

KS 光伏玻璃公司卓越绩效管理模式
应用研究

Research on the Application of
Performance Excellence Management
Mode in KS Photovoltaic Glass
Company

摘 要

卓越绩效管理模式是落实企业进行经营质量管理的模式，是当今企业应对市场竞争最有效的管理工具和方法。卓越绩效管理模式产生于美国的“国家质量奖”（波多里奇质量奖），并在国际上越来越得到广泛认同。目前世界上有 70 多个国家正式采用并大力推广卓越绩效管理模式。中国国家质量监督检验检疫总局、国家标准化委员会于 2004 年颁布了《卓越绩效评价准则》国家标准（GB/T19580-2004），并作为全国质量奖的评审标准，国内一些省市也以此标准为省市质量奖的评审标准。卓越绩效管理模式是对全面质量管理的标准化、规范化和具体化，它提供了一个比 ISO9000 内涵更加丰富的质量管理体系建设框架。对卓越绩效管理模式进行系统深入地分析，并在企业或组织推广及实施，对提升企业的管理水平及竞争力都有重要意义。

基于企业管理实践和管理提升的需求，本论文以 KS 光伏玻璃公司导入卓越绩效管理模式为研究主题，查阅大量的文献资料，建立了自己的理论基础和研究的框架，分别就卓越绩效管理模式的内涵发展和核心价值观等进行了阐述，对卓越绩效管理模式评价准则进行理论解读，并将卓越绩效管理模式与现行 ISO9001 质量体系进行对比，论证卓越绩效管理模式是比 ISO9001 更全面，更高效的质量绩效体系。接着运用 PEST 分析法对 KS 光伏玻璃公司的内、外部竞争环境进行剖析，对 KS 光伏玻璃公司现行质量管理体系运行现状进行阐述。然后，运用卓越绩效管理模式的评价准则，设计了适合 KS 光伏玻璃公司的诊断设计方案，并采用调查访谈的方式对公司现行质量体系进行分析、评价及评分，汇总得到 KS 光伏玻璃公司在领导作用等六个方面存在的不足。最后根据诊断结论，针对性地构建公司的基于卓越绩效管理模式的质量改善体系，并制定导入卓越绩效管理模式实施方案。

本篇论文通过研究该企业在实施卓越绩效管理模式七个方面的执行情况，结合诊断结论及公司内外竞争环境分析，进行有的放矢的管理变革。KS 光伏玻璃公司实施卓越绩效管理模式两年，在充分发挥高层领导作用、进行企业文化变革、制定适合公司发展的战略目标及部署实施、人力资源管理、技术创新改革等方面做出了大量的科学的变革，并取得了一定成效。本文期望通过对 KS 光伏玻璃公司卓越绩效管理模式的应用研究，能够对其它企业的质量体系管理工作提供借鉴作用。

关键词：KS 光伏玻璃公司；卓越绩效管理；全面质量管理

ABSTRACT

The excellent performance management model is the implementation of business quality management in enterprises and is the most effective management tool and method for enterprises to cope with market competition today. The excellent performance management model originated from the "National Quality Award" (Baldrige Quality Award) in the United States and is increasingly recognized internationally. Currently, more than 70 countries around the world have officially adopted and vigorously promoted the excellent performance management model. The General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China and the National Standardization Administration of China issued the National Standard for Excellent Performance Evaluation (GB/T19580-2004) in 2004. Some cities in China also use this standard as the evaluation standard for the provincial and municipal quality awards. The excellent performance management model is the realization and normalization of TQM, which provides a quality system construction framework with richer connotations than ISO9000. A systematic and in-depth analysis of the excellent performance management model, as well as its promotion and implementation in enterprises or organizations, is of great significance for enhancing the management level and competitiveness of enterprises.

Based on the needs of enterprise management practice and management improvement, this paper takes the introduction of excellent performance management mode by KS Photovoltaic Glass Company as the research theme, looks up a large number of documents, establishes its own theoretical basis and research framework, expounds the connotation development and core values of excellent performance management mode, and theoretically interprets the evaluation criteria of excellent performance management mode, And the excellent performance management mode is compared with the current ISO9001 quality system to demonstrate that the excellent performance management mode is a more comprehensive and efficient quality performance system than ISO9001. Then the PEST analysis method is used to analyze the internal and external competitive environment of KS photovoltaic glass company, and the operation status of the current quality management system of KS photovoltaic glass company is described. Then, using the evaluation criteria of excellent performance management mode, a diagnosis design scheme suitable for KS Photovoltaic Glass Company was designed, and the current quality system of the company was analyzed, evaluated and scored by means of investigation and

interview, and six deficiencies of KS Photovoltaic Glass Company in leadership were summarized. Finally, according to the diagnosis conclusion, the company's quality improvement system based on the excellent performance management model is purposefully constructed, and the implementation plan of introducing the excellent performance management model is formulated.

This paper studies the implementation of the excellent performance management model in seven aspects of the enterprise, combined with diagnostic conclusions and analysis of the internal and external competitive environment, to carry out targeted management changes. KS Photovoltaic Glass Company has implemented the excellent performance management model for two years and has made a lot of scientific changes in giving full play to the role of senior leadership, carrying out corporate culture reform, formulating strategic objectives and deployment for the development of the company, human resource management, technological innovation and reform, and has achieved certain results. This paper expects to provide some reference for the quality system management of other enterprises through the application research of KS photovoltaic glass company's excellent performance management mode.

KEYWORDS: KS Photovoltaic Glass Company; Performance Excellence Management; Total Quality Management

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