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ELEMENTS OF LEADERSHIP IN INFRASTRUCTURE MANAGEMENT CORPORATION QUALITY IN TRAYAL

Abstract: Implementation quality is a complex process that should be prepared and implemented in a given organizational conditions, which were frequently burdened by conflicts, decrease performance, loss of markets, lack of quality products and dilemmas that dalje. Korporacija Trayal formed in early 2007, the area of quality business function (POK), whose task was to unite the five sectors of the quality control of manufacturing companies, service control tool room and techno-energy and standard of service (KMS). The procedure now completed the process of certification ISO 9001: 2008 so that all processes and activities based on prescribed and approved procedures that comply with the rules of quality Trayal Corporation. The author has particularly emphasized leadership as a fundamental principle of TQM and its importance for the transition from ISO standards to the concept of TQM as a paradigm of adaptation radical changes in the environment, in order to prevent a decline in sales volume and revenues, any reduction in the number of employees or disinvestment and find ways to consolidate its corporate and strategic repositioning.

Keywords: Leadership, TQM, Trayal corporations, market positioning, quality management systems

1. INTRODUCTION

In a situation where the corporation is experiencing stagnation in sales associated with difficulties in implementing the product, whose quality is not sufficient to meet the needs of the market, and where the competition offers better products introduction of the concept of quality management through leadership competencies like a real way for consolidation. This commitment includes a key leadership role, at the level of preparation for the acceptance of the company's business philosophy based on the concept of quality and preparation of certain conditions necessary for its successful implementation.

Trayal corporation before the introduction of ISO 9001: 2008 applied the standard ISO 9000: 2000. ISO 9000: 2000 defines quality as: "The ability to set the essential characteristics of products, systems or processes to meet customer requirements and other stakeholders." [1]

In this definition, the term implied by the organization or person receiving the product (consumer, the end user retailer, wholesaler, etc.). Definition of reference and other interest groups thus include the persons or groups who have an interest in the success of the corporation. Stakeholders include, in addition to owners, employees, suppliers, banks, trade unions and society at large. From the above it follows that the quality is the

result of adjusting claims and interests of different groups. There also should be distinguished from consumer users. The user may be only one producer in the chain for further processing and ultimate customer is the consumer. Customers can be external and internal.

Given the nature of change, we usually intensity, in most companies, you need access to their management that differs from the standard transaction. Trayal Corporation, meanwhile, was privatized by the transactional model of leadership with ISO 9000: 2000 and ISO 9001: 2000, did not match the existing changes. It became necessary for the implementation of ISO 9001: 2008 which is applied as the need to replace the transactional transformational leadership that is based on the vision, energy and encouragement of followers and provides facilities to the ISO system standards that are used for removing low-quality products to the concept of cross TQM whose mission is to improve the quality above expectations of customers and constantly striving for improvement. [2]

ISO 9001: 2000 has been replaced by ISO 9001: 2008 text to make it easier for users and increased compatibility with ISO 14001: 2004. Many terms have been replaced and supplemented, such as:

- instead of the term "international standard" uses the term "document";
- instead of "identified" uses the term "establish";
- instead of the term "device" used the term "equipment";
- the term "regulation" must go the term "laws";
- the term "preventive measures" and "corrective measures" often goes the term "efficiency";

In contrast to the standard ISO 9000: 2000 that the term "product" means a product intended only to or required of him, in Standard ISO 9001: 2008 the term "product" refers to:

- a) instrumentation, which is

intended to or required of him;

- b) each element of the anticipated output from product realization processes.

In this way, uprooted many unnecessary explanations which contributes to the simplicity and ease of representation and perception of ISO 9001: 2008. [3]

2. FIELD QUALITY IN BUSINESS CORPORATION TRAYAL: APPLICATION OF ISO 9001: 2008

Beginning of 2007. in TRAYAL formed business area quality (POK) by integrating the five sectors of the quality control of manufacturing factory, certified ISO 9001: 2008 which provided that all processes and activities factories based on prescribed and approved procedures that are consistent with Rules on the quality of Trayal Corporation. Also, the service control tool room and technical-service and energy for the standard (QMS) are included in the ISO standard and are functional within the scope of the business area of quality.

Standards of the ISO quality assurance belong stage or phase that precedes the implementation of total quality. For this reason, in this paper, the target center is able to transfer the ISO standards on the concept of TQM, which can not be achieved without the use of transformational leadership and the "structure" of the leadership role that will be discussed later.

Standard ISO 9001: 2008 and TQM encourages the adoption of a process approach that allows to develop, implement, and improves the effectiveness of quality management systems in order to increase customer satisfaction meeting their requirements. Application of system processes within the organization, together with the identification and interaction of these processes and their management to achieve results craving can be understood

as a "process approach". The advantage of the process approach is the ongoing management. [3]

Model QMS-based processes, the Corporation adopted Trayal shown in Figure No. 1

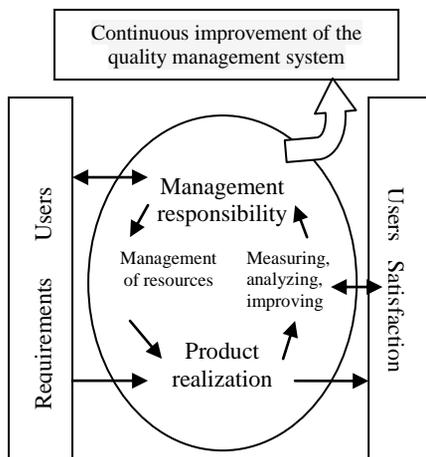


Figure 1: Model-based quality management system to process

The process model of quality management system is based on the following processes:

a) The responsibility of management, which is defined in item 5 of ISO 9001: 2008. Most management companies must demonstrate their commitment and dedication to the development and implementation of quality management and continuous improvement of its effectiveness, by:

- inform the organization about the importance of meeting customer demands and requirements of the regulations and other normative documents;
- establishing a quality policy which is directed towards customer requirements and meet those requirements;
- ensuring that quality objectives are identified and their implementation;
- conduct any review of established policies and quality objectives;
- provide the necessary resources

for implementation of policies and objectives.

b) Management Resources, An ISO 9001: 2008 requirements are grouped into three areas of resources: human resources, infrastructure and workforce. Resource management is one of four generic processes, which must refer to the above three groups of resources. [5]

Trayal corporations had to define and provide the resources needed to: [3]

- implementing and maintaining quality management systems,
- increase customer satisfaction fulfilling its commitments.

Human resources, including staff who perform tasks that affect compliance with the requirements for product quality, must be competent in terms of education, training, knowledge, professional development and advancement, and experience. From all this, the modern form of power, as it has been created, it is based on overall knowledge, whose end is in sight. So here it is applicable, generally known, saying that knowledge is power and that is the driving force of progress. In fact, over the centuries, knowledge has been the cornerstone of human progress. From Stone Age to the Information Age, knowledge is the basis of human power and human development so far has made it possible, to the same knowledge, we can keep the books and other forms of information storage, provided that it exceeds the value only when it uses the creative power of the human brain. [4]

The infrastructure includes:

- buildings, workspace and associated equipment,
- process equipment,
- support services.

Standard requires the organization to determine, achieve and maintain the infrastructure necessary to achieve compliance with the requirements for the product.

The work environment is the sum of the requirements relating to working

conditions, health, safety, methods of work and business ethics.

Standard requires the organization to identify and manage the working environment necessary to achieve product conformity.

c) the processes of implementation, derived from the requirements of the organization to plan and develop the processes needed for product realization.

Product realization is a key requirement of ISO 9001: 2008 which must be viewed as a process. Unlike management, which can be viewed as a process, as well as measurement, analysis and improvement that are part of the implementation process. In addition to the basic requirements for product realization, and the anticipated requirements relating to equipment for monitoring and measurement.

Model implementation process starts with customer requirements and contract sales, and through sub-product planning, product design, production (direct realization), and installation, and ends distribucijom products/services to the customer. Between buyer (client) and the organization must be an effective organization. [5]

In planning product realization processes Trayal had to determine the following:

- quality objectives and requirements for product;
- the need to establish processes and documents and providing resources specific to a given product;
- the required verifications, validation, monitoring, measurement, inspection and testing, which are specific for a given product, as well as criteria for product acceptance;
- records that are required to provide evidence that the realization processes and resulting product fulfill requirements.

d) measurement, analysis and

improvement processes are of vital importance to the quality management system (QMS). Based on the requirements of **SRPS ISO 9001: 2008** in this area consists of three segments: the measurement and monitoring, analysis and improvement or quality improvement.

Trayal corporation had in this area to plan and implement processes that are required to:

- demonstrated compliance with the requirements for the product;
- ensure compliance of quality management systems;
- continuously improved the effectiveness of quality management systems.

Measuring and monitoring customer satisfaction is carried out based on information about the extent to which they met their demands (claims, direct communication, surveys, and various research reports, media).

Also the task of the competent services was to ensure that product that does not conform to the requirements for the product to be identified and to be operated so as to prevent unwanted use or delivery.

Analysis of the data had to provide information regarding:

- satisfaction of end users;
- compliance with the requirements of the product;
- characteristics and trends of processes and products including opportunities for preventive measures;
- suppliers.

In Trayal Corporation have established a generic connection of ISO 9001: 2008 with ISO 9004 and ISO 14001: 2004.

The standards ISO 9004 and ISO 9001 standards are the quality management system designed to complement one another, but can be used independently.

Standard ISO 9004 provides a broader view of quality management system in relation to the standard ISO 9001. It points

to the need and expectations of all stakeholders and their satisfaction with the system and constant improvements to the performance of the organization. However, it is not intended for certification, laws and other regulations or contracts.

Standard ISO 14001: 2004 enables an organization to align or integrate its quality management system to management system requirements that are associated with them.

3. DISSECTION OF KEY PLACES WHERE THE PROBLEM OCCURS IN THE IMPLEMENTATION OF ISO 9001: 2008 THE COMPANY TRAYAL

Forming the business area of quality (POK) and the certification of ISO 9001: 2008 has continued the process of directing and managing the organization in terms of quality, which started before the adoption and implementation of the new systematization and certification standards in 2007. The business area was established as the quality of RTK special unit headed by a Director. It consists of seven business units are directly subordinate to the Director of business area of quality, namely: the quality of the joint operations area with 7 employees, service quality management system with three employees, the sector of quality control of the factory for freight and industrial tires (FTIP) with 28 employees, the sector quality control of the factory tires (FAG) with 54 employees, the sector of quality control for the two-wheeler factory tires and inner tubes (FGDUG) with 12 employees, the sector of quality control plant protection agents (FOS) with 22 zaposleni sector and factory quality control of explosives and pyrotechnics (FEP) with 11 employees.

Total quality in the business district employs 138 workers.

Operation and functioning of all sectors of the quality control (SKK) by

factories is based on prescribed procedures of which are the basic procedures for monitoring, measurement and analysis, and organization all sectors perform:

- Input control (receipt of raw materials);
- The control process (intermediate control) and;
- Final control (control of finished products).

Functional quality control sectors are associated with sectors of development the factories and control processes performed on the basis of technical conditions (TU) prescribed by the respective sectors.

All sectors of control in the application of ISO 9001: 2008, generally speaking, the factories are facing the problems identified with the following:

a) the obsolescence of equipment and devices (unreliable operation and road failures) by sectors of the quality control used in the implementation of quality systems menadzmdenta. In particular, they expressed a problem with the control input receiving raw materials, chemical laboratories, rheological laboratory, laboratories for physico-mechanical tests and laboratories at the factory for freight and industrial tires to leak.

b) due to frequent changes in producer and supplier of domestic and international markets under the homologated updated list of manufacturers and suppliers and their harmonization with the requirements and define the quality standard ISO 9001: 2008.

c) due to irregular supply dynamics of plant raw materials in order to respect the deadlines to customers and markets in the production process leads to haemodynamically unstable with the requirements of the above standards, the decision of the competent services and technologies that after stopping the process by the control include raw materials in the production process outside standard

procedures.

d) in-process tests (intermediate) equipment on which the processing is often unavailable or unreliable measurement equipment for monitoring pressure and temperature in the pressure-garment peglaca, the calendaring-accuracy measurement of the probe and the vulcanization-neisravnost gauges and thermometers.

e) in the final quality control is also a problem with equipment, to a minor part with respect standards especially for classification of products (under-defined error).

In cooperation with the business areas of quality are given specific proposals for new investments for the purposes of control that should ensure the creation of equilibrium between quality management systems and standards adopted in order to provide market-product that can provide end-customer satisfaction and profits for the corporation.

It also defines the dimensions of quality provided by the said end-user satisfaction:[6]

- **Performance** - related to the primary performance. If it relates to car tires, as a product, the primary features, improved ride, which is provided at the time, speed, which can be achieved at a given time on a particular car and the security they provide to ride at different speeds and weather conditions..

- **Special features** - are additional or complementary characteristics of the tires, if we take them for example. Suitability and adhesion to the asphalt in the snowy conditions and the possibility of rapid braking on wet surfaces.

- **Reliability** - refers to the existence of security in the functioning of the product in a given period.

- **Compliance** - level of fitness is the product of existing standards and specifications.

- **life** - a life expectancy of the

product and the degree of benefit realized by the buyer (including necessary repairs) to the emergence of a definite need for his replacement.

- **Service** - establishing a "hotline" that provides quick and professional repair. Here are vital speed, courtesy, professionalism and ease of correction in providing services..

- **Aesthetic** - related characteristics to the overall look and experience the product, in this case the tires for cars.

- **customer's understanding of quality** - customer is a subjective judgment about the quality of certain products, which are often based on incomplete or undocumented information. In this case, it is indicative of the establishment of unrealistic relationship quality and performance tires Trayal, Tigra and Save.

The company aims to create a customer, although often not able to have the quality in competition with other products in all 8 dimensions. It should be objectively assessed by the dimensions most important to users and focus on them. Here, first of all, we think of certain rights to end users (consumers) should be provided, such as:

1. The right to security (protection against products, production processes and services harmful to life and health);

2. Right to information (available facts relevant to the proper selection and protection from unfair advertising or labels on products, which can mislead);

3. The right to choose (the choice between several products and services at affordable prices and with guaranteed good quality);

4. The right to hear the voice of consumers (the representation of consumer interests in the process of adoption and implementation of consumer policy);

5. The right to redress (obtaining just compensation for misrepresentation of product features and services, low quality goods or unsatisfactory services). [7]

The accepted concept of quality in Traylor Corporation was particularly important to assess the relationship between quality and costs, and konkurensko environment. In principle, resulting in a higher level of quality and with greater cost, but after the addition to improving the quality of products provide the same or lower costs of production. In this way, corporations can improve quality, reduce costs due to minor errors, and thereby increases productivity, get better market positions, greater customer satisfaction and higher profits, which is the goal of any leader who wants to successfully lead the organization. In Figure 2 shows the relationship of all these elements as a cycle that is constantly improving..

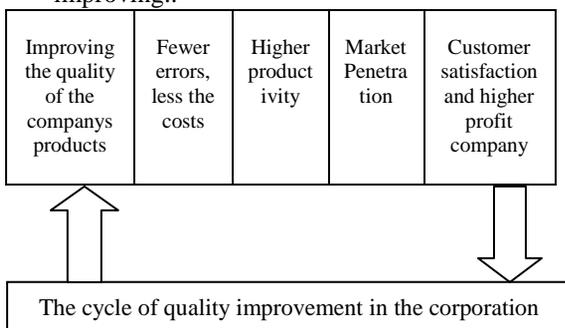


Figure 2: The causal link between quality, cost, profit and customer satisfaction company (Modified: Bovee, Management) [8]

Quality costs are the costs to provide responsible access to certified ISO 9001: 2008.

These are, generally, three types of costs:

1. **Cost of prevention** - which include the cost of employee training,

control of all process-from procurement to sales, cost of redesigning the organizational structure, re-engineering costs, costs of engaging professional consultants and others.

2. **Cost** - estimates the direct costs, such as the cost of inspection and testing.

3. **Failure costs** - costs are identified defects that may be internal character (before the product is sold), or external character (when it was discovered the buyer).

It is clear that investment in prevention costs directly proportionally to the reduction of cost estimates and failure.

In Figure 3 shows the complementary relationship between all three types of costs in the full range of their causal connection that allows multiple savings.

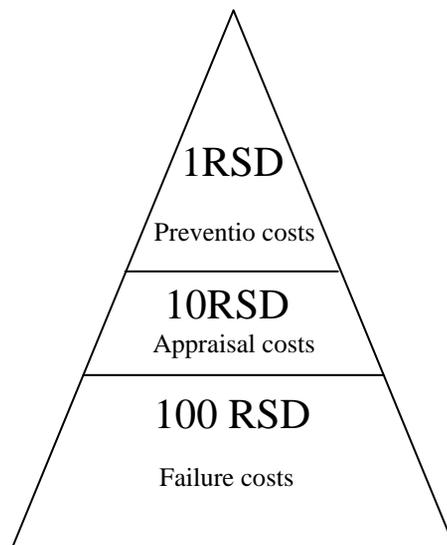


Figure 3: The savings in costs of quality preventive action

One RSD spent on prevention as well as cost savings will ensure the prevention costs 10 RSD and 100 RSD for the cost of failure.

Using Kotlerov access answers to five questions why, established the following

provisional for car tires that are the wholesalers who were injured:

- **Why** the tire was damaged?
- **Why** testing is not carried out in the factory before delivery?
- **Why** output control in the factory did not react?
- **Why** did not react competent service delivery departments?
- **Why** did not react with the wholesalers received tires?

These questions are intended to discover the cause of damage to car tires, as the case would not be repeated again..

The essential question is, to educate workers in manufacturing to always be aware of chain reaction: better quality → lower costs → dominant competitive position → greater satisfaction of material and non-production workers → increase in demand for products → new employment in the company.

4. EFFECTIVE LEADERSHIP: THE EXCELLENCE OF IMPLEMENTATION OF TQM IN TRAYAL CORPORATION

TQM is a dynamic process of change in product and service quality, process quality and customer satisfaction supported cohabitation extreme and internal factors that compensate for the current divergence of their interests.

Factors are the intern and external stakeholders, organizations and environment. External and internal stakeholders are the stakeholders such as: users of products and services, zaposeni, suppliers, shareholders, public and wider community.

The difference between TQM and ISO standards is that standards are used for removing low-quality products and services, while TQM has the task to improve the overall quality of products and services beyond customer expectations

while ensuring quality improvement due to higher profit organization.

Corporation Trayal with accepted standards of ISO 9001: 2008 must be in the future to move to the above defined TQM.

Dynamism in the implementation of TQM is reflected in a constant state of change factors and changes in time. Knowledge management (KM) and technological innovation accelerates changes in the TQM concept to unimaginable limits.

According Franhoveru, the company includes five key domains of knowledge, such as methods, the product (s), consumers, markets and competition. The percentage of methods of waste 52.7%, 50.4% of the products, customers of 40.5% for 29.8% and 15.3% of the competition. Knowledge as a strategic resource, enables the company KM competitive advantage, which can be evaluated as: a) valuable, b) normal, c) may be imperfect mimic d) there can be strategically equivalent substitute. [9]

The concept of TQM infrastructure refers to the basic systems of corporate leadership Trayal should apply in the future to make the organization function well. Elements of leadership infrastructure that supports the basic principles of TQM are:

- strategic planning, human resource management, process management and data management and information.

Quality leadership should be useful for followers not to contribute to the enrichment of the leaders. [11] The success of the corporation depends on the performance of workers at the lowest level in the organization. Ross Perot once said that things are managed, and that people should take. All managers must be leaders in the field kvaliteta.Njihov job in a corporation is to establish a system of values of TQM and to implement it in the structure of the corporation. Corporate

leaders personally participate in all activities of all employees is a stimulant.

The leader needs to define its vision and mission of the corporation, that motivates employees and rewards them for contributing to the improvement of quality. Commitment to TQM in the corporation is defined quality policy which gives guidance on initiatives related to quality and reviews the quality of operations. The leader of the whole process should encourage followers and their personal example to provide foster teamwork, communication between different business functions and a willingness to communicate with the surrounding and internal and external stakeholders in order to improve performance.

Characteristics ekselentnog leaders are:

a) **Visible, loyal and knowledgeable leader** - promotes and highlights the importance of quality, detail and knows how well the company has to do. Personally engage in education, training and recognition. It is available and has routine contact with employees, customers and suppliers.

b) **Missionary gift** - leader is trying to throw as many changes, if possible, through the suppliers, the government and other promoters of quality possible. He is active in the promotion of quality outside the company.

c) **High goals** - going beyond incremental improvements and looking at the possibility of creating a great improvement, think about the different processes of improvement in the company, not only on improving the process.

d) **Solid leader** - cycle time, zero defect, six sigma, or other methods used for overall improvement. Clearly define customer satisfaction and objectively define quality improvement.

e) **Effective communication skills** - cultural changes associated with quality. Written policy, mission, policies and other documents and statements about the

quality of presenting a clear and consistent manner.

f) **Organizer** - constituted structures that allow more authority to lower levels. Enables employees. Better as a coach and manager, but as a boss. Through a management process focused on the internal and external customers. Departmentalisation improves the internal team.

g) **Contact with customers** - CEO (chief executive officer) and other senior managers are available to users of company products and services.

Acceptance of this approach is the result of an attempt of comparison with the methods in TQM programs to promote Westinghouse and IBM. [12]

- Strategic planning, as an element leader assumes an effective infrastructure to create the structure and determination of its objectives to be implemented in practice corporations.

Achieving quality and leadership position in the market requires a vision for the future that companies must address some fundamental questions:

- What are the corporate benefits?
- What are the company's weaknesses?
- What are the chances of output the company should give special consideration?
- What factors (internal and external) be treated as a threat to the company?

Based on the validity of this analysis should involve a strategic plan in the production processes and thus to seek answers to these questions:

- Who are we?
- By what we have known?
- What we are doing better than 90% of our competitors?
- In what can we beat our competitors?
- Where is now our company?
- Where the company wanted

to go?

- How to reach a certain goal?
- What to do in order to reach a

certain goal?

The basic role of strategic planning, leadership as an element of infrastructure, which supports the implementation of TQM in the company Trayal accompanying the formation of strategic structures. The process of formulation and implementation of fundamental importance for the company and the last word on the job should be to make the company a leader or a CEO. It did not work for the delegation to lower levels.

This whole process of strategic planning permeates all parts of the company and all employees must be informed of the need to test the following components of the strategy:

- Mission, vision and guiding values
- Product / market scope
- Competitiveness (diversity)
- Supportive policies
- Objectivity
- Organisational culture

• **Human resource management**, the effective leader of human resources is key to the successful application of TQM concepts. Achieving the objectives concerning the quality of business requires a fully dedicated, educated, trained and employed all the processes involved.

Bowen and Lawler suggest the way for monitoring the application of TQM principles in the department of human resources: [13]

- A good job at the right time,
- Focus on customers,
- Strategic and holistic approach to improving
- Continual improvement as a condition of survival
- Mutual respect and teamwork

Taking into account the conclusions set out in the field of human resource management as an element of leadership

infrastructure, we can conclude that the corporation should develop Trayal and control system involve four basic components:

➤ **Planning** - developing and maintaining human resources strategy as an integral part of the company's strategic business plan.

➤ **High performance work systems** - involved in the process of TQM cross-functional team and a team to design the organizational structure and given them the authority to make decisions for resolving problems with customers. Encourage them to take the initiative to create preventive actions in solving problems.

➤ **Education, training and development** - tools and programs to ensure the development of components that require immediate resolution of business and they need to achieve unity in factories, units and working groups and in the future provide the basis for a new culture of responsible companies.

➤ **Well-being and satisfaction of employees** - ensuring safety and healthy environment for staff, support staff across a number of services and continuous improvement of satisfaction measurement radniika.

• **Process management** - the third element is the infrastructure that includes leading the design process resulting in quality products and services that meet customer needs, then the daily control of process and their continuous improvement. Well designed processes as a result provide quality products and services, with less waste and need treatment.

The resources required for the process are: people, materials, energy, equipment, methods and money. Process management, in terms of a turbulent environment, requires leaders to ensure quality control process, and not inspecting the final products. So, instead of feedback control to provide prevention during the process so

that, on the one hand, reduce costs, and on the other hand, provide a quality product for the market. Thus, control of the process reduces the need for inspection of end products.

The effective leader in a corporation must "overcome" the two main barriers for effective process control. The first is the tendency to always focus on production volume, not quality of end products, and other barriers to the quality control system measures the number of internally harmonized specification that may or may not, relate to customer expectations.

• **Data and information** - is a critical position for the success of a company, and the information system is, today, the key to its qualitative success. Management company means, at the same time and information management. Measurement and analysis used in planning, reviewing the results of operations, improving processes and operations, compared with competing companies, provide information needed by effective leaders to manage the company and make timely decisions.

Obtained by measuring the most important information about key processes, products, services and achievements. For evaluation and quality improvement should be used more data types of information:

- Information on customer needs;
- Information about the characteristics of end products;
- Information about the production process;
- Information on the results of market research;
- Information on the work of employees.

Data analysis of information creates a basis for decision making at all levels in the corporation.

The goal of every corporation, and therefore Trayal, the creation of a modern organizational structure of TQM with a

vital and effective leadership that enables the successful coupling of the complex demands. Changes in the environment, risk and uncertainty, should lead to the creation of appropriate structures that are appropriate dynamic and unstable conditions. Big companies today are faced with the problem of internal coordination, external adaptation, with efficiency and effectiveness. The extreme conditions generated the rapid changes in technology, short product life cycle and the clear preference of the market or customers. Corporations have increasingly adopted information technology, the concept of TQM, a new culture and way of keeping. Effective leaders, in all this, you should see a chance for a successful market activity in terms of global environment.[14]

5. CONCLUSION

Trayal corporation is facing challenges at the intersection of 20th and 21 century, with all the unknowns that must be overcome with innovative, proactive and flexible working to all employees with the management of the entire corporation. The leading role is irreplaceable and that a quality product with a condition to profit with complete satisfaction to the users. Product quality in the corporation is increasingly becoming a crucial factor that distinguishes The market specific corporation from competing. Product quality has grown into a competitive weapon by numerous companies worldwide, and since the global market and Trayal must fit into present world trends. In doing so, it must develop an innovative culture in which employees will enjoy the changes and be the holder of such changes.

Before Trayal corporation is another difficult problem. By selling factory tires American company Cooper Tires, remained its core products. The previous

ISO system should adapt to new conditions, with the assumption that in one of the remaining factories organized production of tires with the already well-known brands (winter and summer tires). Corporation in the coming years, if he can start producing tires, must think about the

implementation of TQM and thereby promote the achievement of quality as an ultimate goal that will consistently provide customers a better product, while making maximum take care of their overall productivity and efficiency.

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