


**ASSESSING THE PREFABRICATED BUILDING FACTORY'S QUALITY BY POINTING OUT ITS STRENGTHS AND WEAKNESSES IN TERMS OF VISION, PLAN, AND EVALUATION**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 27 January 2023</p> <p><b>Accepted</b> 23 March 2023</p>	<p><b>Purpose:</b> This study aims at the strengths and weaknesses in the application of the ISO 9001: 2015 quality management system and its impact on the competitive performance of the company, and to find out the reasons why the company did not obtain the ISO 9001: 2015 international specifications certificate, which it strives to obtain, which has a relationship with the competitive performance of the company (prefabricated building factory / Iraqi Ministry of Construction and Housing).</p>
<p><b>Keywords:</b></p> <p>TQM; Vision and Plan; Evaluation; Improvement; Prefab Building Factory; Competitiveness.</p>	<p><b>Theoretical framework:</b> The lack of literature on the study at the Iraqi Ministry of Construction and Housing and Prefabricated Building Factory aimed to identify the strengths and weaknesses to determine the effects of applying the international standard. A related study on Asian port performance was analyzed and listed in the study based on a thematic approach.</p> <p><b>Design/methodology/approach:</b> The researchers in the company (prefabricated building factory) relied on interviews with top management, engineers in production lines, and technicians (Annex 1) by presenting questions to them (Annex 2) using the interview tool.</p>
	<p><b>Findings:</b> The most significant findings identified by researchers can be presented after discussing the requirements of the standard (ISO 9001:2015), vision, plan, and evaluation, and they attempt to make proposals to address cases of non-conformity diagnosed under the checklists and propose a set of recommendations related to the subject of the study.</p> <p><b>Research, Practical &amp; Social Implications:</b> Research and Practical and Social Implications: This research provides the contributor with user inputs to find out the root causes of the aforementioned problem and aims to apply the remaining clauses of the International Standard Certification (ISO 9001:2015).</p> <p><b>Originality/Value:</b> To obtain the organization's international standards certificate (ISO 9001: 2015) in terms of its vision, plan, and evaluation item and to impose its application on other items of international standards, this study helps to identify the organization's strengths and weaknesses so that weaknesses can be avoided and strengths can be strengthened.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i4.1354">https://doi.org/10.26668/businessreview/2023.v8i4.1354</a></p>

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## AVALIAR A QUALIDADE DA FÁBRICA DE PRÉ-FABRICADOS APONTANDO SEUS PONTOS FORTES E FRACOS EM TERMOS DE VISÃO, PLANO E AVALIAÇÃO

### RESUMO

**Objetivo:** Este estudo visa os pontos fortes e fracos na aplicação do sistema de gestão da qualidade ISO 9001:2015 e seu impacto no desempenho competitivo da empresa, e descobrir os motivos pelos quais a empresa não obteve as especificações internacionais ISO 9001:2015 certificado, que almeja obter, que tem relação com o desempenho competitivo da empresa (fábrica de pré-fabricados / Ministério da Construção e Habitação do Iraque).

**Referencial teórico:** A falta de literatura sobre o estudo no Ministério da Construção e Habitação e Fábrica de Pré-fabricados do Iraque teve como objetivo identificar os pontos fortes e fracos para determinar os efeitos da aplicação do padrão internacional. Um estudo relacionado sobre desempenho portuário asiático foi analisado e listado no estudo com base em uma abordagem temática.

**Desenho/metodologia/abordagem:** Os pesquisadores da empresa (fábrica de pré-fabricados) contaram com entrevistas com a alta administração, engenheiros nas linhas de produção e técnicos (Anexo 1) apresentando perguntas a eles (Anexo 2) usando a ferramenta de entrevista.

**Resultados:** As descobertas mais significativas identificadas pelos pesquisadores podem ser apresentadas após discutir os requisitos da norma (ISO 9001:2015), visão, plano e avaliação, e eles tentam fazer propostas para tratar casos de não conformidade diagnosticados nos checklists e propor um conjunto de recomendações relacionadas com o tema do estudo.

**Pesquisa, implicações práticas e sociais:** Esta pesquisa fornece ao colaborador insumos úteis para descobrir as causas profundas do problema mencionado e visa aplicar as demais cláusulas da Certificação do Padrão Internacional (ISO 9001:2015).

**Originalidade/valor:** Para obter o certificado de padrões internacionais da organização (ISO 9001: 2015) em termos de visão, plano e item de avaliação e impor sua aplicação a outros itens de padrões internacionais, este estudo ajuda a identificar os pontos fortes e fracos da organização para que os pontos fracos possam ser evitados e os pontos fortes podem ser fortalecidos.

**Palavras-chave:** TQM, Visão e Plano, Avaliação, Melhoria, Fábrica de Edifícios Pré-Fabricados, Competitividade.

## EVALUAR LA CALIDAD DE LA FÁBRICA DE PREFABRICADOS SEÑALANDO SUS FORTALEZAS Y DEBILIDADES EN TÉRMINOS DE VISIÓN, PLAN Y EVALUACIÓN

### RESUMEN

**Propósito:** Este estudio tiene como objetivo conocer las fortalezas y debilidades en la aplicación del sistema de gestión de la calidad ISO 9001:2015 y su impacto en el desempeño competitivo de la empresa, así como conocer las razones por las cuales la empresa no obtuvo las especificaciones internacionales ISO 9001:2015 certificado, que se esfuerza por obtener, que tiene relación con el desempeño competitivo de la empresa (fábrica de edificios prefabricados / Ministerio de Construcción y Vivienda de Irak).

**Metodología:** Los investigadores de la empresa (fábrica de construcción prefabricada) se basaron en entrevistas con la alta dirección, los ingenieros en las líneas de producción y los técnicos (Anexo 1) al presentarles preguntas (Anexo 2) utilizando la herramienta de entrevistas.

**Conclusiones:** Los hallazgos más significativos identificados por los investigadores se pueden presentar después de discutir los requisitos de la norma (ISO 9001:2015), la visión, el plan y la evaluación, e intentan hacer propuestas para abordar los casos de no conformidad diagnosticados bajo las listas de verificación y proponer un conjunto de recomendaciones relacionadas con el tema de estudio.

**Implicaciones de la Investigación:** Investigación e Implicaciones Prácticas y Sociales: Esta investigación proporciona al colaborador insumos útiles para encontrar las causas fundamentales del problema antes mencionado y tiene como objetivo aplicar las cláusulas restantes de la Certificación Estándar Internacional (ISO 9001:2015).

**Palabras clave:** TQM, Visión y Plan, Evaluación, Mejora, Fábrica de Construcción Prefabricada, Competitividad.

## INTRODUCTION

Environmental analysis has emerged as a solution to problems including rapid environmental change, difficulty predicting threats, the seriousness of their risk, and the degree of an organization's potential for adaptation and survival (Abdi et al., 2011). If corporate organizations are unable to study and assess their internal environments through vision, plan, evaluation, and external elements to reach certain goals, it becomes difficult for them to continue operating (Ali et al., 2021). The approach to total quality management is one of the modern trends in management, and its philosophy is based on a set of principles that management can adopt to reach the best possible performance. It depends on the use of several quantitative and qualitative tools to measure the extent of improvement in quality and achievement of goals (An, Yohan, 2023). Quality is not achieved by chance or luck but must be planned at every stage of the product's life, and the quality system is the mechanism by which the organization can organize and manage its resources to achieve the required quality economically (Almeshref, Yasser, and Homam Khwanda, 2022.). This analysis is one of the environmental analysis techniques that a business can use to assess the benefits and drawbacks of its internal environment (vision, plan, and evaluation), as well as the SWOT analysis of its internal environment (Allahyari et al., 2017). By utilizing advantages and averting internal environmental threats, the firm can achieve its goals. The objectives of the study can be summarized through; theoretical and practical investigation of the quality realities of prefabricated building factories; by recognizing their strengths and weaknesses and helping them to come up with solutions to their problems and get over the obstacles they face in the manufacturing process, evaluating the impact of the (vision, plan, and evaluation). The importance of the study is focused on that; the company's (prefab building factory's) primary duty is to supply prefabricated buildings to the public and commercial sectors; The necessity to adopt the organization under study (prefabricated building factory), and in particular, the degree of influence (vision, plan, and evaluation) in determining the internal factors, is what gives the study its significance; The Prefabricated Building Factory Administration intends to apply contemporary management practices to compete with foreign companies that have flooded the Iraqi market. ; The organization (Prefab Building Factory) is putting a lot of effort into implementing a quality management system that is effective and obtaining ISO9001:2015 accreditation; It is one of the major corporations whose productivity has held steady despite the difficult circumstances Iraq has experienced throughout the years. Through the above presentation, the problem of the study is revealed by knowing the roots of the problem; Weak

adoption of QMS concepts and requirements by local organizations, including the research sample (prefab building factory), is needed to meet the requirements for QMS application in the company and increase the performance of the organization as a whole; The prefabricated factory was unable to obtain certification to the international standard (ISO 9001:2015) as it could not meet the requirements set by the item's goal (vision, plan, and evaluation) as well as the higher management's quest for the certificate. Knowing the root causes of the aforementioned issues raises the following queries:

- a. Are there any advantages to the clause (vision, plan, and evaluation)? Is it feasible to avoid and correct flaws using strength points?
- b. Can the organization use the clauses (vision, plan, and evaluation) and aim to apply the remaining clauses of the international standard certificate to achieve the international certificate (ISO 9001:2015)?

Based on the aforementioned, the research's content was organized along the following axes: The study's introduction is on the first axis, followed by the literature review on the second, the research technique on the third, the results and discussion on the fourth, and the conclusions on the fifth.

## LITERATURE REVIEW

### Quality Management in Projects

#### a. *Enterprise quality management concept*

It will be limited to discussing quality management within the context of the study, which aims to manage the quality of project management, specifically the management of prefabricated building factories. Quality management in the project is defined as "the completion of the requirements approved by the project management"(Zumitzavan & Mumi, 2014). To put it another way, it entails "considering the quality of all project activities and operations from start-up to closure, and seeking to integrate associated tasks at all levels"(Zimon et al., 2020). Furthermore, it refers to "a branch of project management that tries to record the procedures necessary to verify that the project satisfies the requirements of its purpose of existence, including planning, assurance, and control." (Young, 2010). The project's three fundamental quality management tasks—quality planning, quality assurance, and quality control—will each be covered in a separate paragraph. The most significant objectives of project quality management are as follows(Yeng et al., 2018)(Yanto & Mahulae, 2021)(Wassan et al., 2022):

- organizing the activities for project quality management.
- deciding on the project's standard quality requirements and their order of importance.
- The project has access to everything necessary to meet quality criteria thanks to the presence of a professional department.

**b. *Project Quality Specifications***

Products (goods and services) have qualities that help define their level of quality, and they are a component of the conditions that establish how materials, equipment, and services can fulfill the project's needs while also being usable by the parties who will benefit from them. The standards and quality characteristics associated with a specific product are as follows, and these are quality characteristics (Sadikoglu & Olcay, 2014) (Sá et al., 2019) (Purwanto, Lumbantobing, et al., 2020) (Purwanto, Budi Santoso, et al., 2020):

- Performance refers to how well the product or service functions from the perspective of the people that stand to gain.
- Reliability refers to a product's capacity to operate successfully without malfunctioning under typical usage circumstances.
- It has to do with whether the product is appropriate for the intended use and satisfies the actual needs of the people who will benefit from it.
- Time: The product will be delivered at the appointed time.
- Understanding the degree of the product's correctness and suitability for use is what is meant by suitability.
- Completeness: The product satisfies all criteria for total quality.
- Consistency: This refers to providing all parties who will benefit from the products with the same level of effectiveness.

**c. *Basic Elements of Quality Management***

Different people have different ideas about what quality management is. Additionally, despite the existence of this discrepancy, project quality management benefits from some similar fundamental components, which are represented by the following (GC, 2018) (Goranczewski & Puciato, 2011) (Hanafi & Fatma, 2015) (Hernawan et al., 2019):

- ***A commitment of senior management:*** Senior management and executive management must be There has to be solid leadership working to implement the necessary steps with a quality management focus (Gallego & Gutiérrez, 2017).

- ***Planning and Organizing:*** Planning and organizing help the quality improvement process through the following (Jeyaraj et al., 2012) (Hanafi & Fatma, 2015) (Brooks et al., 2021):
  - a. Using an integrated, long-term strategy for quality management.
  - b. Incorporate product and service quality into the process and design.
  - c. ***developing prevention-based initiatives (such as means of protection from danger)*** (Hernawan et al., 2019) (Jeyaraj et al., 2012) (Abdi et al., 2011) (Kabir, 2013).
    - i. Establishing quality control methods.
    - ii. Planning the strategy's entire approach to the effective application of quality systems, procedures, tools, and approaches
    - iii. Create the infrastructure and organization needed to support improvement efforts.
  - d. ***Use of quality management tools and techniques*** (Sá et al., 2019): It is important to support and create continuous improvement processes as well as make effective use of tools and techniques.
  - e. ***Education and Training*** (Fonseca, 2015) (Gal et al., 2020) (Purwanto, Lumbantobing, et al., 2020): People must get the necessary education and training to guarantee that their broad understanding of quality management ideas, as well as the degree of their abilities and the nature of their attitudes, are relevant to the continuous improvement philosophy.
  - f. ***Participation*** (Madalena & Clara, 2015): There must be a dedication to raising individuals' understanding of their value as an asset, which rises over time thanks to their special attention and involvement in the process of continuous improvement.
  - g. ***Work Team*** (Manaf Bohari et al., 2013): Work teams should be approved, and it's important to take care of and adhere to the technical requirements of the hiring team by the organization's organizational structure.
  - h. ***Measurement and Feedback*** (Alptekin, 2013)(Newman et al., 2014): Results must be regularly evaluated with some internal and external key indicators, which are more significant when they relate to how customers perceive that the product is improving.
  - i. ***Working Together*** (Almeida et al., 2018) (Dąbrowska-Świder Msc, n.d.): To ensure that everyone participates in continuous improvement, an organizational atmosphere that fosters it should be established.



### **Research methodology**

The researchers in the company (prefabricated building factory) relied on interviews with top management, engineers in production lines, and technicians (Annex 1) by presenting questions to them (Annex 2) using the interview tool.

### **Research hypothesis**

The hypothesis of the study is based on the fact that the prefabricated building factory did not obtain the international standards certificate (ISO 9001:2015), in part due to the failure to implement the items (vision, plan, and evaluation); and the corporation can obtain international certification (ISO 9001:2015) by being informed about the strengths and weaknesses of (vision, plan, and assessment) measures, according to the basic claim of the study.

### **Limitations of Research**

The prefabricated building factory connected to the Iraqi Ministry of Housing and Reconstruction was selected. This is a result of the factory's high level of cooperation in locating and treating damage-causing factors, as well as its ability to integrate the manufacturing process, which aided in the evaluation of the production process at various stages. The study took place between June 1 and July 1, 2022, and it comprised a two-week period of field coexistence.

## **THE RESULT AND DISCUSSION**

### **The community of researchers is described**

The prefabricated factory was selected to apply the research's field component, and it served to reflect the research community by including all of the departments and manufacturing lines.

### **A justification for the choice**

- One of the oldest and most prominent construction production enterprises in Iraq, it has a wealth of experience and draws on the expertise of well-known foreign firms.
- The management of the organization is motivated to use contemporary administrative techniques to achieve the standards of today's business environment.

- In addition to working toward obtaining the Standard Specification Certificate, the organization wants to implement an effective quality system (ISO 9002:2015).
- It is one of the big businesses whose output has remained the same despite the challenging circumstances Iraq has faced throughout the years.

### The Human Resources of the Company

The number of employees in the company is **3108** affiliates, and Table 1 shows the distribution of employees in light of their educational certificates the table was prepared by researchers based on information obtained from the Department of Administrative Affairs. The qualifications of employees ranged from a master's degree to no qualifications, as no affiliate holds a doctorate or a higher diploma. The category of workers with primary and intermediate certificates who can read and write and who are illiterate have the highest percentage.

Table 1: shows the distribution of employees in light of their educational certificates

Certificate	Overall Number	Percentage
PhD	-	-
MSc	2	0.06
Higher Diploma	-	-
Bachelors	241	7.8
Technical Diploma	171	5.45
Secondary	542	17.4
Intermediate, elementary, read and write	2031	65.4
neither can write nor read	120	3.9
<b>The overall</b>	<b>3108</b>	<b>100</b>

Source: prepared by the researchers (2022)

While the proportion of master's degree holders among all corporate personnel was the lowest (0.9%), it reached 72.5%. The studied population had a 3.8% illiteracy rate.

Due to the lack of a program in the company's electronic calculator that provides such information, as well as the difficulty of manually calculating it due to the confidentiality of the information and the large number of the company's employees, it was not possible to distribute the employees according to their years of service.

According to the distribution of employees according to the type of work they do, the category of employees obtained the largest proportion of the total number of employees (72.8),



while the product line manager had the lowest percentage (1.02), as shown in Table 2, which researchers created using data from the business' administrative affairs division.

Table 2: shows how the personnel is distributed based on their jobs.

<b>Employment Type</b>	Department managers	Engineers	Administrators	Technicians	Workers	<b>Total</b>
<b>The quantity</b>	31	61	210	540	2263	3108
<b>Percentage</b>	1.02	2.02	6,7	17.4	72.8	100

Source: prepared by the researchers (2022)

It should also be mentioned that the company's worker-to-engineer ratio was 1:35, or 2.7%, while the technician-to-engineer ratio was 1:8, or 11.3%, and the worker-to-technician ratio was 19%. Researchers used information from the company's administrative affairs division to construct Table 3 of the ratios, which reveals that the rate of supervision in the firm is roughly (11%) Additionally, this percentage is higher than average because there are more unqualified cadres present than there are supervisory ratios in European businesses, which are 15% overall [10].

Table 3: Organization of the company's personnel

<b>Workers</b>	<b>A ratio</b>
An employee for each engineer	1:35
Every engineer needs a technician.	1:8
One employee per technician	1:8

Source: prepared by the researchers (2022)

### **Investigate the Elements That Affect Quality**

This topic's goal is to evaluate the prefabricated factory's quality by assessing the impact of each component (vision, plan, and assessment) and identifying its strengths and weaknesses through a thorough examination of each one to obtain a comprehensive picture of how it is doing.

The information in this study was collected by researchers at a prefabricated building factory through on-site field observations, personal interviews with the applicable employees, confirmation of documentation and records, and questioning of them about the data for this study (Annex 2).

## The Vision and the Plan

### Strength point

- Planning for the company's activities and providing production requirements in the near term, whether they are from local markets or foreign markets, according to the regulations of the Ministry of Industry and Minerals.
- Develop annual plans in which production quantities for each product are determined. In its formulation, the company relies on historical data, such as sales achieved last year, in forecasting demand for the coming year.

### Weak points

- A lack of senior management's role in setting long-term strategic plans, whether about quality or various activities in the company, as its role is focused on developing annual plans that determine production quantities by the central plans of the Ministry of Industry and Minerals.
- The ambiguity of the company's goal for its employees, in light of the interviews conducted with many officials in the company as well as the workers, showed that there was no complete agreement on the company's specific goal. As the goal stated in the memorandum of association is to contribute to supporting the national economy in the fields of shoe production, leather clothing of all sizes and types, and other leather products (depending on the principles of economic calculation and the efficiency of public funds investment and its effectiveness in achieving the goals of the state and raising the performance levels of the national economy to achieve the goals of development plans), we find that the goal did not mention quality, and there was no indication of product excellence or upgrading quality specifications.
- Production plans are established annually in the company, but only a part of them is implemented due to the reluctance of customers to purchase many of the company's products, and most of the machines have an impact on the completion of the plan.
- Not following fixed and long-term strategic plans but rather adopting variable and short-term plans.

## Evaluation

### Strength point

- The company clearly defines the tasks, duties, and powers of the employees in the various departments.
- The company has measures of employees' performance. These measures are used to evaluate the performance of employees, in light of which incentives, bonuses, and promotions are granted.

### Weak points

- Failure of the company to compare sales, earnings, and growth rates over several years to actual sales to analyze its strategy performance, use those results to assess its overall performance, and identify performance gaps.
- The lack of employee performance measures many important aspects affecting their satisfaction, such as attention to employee relations with each other, the relationship of managers and supervisors with workers, and the participation of workers in the decision-making process.
- The company does not use modern administrative methods such as benchmarking to identify the strengths and weaknesses in the level of its quality performance compared to competitors.

## CONCLUSIONS

The most significant findings identified by researchers can be presented after discussing the requirements of the standard (ISO 9001:2015), vision, plan, and evaluation, and they attempt to make proposals to address cases of non-conformity diagnosed under the checklists and propose a set of recommendations related to the subject of the study. So The following conclusions were drawn from the examination of the prefabricated building factories' (vision, plan, and evaluation) compliance with the requirements of the standard specification for quality management in projects (ISO 9002:2015): The rules for activities influencing quality, in particular (vision, plan, and evaluation); not providing enough guidance to people when they practice their activities; a lack of coordination between the activities that overlap; employees' lack of knowledge of the quality culture; failure to educate corporate employees on quality management training sessions relevant to the project; inadequate monitoring of vendors' performance and absence of records of assessments of their records; The company's inspection

processes need improvement, which is why it took so long to find the irregularities and determine their reasons. The absence of suitable improvement tools within the company. In light of the aforementioned findings, the study came up with the following recommendations to address the causes of non-conformity between the prefabricated building factory's actual reality and its vision, plan, and evaluation requirements as specified by the standard specification (ISO 9001:2015); Adopting an independent and advanced system for collecting and analyzing the information obtained is a must; Frequent self-evaluations within the organization (a prefabricated building factory) aid in energizing personnel and carrying out necessary training programs; The management of the organization should establish a strategy for the resources the project will require both now and in the future; The importance of outlining positions inside the organization is to enable employees to understand their responsibilities and do their tasks successfully; Distributing employees and defining their jobs according to each person's area of expertise, using thorough criteria that take many factors into account, and providing each employee with a clear understanding of the type of work they are responsible for; When employees are aware that they are under constant and abrupt control, that someone is supervising them, that their efforts are being evaluated, and that there are consequences for their actions, their efficiency rises; Holding meetings on a regular basis between individuals working outside the scope of their job and listening to the problems they face and the opinions they present helps to strengthen the bonds that connect them on the one hand and with higher management on the other. It is necessary to visit other factories located in the same market, document all their information, and benefit from their data and plans; Defining a special department concerned with the changes to be made in any paragraph of the factory helps in carrying out the change process with complete calm and independence; Conducting spatial training courses in the company for product quality; preserving positive relationships with suppliers to maintain control over the quality of products and services; holding internal and external training sessions to get the business ready for the application, documentation, and requirements of the standard (ISO 9001:2015).

## LIMITATIONS AND FUTURE RESEARCH

This research is not without methodological limitations. Arguably, there are limitations to the generalizability of the study, as a broader representation of key actors in the Iraqi Ministry of Housing and Construction may be warranted. Another limitation is the lack of access to extensive statistical databases, and because the prefabricated building factory is one of the most important and productive contracting companies in Iraq, future researchers are encouraged to delve into this research and information, and it is also hoped to study it. In this research, it is also possible to identify the effects of the prefabricated building factory and the exorbitant costs incurred by Iraqi citizens, as well as the opinions of customers and the viewpoints of service providers. Another useful title for future research may be "Evaluating the quality of the prefabricated building factory by pointing out the strengths and weaknesses in terms of construction and improvement work, finding the weaknesses in this paragraph of the international specifications (ISO 9001: 2015), and addressing and strengthening these points to improve The quality of this organization's products and its ability to compete with other organizations in the same market and markets in neighboring countries are proposed to be considered, as are all the paragraphs of the international standard (ISO. 9001:2015) and how they affect the organization and its competitive policies (product policy, product development, improvement policy, advertising, and promotion policy, after-sales service policy, and product marketing policy).

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## ANNEX

Appendix 1: interviews with employees for the time frame of 1/6/2022-1/7/2022

No.	The staff members questioned
1	Prefab Factory Director
2	Assistant manager at Prefab Factory
3	Controller of Quality Control
4	Several quality control department employees
5	Director of Material Disbursement
6	Design Director (Calculator Administrator)
7	Chief Marketing Officer
8	The manager of technical affairs
9	Purchasing Department Manager
10	supervisor of maintenance

Appendix 2: interview questions with employees

No.	questions
1	Does the company have quality standards?
2	Does the executive level communicate the quality policy to the staff?
3	Does top management give staff permission to analyze and provide remedies to quality issues?
4	Does senior management offer enough resources to ensure that quality tasks are completed and to confirm the acceptable level of quality?
5	Does top management select a supervisor to handle issues relating to quality?
6	Does management take particular measures to guarantee that items acquired to meet standards are in fact in compliance?
7	Does top management use a specific process for choosing suppliers?
8	Is there a procedure in place for senior management to assess the performance of suppliers?
9	Do top managers maintain a calendar for the supplier?
10	Does the administration take specific action against offenders and subpar vendors?
11	Is there a schedule for how the internal audit process is carried out?
12	Before coming to a decision, are internal audit reports shared with the appropriate authorities?
13	Has top management received the internal audit reports for their review?
14	Do the top management offer facilities, work locations, and working conditions appropriate for finishing the work and ensuring performance quality?
15	Do top managers perform preventative maintenance on tools and equipment to make sure they can produce the required quality?
16	Do top managers offer uniform requirements and quality strategies to strictly regulate production processes?
17	Are all manufacturing procedures decided upon and under the direction of senior management?
18	Does management establish appropriate working conditions to meet production demands?
19	Do senior executives have a thorough description of each production process?
20	Does senior management follow maintenance guidelines when conducting business?
21	After doing an investigation on them and demonstrating their non-conformity, are the products isolated?
22	Does senior management have a formal process in place for finding non-conformities?
23	Does senior management maintain records detailing the proper course of action to be taken in the event of non-conformities?
24	Does the administration adhere to policies for using items and materials in a way that avoids harm to guarantee that their quality is not compromised?
25	Does the administration offer suitable conditions for product preservation during storage?
26	Do those in charge of the inspection and examination processes need any specialized skills?
27	Does the management implement particular inspection and testing protocols upon receiving raw materials and throughout the production process to guarantee that the product complies with the customer's requirements?
28	Before delivery, does the administration do all necessary inspections on the product?
29	Does the organization keep a record of the materials it inspected both before and during production?

30	Does top management have a plan for the design and development phases, from the initial and final design stages through production to the usage phase of the product, commencing with the idea stage?
31	Are all stages of the design reviewed and approved by high management?
32	Does senior management successfully train employees at sites that affect quality so they have the knowledge and expertise needed to produce the appropriate quality?
33	Does senior management make decisions about employees' qualifications to perform work that has an impact on quality?
34	When client requirements have been precisely established, does senior management document them?
35	Does it give the organization the capability it needs to meet the needs of the client?
36	Does top leadership use a particular framework when analyzing client needs and assessing the organization's capacity to meet those needs?
37	Is the business interested in offering post-purchase support?
38	Are after-sales service operations covered by internal audit procedures?
39	Does management provide after-sales training to staff members?
40	Does the company have a particular department in charge of overseeing after-sales services?
41	Is there a defined process in place for senior management to receive and address customer complaints?
42	Does management oversee quality-related papers and data?
43	Does management oversee the organization's usage of documentation methods that separate fresh papers from older ones and get rid of unnecessary records?
44	Does management name the employee or the employees in charge of the documents?
45	Are there records of the quality management system available to senior management?
46	Are quality management records kept by Top management in a way that makes it easy to find them?
47	Does top management prefer to implement the change using internal expertise?
48	When adjusting, does top management prefer to rely on outside expertise?