

## ON SOME QUALITY MANAGEMENT FADS

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*Research has been undertaken on the use of management fads in organisations and how those fads drive organisations towards business improvements. According to Collins Cobuild dictionary, a fad is 'something which a person or a group of people is very enthusiastic about, but with which they become bored very quickly'. Most management fads fade away after a short period of time. This research, however, focuses on fads which survive and become normal management practice, and how they contribute to organisational improvements. Two specific widely used fads from the field of quality management have been chosen for study; the ISO 9000 basic standards certification and the use of self-assessment against an accepted quality award model. It is suggested that information regarding the development of these two particular fads might aid understanding of the large number of fads which have been noted in the area of organisation and management in general.*

*A review of the literature on fads shows that there has been little work that is based on theory or that attempts to follow the development of a particular fad over time. This research uses theory from the areas of organisational change and motivation to suggest hypotheses regarding fad development. The field of quality management is then shown to be an area which lends itself well to the testing of these hypotheses.*

*The research consists of two parts. One part justifies the choice of quality management as an area to look for fads. The other part of the research focuses on the development of the two fads themselves.*

**Key words:** *Quality Management; Management Fads; ISO 9000 Series; Self Assessment*