innovation strategies. Finally, he explores the factors strengthening innovation capabilities, focusing attention on building and maintaining innovation culture.

Viola Helge, Daniel Hövermann and Klaus J. Zink provide a comparative analysis of the EFQM Excellence Model and the Kanji Business Excellence Model (KBEM). At first, the authors discuss the development and structure of the EFQM Excellence Model including fundamental concepts of excellence, the criteria of the model (enablers and results) and the RADAR assessment framework. Then, they present Kanji’s contribution to build up the business excellence measurement system consisting of the Kanji Business Excellence Model (KBEM) and the Kanji Balanced Scorecard (KBS) based on the Balanced Scorecard by Norton and Kaplan (1992). The authors conclude by discussing similarities and differences between the two models under the study. They point out that the EFQM Excellence Model developed on the basis of practical business experience assumes the evolution of an organization encompassing the perspective of many stakeholders while the KBEM is a newly developed scientific concept embedded in the traditional TQM approach.

Alex Douglas, David Muturi, Jacqueline Douglas, Jacqueline Ochieng and Jackline Sagwe analyze the quality strategy as a tool for improving the nation competitiveness. Taking Japan as a benchmark, they study the manifestations of the quality approach, the national and international agendas, organizational and operations strategy as well as personnel commitment in the countries of the East Africa Community, focusing their attention on the case of Kenya.

Özkan Tütüncü and Ilkay Tas deal with the issue of quality and accreditation in health and medical tourism. In order to establish the foundation for discussion they define medical tourism and discuss its determinants. They study the demand and supply for cross-border medical services. Identifying the urge need for the development of accreditation of medical treatment facilities, the authors study the Kanji's measurement system which enables to assess their organizational performance. The system is based on the four-component model of healthcare organization's excellence including the perspectives of suppliers, customers, internal factors and regulators.

Parvesh K. Chopra conceptualizes the construct of human contestability and he compares and contrasts it with other human-based approaches. Having established the structure of human contestability consisting of the bio-psychosocioeconomic system and four categories of capitals (body, cognitive, emotional, resource capitals), Chopra sets the proposal of the human contestability conceptual model and he discusses its implications for quality and excellence.

Chai-Kuang Chen, Serasin Songsithipornchai and Jiun-Yi Jang investigate the Kanji Business Excellence Model and they identify its deficiencies such as: the complexity of advanced statistical calculation and the lack of involvement of organization members into the process of improving organizational performance. In order to mitigate negative impacts of identified deficiencies the authors develop the proposal of the ranking-based Kanji business excellence measurement model. Moreover, they analyze the empirical case study illustrating the application of the revised model.

Dawei Lu discusses the issue of business excellence seeking its long lasting sustainability. He finds business excellence to be a very dynamic construct, changing over time and adapting to the forces in the environment. Lu provides an extensive review of the literature on excellence models. Having established the theoretical foundation, he develops his framework for total organizational excellence comprising such elements as: customer focus, operational excellence, strategic fit, capability to adapt and unique organizational voice.

Rajeev Gupta investigates the issue of emotional intelligence and its impact on business practice. He defines the construct and enumerates its domains and competencies. Then, the author explores relationships between emotional intelligence and business leadership. He focuses his discussion on the influence of emotional intelligence on business performance.

Sheng-Hsun Hsu applies Confucian thinking to redesign the business excellence model in order to ensure business integrity. Having the Kanji Business Excellence Model presented and the key principles of Confucian thinking discussed, the author sets up the model based on leadership and including four following elements: delighting customers, focusing on fundamentals, people-based management and continuous improvement. The comparative analysis of the

KBEM and the Confucian teaching-based models show many similarities between the two frameworks due to the conformance of their elements. The difference is in management by fact included into the KBEM which is replaced by the focus on fundamentals in the Confucian model.

Rafał Haffer investigates the status of performance management systems in Polish companies. His paper based on the empirical research is focused on the following issues and objectives: identification of performance management systems in the companies under the study; areas assessed by business performance measurement systems; their functions; and processes within the systems. The discussion of the empirically gathered data is crowned with the correlation analysis between activities in performance management and applied systems as well as business performance measurement and business results.

In his second paper, Parvesh K. Chopra explores the nature and role of the science management with measurement. First of all, he outlines the problems of complexity and interconnectivity in the contemporary, divided world which results in the failures of market, political, socio-economic and organizational systems. Secondly, Chopra explains the logic of management with measurement defined as “scientific knowledge that applies statistical thinking, mathematical techniques and measurement theory to achieve organized factual knowledge regarding the nature and behavior of a system”. Having established the foundation, the author presents the assumptions, methodological scaffolding, the variety of possible applications and the procedure of the Kanji-Chopra Measurement System. The model is based on the systems approach which takes into account organization stakeholders and critical success factors. It applies structural equation modeling (SEM) and measurement software to measure systems behavior. The model developed with the use of SEM contains latent variables which are measured indirectly by manifest variables.

Referring to the Chopra and Kanji research efforts focused on measuring the progress, Ozay Mehmet sets important questions about the role of measurement in solving economic dilemma. His discussion is embedded in the context of the recent economic crisis caused by the failures in the banking system. “How come economics and economists failed to predict such a large-scale systemic failure?” – is the main research problem in his paper. Discussing the issues of macroeconomics, moral hazard, rationality and the advances in information technology, Mehmet doubts that measurement can solve economic dilemma. Nevertheless, his analysis results in recommendations concerning the re-examination of the foundations of micro-economic theory and improvements in measurement approaches and tools while having in mind all the limitations of measuring methods.

Nigel P. Grigg and Nihal P. Jayamaha study the application of structural equation modeling (SEM) in quality and business excellence research. As they observe, the popularity of SEM methods among researchers has been rapidly

growing in recent years. Therefore, Grigg and Jayamaha investigate the issues of measuring abstract concepts (latent variables) and testing theories through observable variables (manifest variable/measures). They conduct the comparative analysis of two approaches to structural equation modeling: C-SEM and the partial least square method (PLS-SEM). Then, they discuss the relationships between SEM and path analysis and exploratory factor analysis (EFA). The aforementioned studies make a foundation for the analysis of an increasing role of SEM in the field of quality and operations research and tendencies in contemporary SEM research.

B.N. Gosh makes attempts to answer the question whether there is any quality in qualitative research. To achieve the aim of the paper, first of all, he defines qualitative research, and he identifies the objectives and forms of qualitative research. Secondly, he discusses the issues of qualitative data collection and analysis. Finally, he studies the Grounded Theory proposed by Glaser and Strauss (1967) and the criticism raised by their opponents.

Shives Patel analyses the Kanji-Chopra Corporate Social Responsibility Model and its implications for quality management and leadership excellence. According to Kanji and Chopra (2010), corporate responsible behaviors encompass: ethical practices towards employees, involvement in the development of local communities, building social infrastructure, protecting the natural environment and contributing to the economic development. Patel highlights the role of the Kanji-Chopra proposals to introduce the measures of corporate social responsibility such as: social accountability and investment index, environment protection and sustainability index, corporate governance and economic responsibility index and ethics and human resources index. As regards the implications of the model on quality management, Patel points out that CSR indirectly improves such elements of quality as: customer satisfaction, quality management, employee motivation and productivity. Moreover, the two-way positive relationships between CSR and leadership is observed.

The edited collection *Quality, Excellence and Measurement* encompasses the variety of perspectives and research areas. Driven by the focus on the triad of issues highlighted in the title, the authors enrich the discussion with such topics as: leadership, innovations, corporate social responsibility, human contestability, emotional intelligence and even the assumptions of Confucian philosophy. The effect of multidimensionality is reinforced by international diversity. The authors are affiliated to the institutions around the world including: Canada, Germany, Greece, Kenya, New Zealand, North Cyprus, Poland, Taiwan, Turkey and the United Kingdom. Therefore, in their studies the authors make references to local circumstances and use local case studies to validate universal models and solutions related to quality, business excellence and measurement systems. This multidimensionality is the manifestation of the contemporary globalised and interdisciplinary academia.

The majority of chapters are focused on the theoretical discussion of research problems. There are a few case studies and barely one paper applying quantitative methods in order to achieve research aims and objectives. As a matter of fact, more focus given to the practical application of quantitative methods could be expected in the book being the tribute to the founder and the editor of *Journal of Applied Statistics*. Certainly, there are some chapters dealing theoretically with the issues of measurement. Nevertheless, the formula of the book planned to be the tribute to Professor Gopal K. Kanji pushed the authors towards more general papers including the reflection on Kanji's contribution to management theory. Therefore, the bias towards theoretical studies should be considered as an unattended consequence rather than the deficiency.

The collection of papers edited by Parvesh K. Chopra stimulates optimistic feelings concerning the intergenerational transfer of knowledge among the scholars and researchers in the field of management. The publication manifests that such a transfer really exists and seems to be effective. First of all, it means that scientific achievements of former generations of researchers are not forgotten but they contribute to the development of the knowledge base in the field. Secondly, it means that new generations of researchers have learned the lessons from their predecessors and they use the accumulated knowledge when undertaking new research initiatives.

Summing up, besides being a tribute paid to professor Gopal K. Kanji, the edited collection entitled *Quality, Excellence and Measurement* disseminates the main ideas from the Kanji's teaching and it presents the areas of scientific exploration occupied by his followers and the findings of their research. The book is recommended for scholars dealing with the issues of TQM and business excellence. It could be also an interesting piece of extensive reading for the students of courses in contemporary management concepts.

One final remark seems to be important to mention. The formula of the edited collection paying tribute to renown researchers and teachers by their disciples and followers is a great idea worth becoming a tradition in the academia. This is a manifestation of respect for the achievements of past generations and a bridge to the future of a scientific discipline.

References

- Chopra, P.K. (2014), *Quality, Excellence and Measurement: A Tribute to Professor Gopal K. Kanji*, Wisdom House Publications Ltd., Leeds.
- Glasser, B.G., Strauss, A.L. (1967), *The Discovery of the Grounded Theory*, Widenfield and Nicholson, London.
- Kanji, G.K., Chopra, P.K. (2010), "Corporate Social Responsibility in a Global Economy", *Total Quality Management & Business Excellence*, Vol. 21 No. 2, pp. 119–143. DOI: <http://dx.doi.org/10.1080/14783360903549808>.
- Kaplan, R., Norton, D. (1992), "The Balanced Scorecard – Measures that Drive Performance", *Harvard Business Review*, (January-February), pp. 71–79.